

DURBAN UNIVERSITY OF TECHNOLOGY

**EXPLORING THE ORGANISATIONAL FACTORS THAT FACILITATE
OR IMPEDE THE IMPLEMENTATION OF CORPORATE SOCIAL
RESPONSIBILITY (CSR) IN FOUR SPORTS ORGANISATIONS
BASED IN ETHEKWINI**

NOMNDENI NTANDENHLE HLATSHWAYO 21217501

MARCH 2026



**EXPLORING THE ORGANISATIONAL FACTORS THAT FACILITATE OR
IMPEDE THE IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY
(CSR) IN FOUR SPORTS ORGANISATIONS BASED IN ETHEKWINI**

Submitted in fulfilment of the requirements of the
Master of Management Sciences:
Specialising in
Public Relations & Communications Management
in the
Faculty of Management Sciences
at the Durban University of Technology

NOMNDENI NTANDENHLE HLATSHWAYO

MARCH 2026

APPROVED FOR FINAL SUBMISSION

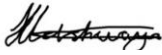
Dr Sameera Banu Hussain (DTech Marketing): Sameera B Hussain Date: 26/03/26

Dr Paulene Naidoo (DPhil Communication): Paulene Naidoo Date: 26/03/26

DECLARATION

I, Nomndeni Ntandenhle Hlatshwayo, hereby declare that the research reported on in this study, unless otherwise indicated, is my original research and has not been submitted for any degree or examination at any other university or institution. All the pictures, graphs, tables, data and other written information sourced from other researchers have been referenced accordingly.

I hereby give consent for this dissertation to be made available for inter-library loan, photocopying, and made available to outside interested organisations and students.

Signature: 

Date: 25 March 2026

DEDICATION

This thesis is lovingly dedicated to my incredible mother, Thomsie Rose Hlatshwayo, whose unwavering strength, sacrifice, and boundless love have been the foundation of everything I am. To my beloved siblings, Muziwandile and Mpilo, and my dearest cousin, Smilo Ndimma, thank you for your constant encouragement and for being my anchors through every challenge. To my closest friends, Boitumelo “Melo” Mokhele, Nhlapo, Thato Modiri, and Lungani Chamane, your belief in me, support, and presence in my life have meant more than words can ever express.

There are no words sufficient to capture the depth of my gratitude. I would not have come this far without your endless love, encouragement, and the many ways you've helped me. Thank you for always pushing me to grow, for cheering me on through the hardest moments, and for reminding me of who I am when I needed it most.

As Edward Elric once said, ***“A lesson without pain is meaningless. That's because you can't gain something without sacrificing something else”***. This journey has been one of growth, sacrifice, and perseverance and I am eternally grateful to have walked it with each of you by my side.

ACKNOWLEDGEMENTS

- Thank you to my supervisor, Dr Sameera Banu Hussain, for being the Professor McGonagall of my academic journey: firm when needed, fair always, endlessly encouraging, wise and patient, always knowing when to guide and when to let me discover my own magic. To my co-supervisor Dr P. Naidoo: I am deeply grateful for your invaluable contribution.
- To Professor Cindy Pienaar, thank you for being one of the most empowering influences in my academic and personal journey. You didn't just guide me academically, you helped me learn more about myself and about the kind of person I aspire to become.
- Shobana Singh, words will never be enough to express what your support has meant to me. At a time when I was overwhelmed with fear and uncertainty, on the verge of giving up, you reminded me of my strength and worth. Your belief gave me the courage to keep going, and that decision changed everything. I would have never reached this point in my education without you.
- To my beloved nephew's "Mickey" and "Bans", this journey was easier because you were in it just being yourselves. I carried you with me through every step, and this accomplishment is as much for you as it is for me.
- My dearest friends, Majdouline, Nabil, and Sharif, thank you for proving that distance means so little when someone means so much. Your messages, and encouragement reminded me that I was never truly alone. Thank you for being my chosen family, for believing in me, and for showing up in the ways that mattered most.
- I am deeply grateful to Nurturing Emerging Scholars Programme (NESP) for the generous support provided throughout my studies. Your contribution not only eased the financial burden but also allowed me to fully dedicate myself to my academics.

- A heartfelt thank you to my therapist for your support, guidance, and care. You helped me find strength in difficult moments and gave me the tools to keep going. I'm truly grateful for the part you've played in helping me reach this point.
- I would like to sincerely thank the Department of Sport Studies for the continuous support, encouragement, and academic guidance throughout. Being part of this department has not only shaped my academic growth but also inspired my passion for the field. I am truly grateful for the opportunities and knowledge I've gained during my time here.
- Finally, I would like to express my heartfelt gratitude to the sports organisations who generously participated in this study. Your time, insights, and willingness to contribute made this research possible. Thank you for your openness and support, your contributions have been invaluable to the success of this work.

ABSTRACT

The increasing social consciousness among consumers has led to a heightened expectation for organisations to engage in practices that reflect social responsibility (Chatzopoulou and de Kiewiet 2021: 521). Corporate social responsibility (CSR) is defined as an organisation's social and ethical responsibilities to society that go beyond its financial commitments (Carroll and Brown 2018: 42-45). In the sports industry, CSR initiatives have grown significantly due to professionalisation, globalisation, and commercialisation, which have enhanced the financial power and societal influence of sports organisations (Walzel, Robertson and Anagnostopoulos 2018: 1; Carlini, Pavlidis, Thomson and Morrison 2021: 1).

The aim of this study was to examine organisational factors that facilitate or impede the implementation of CSR in four sports organisations located in eThekweni, KwaZulu-Natal: Hollywoodbets Dolphins, KZN Netball, KZN Tennis Association, and KZN Golf Union. Using a qualitative approach, data was collected through interviews with public relations and communications managers selected via the key informant technique (Moyo, Duffett and Knott 2020: 6).

The findings highlight that staff involvement in the board, professionalism of individuals, and innovative capacity are key facilitators. Local knowledge contributed by staff enables effective responses to local needs despite the absence of formal qualifications. Financial autonomy emerged as an obstacle to CSR implementation. Findings also indicate that the size of an organisation is not a definitive determinant of CSR success.

The study recommends aligning CSR objectives with core values and integrating CSR into organisational operations. Leveraging internal strengths can enhance CSR impact and sustainability within sports organisations.

Keywords: Corporate social responsibility (CSR), CSR implementation, sports industry, sports organisations, organisational factors

TABLE OF CONTENTS

DECLARATION	iii
DEDICATION.....	iv
ACKNOWLEDGEMENTS	v
ABSTRACT.....	vii
TABLE OF CONTENTS	viii
LIST OF FIGURES.....	xiii
LIST OF TABLES	xiv
LIST OF APPENDICES	xv
LIST OF ABBREVIATIONS	xvi
CHAPTER 1: INTRODUCTION AND THE BACKGROUND OF THE STUDY.....	1
1.1 Introduction.....	1
1.2 Background	2
1.3 Problem statement	5
1.4 Purpose of the study	6
1.4.1 Research aim and objectives	6
1.5 Research methodology.....	7
1.5.1 Research design	7
1.5.2 Target population and sample	7
1.5.3 Inclusion and exclusion criteria	8
1.5.4 Data collection and analysis.....	9
1.5.5 Trustworthiness of data	10
1.6 Study significance	10
1.7 Study limitations	11
1.8 Division of chapters	12
1.9 Conclusion.....	13
CHAPTER 2: LITERATURE REVIEW	14
2.1 Introduction.....	14
2.2 Corporate social responsibility.....	14
2.2.1 The historical roots of CSