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The Cultural, Ethical, and Educational Consequences of Sport Organizations' Social Responsibility: A Systematic Review

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ABSTRACT

Sports organizations collaborate with the local communities to achieve their many targets through corporate social responsibility (CSR). In research on the SR of sports organizations, their cultural, ethical, and educational consequences have received some attention, but mostly under the heading of social and ethical dimensions. This study has presented a systematic review of documents related to the cultural, ethical, and educational consequences of sports organizations' SR since 2000. The analysis identified critical themes of cultural effects, including cultural development, increasing awareness about CSR, and integration into society. Ethical consequences included improving individual and societal ethics and a positive attitude toward ethics. Educational effects included the components of applying education, increasing the quality of education, and enhancing society's positive perspective on education. Furthermore, the CSR programs of sports organizations provide extra potential for sustainable community development.

Introduction

Every day, CSR becomes more critical in organizations, and research results show its applications. Nowadays, it is one of the ways that an organization can influence the processes occurring within its interests. It is not the rule but is the unspoken norm for self-respect and willingness to achieve great company results (Sulaymonov, 2020). In other words, CSR refers to “the commitments of business firms to seek those strategies, to settle on those decisions, or to pursue those lines of activity that are according to societal values and expectations” (Barauskaite & Streimikiene, 2021.p,3).

Like many organizations, sports organizations get more involved in social activities for different reasons and perceive the partnerships differently (Huskins, 2019). Within the professional sports sector, one of

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the more prominent ways to address CSR is through social collaboration with various partner organizations. It is interesting to know that CSR can be traced in the history of a football club (as a sports organization) from the early days of the organized game (19th century) (Roşca, 2011).

Sports associations are in a complicated situation. On the one hand, they are non-profit organizations whose primary mission is to promote sports and vitality in society. On the other hand, professional clubs have also been created with the increasing popularity of sports and the necessity of their societal development (Liu, Wilson, Plumley, & Chen, 2019). These organizations must be managed in today's competitive environment of the entertainment industry while maintaining the mission of promoting sports in such a way that the expenses to ensure survival in the competitive world. CSR generates goodwill in the community, addresses social issues, and enhances business strategy (Moyo, Knott, & Duffett, 2021). Hence, sports organizations need to collaborate with the local community to achieve their goals, and one effective way to do so is through Corporate Social Responsibility (CSR).

Studies have been conducted on social responsibility (SR) in sports organizations; however, more research needs to focus on the influence of social responsibility on societies. As this process hasn't been extensively researched in the context of sports organizations as separate entities, the following questions are created: how do sports organizations create and keep these collaborations? How are the benefits to the organizations balanced with the benefits to society?

Through a collective approach to CSR, sports organizations contribute to meaningful social change and have the potential to play a positive role in societies (Riggin, Danylchuk, Gill, & Petrella, 2019). For example, comparing the representations of national identity propagated during the 2010 FIFA World Cup in Sydney provided a valuable opportunity to assess how the cultural politics of sports are configured (Baker & Rowe, 2014).

Despite the active participation of companies in CSR activities, it remains to be seen how CSR activities can effectively communicate with diverse societies. Research on SR has focused less on its cultural, ethical, and educational effects on society. Therefore, the researchers intended to study the results of the sports organizations' commitments to their consequences on society and provided clustered results. In summary, this study is guided by the following two research questions:

- 1) What is the current state of scholarly research on the CSR effects of sports organizations on society?
- 2) What are the cultural, ethical, and educational consequences of sports organizations' SR in society?

Literature Review

CSR

CSR includes four elements: economic, legal, ethical, and discretionary (Archie B Carroll, 1979). It generally refers to an organization's duty to maximize its long-term positive impact on society while minimizing its adverse effect (Anagnostopoulos & Shilbury, 2013; Liu et al., 2019). When people are more responsible in their business and society becomes more permissive, receptive, and keen to empower business, organizations are directly involved in and committed to creating opportunities for all (Kim & Bae, 2016). Therefore, CSR has been recognized as a part of the business management literature and a way of ethical decision-making for private companies, which should be embedded in the organizational culture (Costa, 2018; Porter & Kramer, 2006; Trevino & Nelson, 2006).

CSR & Sports Organizations

CSR in sports is a relatively new concept, and professional sports organizations are rapidly arriving into socially responsible initiatives (Babiak & Wolfe, 2009). Babiak and Wolfe (2013) organized forms of CSR initiatives undertaken by sports organizations into six categories: labor relations, environmental management and sustainability, corporate governance, diversity and equity, philanthropy, and community relations. Babiak and Wolfe (2006) Claimed that sports organizations have no alternatives to CSR. Sports organizations, leagues, teams, and brands strategically use

sports to engage various groups in socially desirable behaviors like community development agendas (health-positive youth development and education) (Gill, 2017; Liu et al., 2019; Walker & Parent, 2010). When sports organizations use CSR in their business operation, they also seek to address specific community issues- derived from Levermore (2008), who identified conflict resolution and intercultural understanding, community infrastructure, raising awareness mainly through education, empowerment, impact on physical and psychological health, general welfare and economic development/poverty alleviation (Davies & Moyo, 2017).

In summary, the sport should demonstrate its capability to act as an effective way of delivering CSR programs (Trendafilova, Ziakas, & Sparvero, 2017). This assertion is supported by the many examples in the sports industry, where individual organizations take it to initiate and teach CSR as part of their businesses and social responsibilities. They should also enhance their profile as good corporate citizens (Davies & Moyo, 2017). Therefore, CSR is an essential strategy for sports organizations and events (Pramolbal, Prasertsiriphan, Puongklin, & Pramolbal, 2014).

Sports Organizations' CSR & Society

With increasing attention to CSR activities in sports, increasing support for sports projects to improve positive results in the development of society in areas such as economic and social development, cultural cohesion, improving lifestyle, reducing conflict between communities, fostering sports development, education, and gender equality have taken place (Sherry, Schulenkorf, & Chalip, 2015; Sulaymonov, 2020).

Recently, researchers and industry leaders have shifted their focus to the impact of these initiatives on society, namely, social implications (Inoue & Kent, 2013; Irwin, Irwin, Miller, Somes, & Richey, 2010; Walker, Hills, & Heere, 2017). They aimed to address various social requirements. By exploring the social impact, it is possible to determine whether specific social initiatives benefit society more significantly than previously understood (Riggin et al., 2019)

Sports organizations have performed society-oriented programs for several years; hence, they have considered themselves a part of the social fabric of their society (Trendafilova et al., 2017). Sports organizations such as leagues, clubs, and nonprofits are embedded within local communities and influenced by extensive stakeholder relations that affect society. A society-oriented perspective aligned with the columns of sustainable development can share responsibility with communities to facilitate the attainment of benefits from CSR programs implemented by sports organizations (NiaziTabar, Andam, Bahrololoum, Memari, & Rezaei Pandari, 2020).

A suitable CSR program positively Influences society economically and value orientation and can bring society sustainable development and growth (Rudito, 2014). Experts believe that educating and promoting cultural and social values by people in the organization can create a good role model in society (NiaziTabar et al., 2020). Therefore, CSR activities within the sports industry are not a temporary phenomenon. However, in addition to the fact that more sports organizations adopt such activities, some organizations have also broadened the scope of existing activities due to sports' professionalization, high public image, and responsibility towards society (Trendafilova et al., 2017).

CSR, Education, Culture, and Ethics

The significance of Corporate Social Responsibility (CSR) in sports is growing, backed by increasing political and institutional support for sports-based projects aimed at positively impacting society. These projects target economic development, social inclusion, cultural cohesion, healthy lifestyles, education, gender equality, reconciliation, and peacebuilding (Trendafilova et al., 2017). CSR programs have tangible effects, such as improved health facilities and educational standards (Nyambe, 2020). Professional football clubs and similar entities are actively using sports as a tool to carry out their CSR activities. They seamlessly integrate CSR into their business operations and proactively address various community issues, including conflict resolution, intercultural understanding, infrastructure development, awareness raising through education, empowerment, and direct impact on physical and psychological health, as well as general welfare and economic development/poverty alleviation (Davies & Moyo, 2017). In 1981, English football clubs' "football in the community" schemes helped improve people's skills. They created opportunities for a better

life through social inclusion, education, and physical activity. English football clubs have been deeply rooted in their communities since their establishment. Many of Premier League football clubs' Corporate Social Responsibility (CSR) programs target youngsters and their future. Several clubs cooperate with local schools, offering educational programs to shape the next generation. The clubs' proactive approach can be explained by the fact that a society with better skills and education can produce football fans of higher value and even future footballers for the club. Potential fans and players will better understand the world and can provide moral support to the club (Roşca, 2011). CSR benefits both companies and the societies around them, positively impacting both sides. The society in which such companies operate may see improvements in the quality of education, technology, and infrastructure, and better health and security. Thus, adhering to CSR principles may contribute to a higher standard of living for people surrounding socially responsible businesses (KsiężaK, 2016).

Furthermore, companies' responsible behavior can inspire people in their surroundings to do the same. Therefore, social activation enables individuals to experience emotional benefits from helping others (A.B. Carroll & Buchholtz, 2014). In Nishida's study, the results reinforce that the relationship between clubs and local communities is multidimensional, where the ethical-emotional category brings elements such as identification, trust, and transparency that affect the relationship between the club and the community. The study also observes how CSR actions can promote inclusion, health, and sustainable development, which are connected to the concept of SFD (Nishida, Demajorovic, & Carlos de Moraes, 2024). Hence, by implementing social responsibility in different aspects of football, officials can bring about positive changes in individuals' attitudes toward ethical, cultural, educational, environmental, and sustainability awareness (Adeyanju, 2012; Davies & Moyo, 2017; KsiężaK, 2016; Mehta, 2011)

Methodology

Literature Search

The PRISMA¹ guidelines were used for conducting systematic reviews (Page et al., 2021) and provided two best-practice checklists to design execution and report the previous related studies (Liberati et al., 2009). The present study was performed in two systematic quantitative and qualitative review sections.

Search Strategy

In this study, the systematic review procedures included structured searches of databases that provided a balance between comprehensive and specialized information about CSR, sports organizations, and society. Six databases were utilized: Scopus, ResearchGate, Google Scholar, ScienceDirect, EBSCO, and WOS journals. The keywords included CSR, sports organizations, ethics, culture, social, education, and community. We selected the documents that included at least two of these keywords. The 742 studies were identified via electronic databases and references from previous systematic reviews. The full text of 38 papers was deemed appropriate for this review. The literature was published between 2000 and 2024. The initial search was conducted on 8 November 2021. A follow-up search using the same terms was conducted on 19 July 2024. Fig. 1 presents the PRISMA flow diagram of search results.

Inclusion and Exclusion Criteria: For this review, academic literature (Web of Science and Scopus), research papers, and chapter books were included through an invalid peer-reviewed process. Grey literature, including evaluation reports, annual reports, articles in non-peer-reviewed journals and other publication outlets, and conference posters, was also considered.

Inclusion criteria included: (1) We only kept journal articles and chapter books written in English. (2) The literature was related to supply chain management, football business development, and corporate social responsibility. (3) The literature must contain full texts identified through searching titles, abstracts, keywords, and full texts. Studies were excluded if they were: (a) focused only on

¹. Preferred Reporting Items for Systematic Reviews and Meta-Analyses

one keyword. (b) Articles that did not align with our research objectives, (c) Quantitative systematic review articles.

Analysis: The reviewed documents were 38. The standard coding features were used to open coding. Then, gravitational and selective coding were conducted. The next step is to group codes into a coherent pattern based on the research issue (Soratto, Pires, & Friese, 2020). The ATLAS.ti software program was used to facilitate the evaluation of the articles. This software could save, identify, and interpret the information collected from the reviewed articles. Also, it benefited from easy access to quotations for keywords, relationship charts, and other analysis features (Chang & Hsieh, 2020). Quotations are the desired phrases or sentences that we extract from the text. The quotations were grouped for appraisal separately and regularly analyzed in connection with the study method. All papers were read repeatedly, and the process continued according to the research's purpose (Paulus & Bennett, 2017).

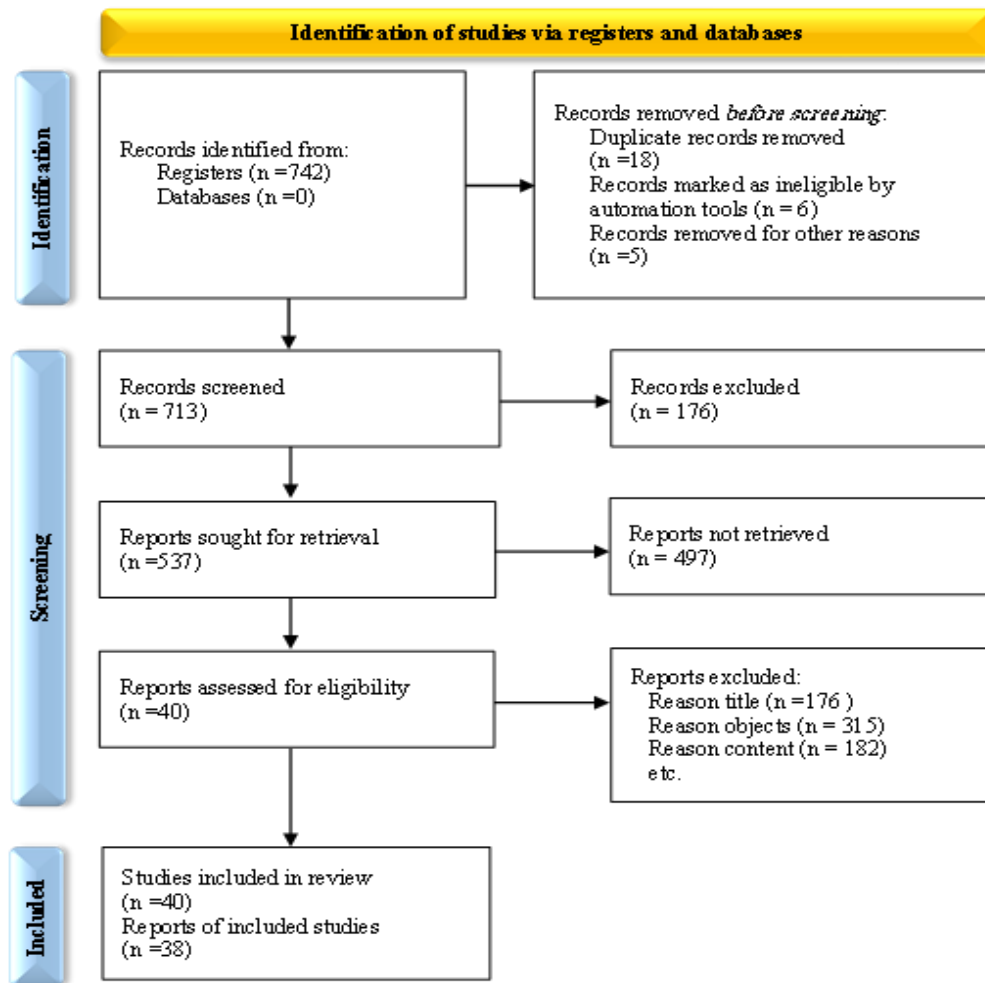


Figure 1. PRISMA 2020 data extraction and screening flow diagram.

Open Coding: Upon initial analysis of the text, the researchers recognized several quotations, sentences, and words related to the field with the open coding feature of the ATLAS.ti 9 software package. A “quotation” was labeled with open coding, and the exact wording was used to produce a message from the same paper (Friese, Soratto, & Pires, 2018). The codes were performed based on their common properties to find and classify correlations. The category name could vary from the codes, and if appropriate, we might create sub-categories and then use them in these sub-categories (Soratto et al., 2020). Depending on the technique used, gravitational or selective coding was performed after finishing open coding. In the next phase of the study, such coding enabled the creation of models in an inductive process.

Data Analysis: After designing the coding frame, the investigator obtained a clear data overview. The optimized codes were used to interpret and re-read the data several times. Concerning the

research issue, the next stage was grouping the codes into a coherent pattern. Since the coding was based on the research's purpose, the categories' names were determined based on this purpose. The codes were summarized into three subject areas using the ATLAS.ti 9 software according to concepts that serve as the first ideas for themes. Codes related to CSR, society culture, social ethics, and education were drawn into a network and connected. This software provided a space for conceptual thought as the networks arranged the nodes, thinking of meaningful relationships and naming those connections.

Results

Descriptive Findings

- What is the current state of scholarly research on the CSR effects of sports organizations on society?

The coded documents are shown in Table 1.

Table 1. Summary of the characteristics and quality scores for studies included in the systematic review

	Author	Title	Journal	Country
1	(Adeyanju, 2012)	An assessment of the impact of corporate social responsibility on Nigerian society: The examples of banking and communication industries	<i>Universal Journal of Marketing and Business Research,</i>	Nigeria
2	(Azhar & Azman, 2021)	School's Perspectives on Educational Programmes under Corporate Social Responsibility Initiatives. Case Study: Malaysia.	<i>AFOR Journal of Education,</i>	Malaysia
3	(Adu-Gyamfi, He, Nyame, Boahen, & Frempong, 2021)	Effects of Internal CSR Activities on Social Performance: The Employee Perspective.	<i>Sustainability</i>	Ghana
4	(Barnett, Henriques, & Husted, 2020)	Beyond good intentions: Designing CSR initiatives for greater social impact	<i>Journal of Management</i>	Global
5	(Carrasco, 2007)	Corporate social responsibility, values, and cooperation.	<i>International Advances in Economic Research</i>	Spain
6	(Chia, Kern, & Neville, 2020)	CSR for Happiness: Corporate determinants of societal happiness as social responsibility.	<i>Business Ethics: A European Review</i>	Global
7	(Davies & Moyo, 2017)	Community perceptions of a CSR programme: A case study of a professional football club.	<i>Corporate Ownership & Control</i>	South Africa
8	(Fordham, Robinson, & Van Leeuwen, 2018)	Developing community based models of Corporate Social Responsibility.	<i>The Extractive Industries and Society</i>	Australia
9	(Gaither, Austin, & Schulz, 2018)	Delineating CSR and social change: Querying corporations as actors for social good.	<i>Public Relations Inquiry</i>	USA
10	(Huskins, 2019)	Exploring the collaboration between football clubs and their local community for corporate social responsibility activities.	<i>(Master). University of Huddersfield, England.</i>	England
11	(Igbinedion & Ovbiagele, 2012)	Corporate social responsibilities of tertiary educational institutions to host communities in Delta South Senatorial District of Delta State of Nigeria.	<i>International Review of Social Sciences and Humanities</i>	Nigeria
12	(Książka, 2016)	The Benefits from CSR for a Company and Society.	<i>Journal of Corporate responsibility and leadership</i>	Global
13	(Liu et al., 2019)	Perceived corporate social responsibility performance in professional football and its impact on fan-based patronage intentions: An example from Chinese football.	<i>International journal of sports marketing and sponsorship</i>	China

14	(Massoud, Daily, & Willi, 2019)	How do Argentine SMEs define CSR? Cases in educational social development.	<i>World Journal of Entrepreneurship, Management and Sustainable Development.</i>	Argentina
15	(Mazutis & Slawinski, 2015)	Reconnecting business and society: Perceptions of authenticity in corporate social responsibility.	<i>Journal of Business Ethics</i>	Global
16	(Mehta, 2011)	Corporate social responsibility (CSR) and universities: Towards an integrative approach.	<i>International Journal of Social Science and Humanity</i>	Oman
17	(Ngoepe-Ntsoane, 2018)	Perspectives on corporate social responsibility as a route to citizen empowerment.	<i>Development Southern Africa</i>	South Africa
18	(Nyambe, 2020)	valuating the impact of CSR programmes of the local communities (a case of Kalumbila mine).	<i>Cavendish University,</i>	Zambia
19	(Paramita, Rizal, & Taufiq, 2018)	Cultural CSR in perceptions of cultural Preservation osing.	<i>Jurnal Ilmiah Ilmu Terapan SINERGI</i>	Indonesia
20	(Riggin et al., 2019)	Social impact of a corporate social responsibility initiative.	<i>Sport, Business and Management: An International Journal</i>	Canada
21	(Roşca, 2011)	CORPORATE SOCIAL RESPONSIBILITY IN ENGLISH FOOTBALL: HISTORY AND PRESENT.	<i>Management & Marketing</i>	England
22	(Sanders, Heys, Ravenscroft, & Burdsey, 2014)	Making a difference: the power of football in the community.	<i>Soccer & Society</i>	UK
23	(Singh & Misra, 2021)	The evolving path of CSR: toward business and society relationship.	<i>Journal of Economic and Administrative Sciences</i>	Global
24	(NiaziTabar et al., 2020)	Study of football social responsibility in Iran with Fuzzy cognitive mapping approach.	<i>Sport in Society</i>	Iran
25	(Trendafilova et al., 2017)	Linking corporate social responsibility in sport with community development: An added source of community value.	<i>Sport in Society</i>	Global
26	(Uduji, Okolo-Obasi, & Asongu, 2020)	The impact of corporate social responsibility interventions on female education development in the rural Niger Delta region of Nigeria.	<i>Progress in Development Studies</i>	Nigeria
27	(Valencia, 2015)	Study of community and employee perceptions of corporate social responsibility at Caja Popular Tamazula, Jalisco, Mexico.	<i>(Doctor of Business Administration). Argosy University/ Chicago Campus College of Business</i>	Mexico
28	(Walters & Panton, 2014)	Corporate social responsibility and social partnerships in professional football.	<i>Soccer & Society</i>	UK
29	(Zairi, 2000)	Social responsibility and impact on society.	<i>The TQM Magazine</i>	UK
30	(Pramolbal, Prasertsiriphan, & Puongklin, 2015)	Corporate Social Responsibility within the Thai with ThaiBev Football Community.	<i>HRD JOURNAL</i>	Thailand
31	(Pramolbal et al., 2014)	Football Community to CSR Model.	<i>Asian journal of management sciences & education</i>	Thailand
32	(Prasatio, Sabihaini, Rusdiyanto, Rochman, & Kalbuana, 2021)	Corporate social responsibility community development and empowerment program in Indonesia.	<i>Journal of Management Information and Decision Sciences</i>	Indonesia
33	(Rowe, Karg, & Sherry, 2019)	Community-oriented practice: Examining corporate social responsibility and development activities in professional sport.	<i>Sport Management Review</i>	Global

34	(Carlini, Pavlidis, Thomson, & Morrison, 2021)	Delivering on social good - corporate social responsibility and professional sport (Davies & Moyo, 2017): a systematic quantitative literature review	<i>Journal of Strategic Marketing</i>	Global
35	(Barbu et al., 2022)	Sustainability and social responsibility of Romanian sport organizations	<i>Sustainability</i>	Romania
36	(Moyo, Duffett, & Knott, 2022)	Corporate social responsibility in professional sport organisations: a developing country perspective	<i>International Journal of Sport Management and Marketing</i>	South Africa
37	(Nishida et al., 2024)	CORPORATE SOCIAL RESPONSIBILITY IN FOOTBALL AND ITS INFLUENCE ON THE RELATIONSHIP BETWEEN PROFESSIONAL CLUB AND LOCAL COMMUNITY	<i>Revista Ibero-Americana de Estratégia (RIAE)</i>	Global
38	(Lu, 2024)	Motivations and Strategies of Sport-Based Corporate Social Responsibility: Multiple Case Studies of Taiwanese Enterprises	<i>Sustainability</i>	Taiwan

a) Historical Series of Publications: The literature review showed that out of 38 documents, most papers on CSR and society were published in 2019, 2020, and 2021 (Figure 2). There has been a gradual increase in the number of studies on CSR and society. Such studies are expected to increase in the future. This study revealed the positive role of sports organizations' SR in the ethics and culture of society, while the SR and its impact on society have been previously discussed (Zairi, 2000).

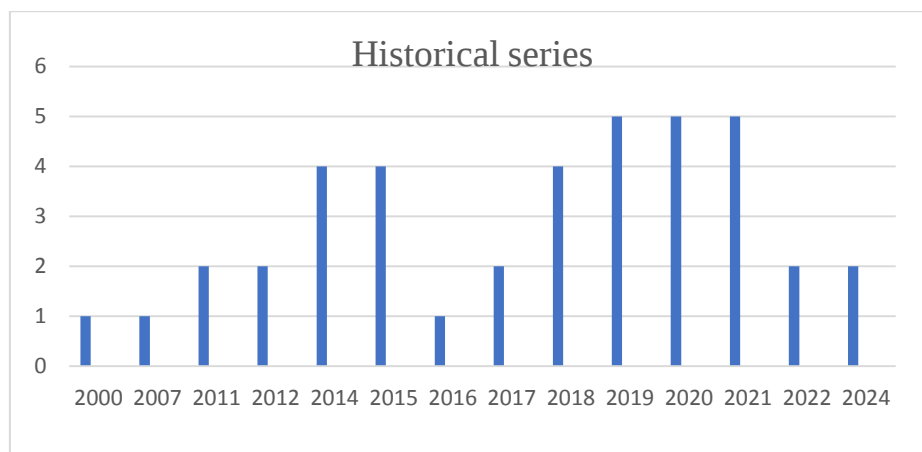


Figure 2. Historical Series of CSR and Society Literature.

b) Geographic Contexts: Figure 3 shows nine papers considering a global scenario and performing multi-country analyses (Barnett et al., 2020; Carlini et al., 2021; Chia et al., 2020; KsiężaK, 2016; Mazutis & Slawinski, 2015; Nishida et al., 2024; Rowe et al., 2019; Singh & Misra, 2021; Trendafilova et al., 2017). Nigeria (Adeyanju, 2012; Igbinedion & Ovbiagele, 2012; Uduji et al., 2020), the United Kingdom (Sanders et al., 2014; Walters & Panton, 2014; Zairi, 2000), and South Africa (Davies & Moyo, 2017; Moyo et al., 2022; Ngoepe-Ntsoane, 2018), each with three papers, also had this concept view.

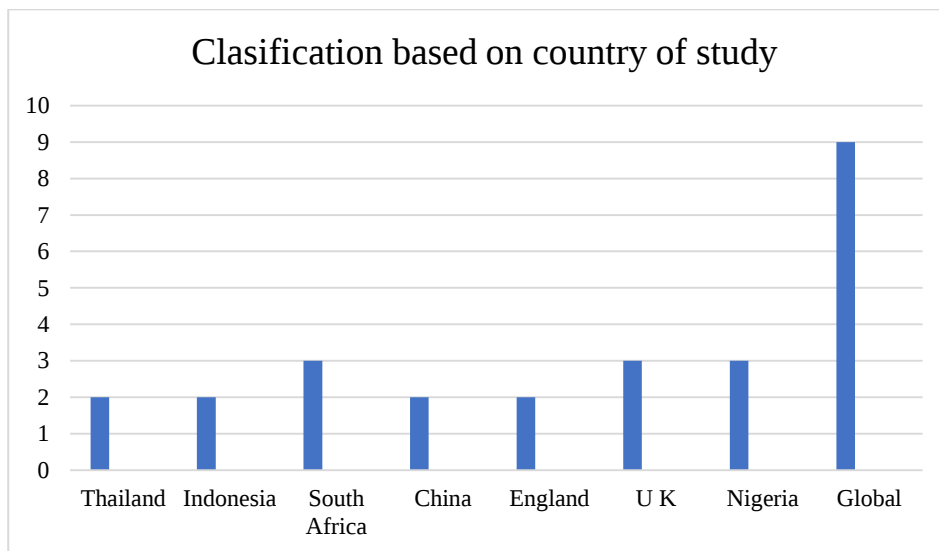


Figure 3. Research Contexts (Country of study)

Qualitative Findings

2. What are the cultural, ethical, and educational consequences of sports organizations' SR on society? This question is answered in 3 sections as follows: Figure 4 shows the Word Cloud of ATLAS.ti for Consequences of Sport Organizations' Social Responsibility on Society.



Figure 4. Word Cloud of ATLAS.ti for Consequences of Sport Organizations' Social Responsibility on Society

2-1- *What are the educational effects of the SR of sports organizations on society?* The educational impact of CSR on sports organizations has three sections as follows:

a) The components of applying education (Davies & Moyo, 2017), helping the educational needs of communities (Igbinedion & Ovbiagele, 2012), training and developing human capital (skills and education) (Fordham et al., 2018), improving people's skills (Roşca, 2011), and improving pupils' academic performance (Azhar & Azman, 2021).

b) Increasing the quality of education by sustained and valuable training provision (Sanders et al., 2014), continuous learning (Singh & Misra, 2021), fair operating practice in education (Mehta, 2011), using trained teachers (Azhar & Azman, 2021), increasing the quality of education (Książka, 2016), and improving educational standards (Nyambe, 2020).

c) Enhancing society's positive perspective on education by helping the educational requirements of communities (Igbinedion & Ovbiagele, 2012), educating broad-minded children, improving society's view on teaching and knowledge (Azhar & Azman, 2021), going back to education (Roşca, 2011), and increasing educational exposure (Fordham et al., 2018; Nyambe, 2020; Pramolbal et al., 2015; Trendafilova et al., 2017) and educational awareness (Igbinedion & Ovbiagele, 2012).

2-2 *What are the cultural effects of sports organizations' SR on society?* The results of SR in sports organizations on society's culture are cultural development, increasing awareness about CSR, and integration into society, including¹

a) Cultural development by empowering people (Davies & Moyo, 2017), creating a model of youth football development (Pramolbal et al., 2014), preserving Indigenous culture (Paramita et al., 2018), reducing conflict between communities and nations (Trendafilova et al., 2017), creating national identities (Mehta, 2011), and increasing diversity culture (Adu-Gyamfi et al., 2021).

b) Increase awareness about CSR by making positive lifestyle changes (Riggin et al., 2019), promoting environmental and sustainability awareness (Trendafilova et al., 2017), accepting CSR by the community (Pramolbal et al., 2015), raising health awareness (Liu et al., 2019), and providing desired attitudinal and cultural changes and positive changes in the attitude to culture (NiaziTabar et al., 2020).

c) integration into society by cultural integration (Trendafilova et al., 2017), modeling to create a collective culture (NiaziTabar et al., 2020), encouraging cooperation (Adeyanju, 2012), and using sport to build community cohesion (Davies & Moyo, 2017), the bond between corporation and society (Singh & Misra, 2021), and group harmony (Pramolbal et al., 2015).

2-3 *What are the ethical effects of the SR of sports organizations on society?* The ethical impact of CSR on sports organizations has three sections as follows:

a) improving ethics at the individual-level through personal growth, self-acceptance (Chia et al., 2020), becoming better citizens (Sanders et al., 2014), low dependency on mine (Nyambe, 2020), boosting self-esteem (Massoud et al., 2019), and emotional benefits from helping others (Książka, 2016).

b) improving ethics at the society level by building relationships, trust (Fordham et al., 2018), adherence to principles (Paramita et al., 2018), loyalty, and satisfaction (Adu-Gyamfi et al., 2021), encouraging others to do so as well (Riggin et al., 2019), promoting fair competition (Książka, 2016), and providing immediate gratification (Trendafilova et al., 2017).

c) a positive attitude toward ethics by a general understanding of CSR practice (Valencia, 2015), supporting pro-social behaviors (Gaither et al., 2018), behaving according to society values (Pramolbal et al., 2014), having positive attitudes and behavioral intentions, having positive changes in the attitude toward morals (NiaziTabar et al., 2020), and encouraging responsible behaviors (Książka, 2016).

According to Figure 5, today, most sports organizations regard it as one of their integral programs in their attention and commitment to social responsibility. So, in this form, we have placed it in the

¹ For the sake of brevity, six cases are reported from each item.

center of attention of these organizations. As described above, education will be affected in the first step, and society's culture will be affected. Then, it can be expected that a moral society will surround the atmosphere governing these organizations and, in turn, cause the growth of the society.

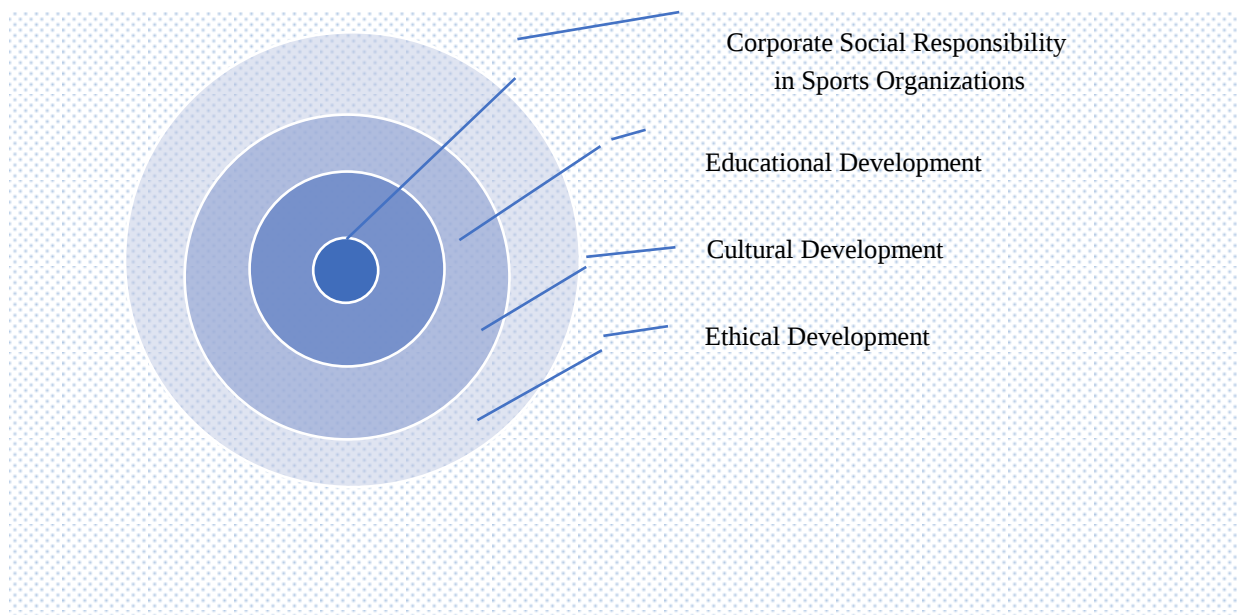


Figure 5. Consequences of Sport Organizations' Social Responsibility on Society

Discussion

In the descriptive section, we used a bibliometric analysis method to conduct co-country and timeline analyses. Regarding related scientific literature, CSR, sports organizations, cultural, ethical, and educational views were reviewed in five databases using the publications of five publishers from 2000-2024. The annual publication trend of research related to this paper showed a significant increase after 2013 and more rapid growth in 2019, 2020 and 2021. This clarified that multi-themed research got more extensive attention in the academic field. Also, the findings showed that many articles considered global scenarios and multi-country analyses (Barnett et al., 2020; Chia et al., 2020; Rowe et al., 2019; Singh & Misra, 2021). After them, most of the research in this field has been done in Nigeria (Adeyanju, 2012; Igbinedion & Ovbiagele, 2012; Uduji et al., 2020), the United Kingdom (Sanders et al., 2014; Walters & Panton, 2014; Zairi, 2000), and South Africa (Davies & Moyo, 2017; Moyo et al., 2022; Ngoepe-Ntsoane, 2018). Based on these analyses, we contributed to an overall understanding of the knowledge structure between CSR and society, which suggested the developing involvement of CSR in academic issues in society and showed that it was a lasting but recently prosperous research topic.

In the qualitative section, we attempted to look deeply at both CSR and society. This section started with the identification of related documents. It led to finding the effects of fulfilling the social obligations of sports organizations, including cultural development, promoting ethics, and education, in three sections and nine concepts of increasing awareness about CSR, cultural development, integration in society, improving ethics at the individual-level, improving ethics at the society-level, positive attitude to ethics, applying education, improving societies perspective about education, increasing quality of education. In the existing literature, some authors pointed out the effects of SR measures on the people of society. This article tried to provide some insights into this field.

Today, increasing the organizations' participation in CSR activities shows that CSR is essential to the relationship between organizations and society. There is a future for CSR in which all companies, regardless of their jurisdiction, will be encouraged to comply with environmental

standards, safety, labor, corporate laws, and regulations and agree to conventions on various issues (Singh & Misra, 2021). Each society will have its own way of understanding the impact of CSR.

i. Educational Consequences

Also, by applying education for SR activities, sports organizations increase the quality of education, improve society's perspective on education, and try to increase people's understanding of their SR. Optimizing CSR through a strategic approach to developing skills and education and supporting them maximizes the benefits of SR activities (Fordham et al., 2018). These findings align with the results Nyambe (2020), which emphasized SR programs improving the aspects of life (such as education, employment, and skills development) in the local community. Sports organizations have become fully aware that one of the essential areas that SR in sports organizations should address is issues that support the education of young people, including the training of young players, social inclusion, gender, and racial equality, and the role of athletes as role models for young people (Adu-Gyamfi et al., 2021; Pramolbal et al., 2014; Singh & Misra, 2021). Also, Watson and Cuervo (2017) it admitted that disrupting domination entailed remedying inequalities in the distribution of facilities, cultural recognition, respect for all subjectivities, and creating open spaces of participation where minority groups can operate.

In this regard, sports organizations as sports executives could use their capacity for education, conduction, and preservation of cultural and ethical values of people in their society and promise the society to improve these values and desired cultural and attitudinal changes (NiaziTabar et al., 2020). The findings of this study on the influences of SR contain suggestions for managers of sports organizations who can implement or improve their SR plans and programs for social issues. According to the determined influences, managers, and officials of sports organizations should use their capital and efforts in the areas benefiting society. Previous studies showed that one of the practical educational programs was improving society's perspective on education (Azhar & Azman, 2021; Huskins, 2019; Nyambe, 2020; Roşca, 2011). When CSR was successfully mainstreamed, organizations and partnerships firmly rooted in SR flourished. Among them, a range of collaborations could be created to promote such initiatives as societal empowerment and educational awareness. Therefore, by planning in sports organizations, it is possible to release their capacities and benefit society from these capacities.

ii. Cultural Consequences

Our results regarding the effects of the SR of sports organizations on society's culture included cultural development, increasing awareness about CSR, and integration into society. Empowering people, creating positive role models, and improving cultural values had the most critical influences on culture. Empowering refers to development projects that allow community members to receive support in meeting their needs. Campaigns and social activists that meet these needs can be joined with other parties responsible for sports programs. Previous studies showed that empowering has positively scored in developing good morals and increasing the sense of control over society's capacity for self-reliance (Fordham et al., 2018; Gaither et al., 2018; Nyambe, 2020; Uduji et al., 2020). It also leads to understanding the relationship between sports organizations and their societies. Numerous studies emphasized that the creation of positive role-modeling with youth sports promotion and assisting in pupils' future career development are perceived benefits that the community receives when growth opportunities are provided (Davies & Moyo, 2017; Liu et al., 2019; NiaziTabar et al., 2020; Pramolbal et al., 2014). In the same context, numerous studies showed that promoting cultural values is one of the main results of implementing SR programs in organizations (Carrasco, 2007; Fordham et al., 2018; NiaziTabar et al., 2020; Trendafilova et al., 2017). In addition, fulfilling social obligations by legislators, managers, players, and other people of the organization can set an example for the people of the society and, as a result, lead to the social interactions of the people with each other. Furthermore, improving cultural values is associated with increasing the importance of the part of organizations and the interest in changing values.

By engaging in CSR programs, sports organizations added values to society, (Pramolbal et al., 2014; Singh & Misra, 2021; Zairi, 2000) such as environmental, cultural, and human values (Carrasco, 2007; Fordham et al., 2018; NiaziTabar et al., 2020). In the same direction, it was presented that gender equality was culturally influenced by using CSR in sports organizations. Sports organizations can provide gender equality by employing more women with the most

influential roles, such as the chairman of the board of directors, and by accepting gender equality as an organizational value (Adriaanse, 2019).

As such, in this study, we discussed CSR as an instrument to be incorporated into organizations' programs to foster community value. The CSR programs of sports organizations provided a potential added source of community value that could be used for sustainable community development. Previous research showed CSR identified intercultural understanding and conflict resolution (Davies & Moyo, 2017; Książak, 2016; Rowe et al., 2019; Trendafilova et al., 2017). Also, according to this study's findings, CSR activities by organizations led to increasing cultural, educational, environmental, and sustainability awareness (Adeyanju, 2012; Książak, 2016; Mehta, 2011). As a result, these activities have made society healthier and better-educated. According to Trendafilova (2017), considering the changing social awareness around development issues related to sports organizations with local communities, sports organizations have the potential to take advantage of these opportunities to take the lead in creating sustainable society development, a CSR priority that was in line with the present study. In previous studies, researchers and leaders explained that suitable CSR programs positively changed sustainable growth in society (Nyambe, 2020; Pramolbal et al., 2015; Rowe et al., 2019)

iii. Ethical Consequences

This research showed that improving ethics at the individual level, improving ethics at the society-level, and a positive attitude toward ethics significantly affected achieving the SR goals. Encouraging fair competition (Książak, 2016), providing immediate gratification (Pramolbal et al., 2015; Trendafilova et al., 2017), positive attitudes and behavioral intentions, positive changes in the attitude toward morals (NiaziTabar et al., 2020), and promoting responsible behaviors (Książak, 2016) were among the current issues in society. Hence, the return of ethics to the sport is something that sports organizations should pay attention to as soon as possible. Ethics is a concept that sports organizations should pay attention to in fulfilling their social responsibilities. This study's results were consistent with the findings (Ngoepe-Ntsoane, 2018; NiaziTabar et al., 2020; Nyambe, 2020) that stated SR led to economic and ethical behavior developments. Niazi Tabar (2020) revealed that ethical dimensions were the most important compared to other dimensions. Furthermore, some research showed that CSR was recognized as a way of ethical decision-making and should be embedded in the organizational culture (Costa, 2018; Porter & Kramer, 2006; Trevino & Nelson, 2006).

This study implies that managing a sports organization follows social commitment well. Still, it serves better when the organizations' endeavors are likely to focus more on social and environmental coordination. CSR allows a corporation to be socially accountable to itself and society (Singh & Misra, 2021). CSR activities allow for an opportunity to promote stakeholder accountability (Hamil & Morrow, 2011; Trendafilova et al., 2017). In this regard, sports managers must play a proactive role, and sports can assist cultural officials in promoting ethics and creating a positive attitude toward ethics.

Conclusion

Although most of the studies conducted emphasize the economic role of sports organizations, in this study, we noted ethical, cultural, and educational development in society through sports organizations. This study dealt with SR in sports organizations and cultural and ethical influences. It was shown that the main goals pursued by sports organizations were not necessarily technical, and the fundamental values of organizations were not necessarily economic. However, sports organizations should emphasize their role in cultural and social development. Paying attention to this critical issue showed that it must provide the necessary platform for SR implementation in sports organizations. By carrying out SR in different parts of sports, it is possible to create positive changes in the attitude of the people of society towards morals and cultural issues and leave a positive impact on their behavior. Therefore, the level of their adoption of CSR influences the extent of artistic development. Hence, it can be understood that people and organizations drive CSR.

Culture is one of the issues that, even though society is among advanced societies in economic and military terms, society will soon collapse if it does not pay attention to this issue. The importance of culture, on the one hand, and its gradual changes, on the other hand, make cultural management need a long time. Therefore, finding new ways to continue cultural management using models contacting people and society is challenging for developing communities.

In this study, an attempt was made to address this issue from the sports view, whether sports can help society and be effective by using social responsibility as a tool in sports organizations. The results showed a lot of capacity in sports due to the constant connection of sports with society and people, society's connection with athletes, and sports competitions. Therefore, based on the high capacity of sports in cultural matters and the opportunities available for applying cultural reforms and changes through sports, it can be used to empower society and improve values (especially human values). As mentioned, empowering the community members can increase the ability of the society to ask for its social demands and ultimately contribute to the sustainable development of the society (Prasetio et al., 2021)

Based on the findings, the next item related to the effects of social responsibility in sports is the development of ethics in society. The political, cultural, and economic security of the "state, nation" has been invaded by ethics due to following global development models and programs. Paying attention to ethics at the individual level is related to the development of ethics at the level of society. But before that, it is necessary to institutionalize a positive attitude toward ethics in society and prepare suitable models for it (NiaziTabar et al., 2020). Compliance with professional ethics is one of the factors that is considered at the community level. Especially in sports, the attention of athletes and heroes to ethics can be noticed by society members. Fair sports can exist only in the shadow of the realization of morality, and the peak of attention to equality among human societies can be found in sports.

Education was the last item introduced in this study. Humans have learned in various ways; basically, they have achieved through education. Enough about the importance of education that its age is equal to the age of the oldest human civilizations. This shows its significance. However, due to the rapid development of society and the technological progress of humankind, which has gained more momentum in the last century, it can be understood that not only the importance and value of education and training has not decreased, but it has also faced challenges on its way. Some of these challenges are the new ways of teaching that need to be learned and the temperaments of future generations, which we still need to learn more about. This study showed how sports and sports organizations could help human societies overcome these challenges. Sports and sports competitions have always been in the context of people's lives from childhood to adulthood and are not separate from them. So, sports organizations can be companions and helpers in developing human societies in the education dimension through social responsibility and continuous communication with society.

It can be summarized that Corporate Social Responsibility (CSR) has educational effects on society. Therefore, society planners should include it in their educational programs. In the next step, cultural managers should plan educational achievements in the form of culture in their cultural programs and observe its cultural works. Finally, the consolidation of education and culture in society's ethics will manifest in the form of ethics. If sports organizations commit to their social responsibility and stick to it, we can witness the stability of ethics and the strengthening of the valuable role of sports in producing beneficial results. Since there were few investigations in social sciences and humanities without limitations, we were accompanied by limitations in this research. Only some research articles were directly related to the social effects of sports through social responsibility. Hence, the dimensions of this issue still need to be clarified. The researchers hope that such studies in other countries and different cultures will receive more attention and that the new aspects of the role of sports and social responsibility in society will be clarified. Through qualitative or quantitative studies, it will be possible to study the effects of SR in sports organizations on communities and its effectiveness by conducting interviews with experts and people from different cultures.

Ethical Considerations

Compliance with ethical guidelines: Ethical points have been observed.

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Conflict of interest: There is no conflict of interest.

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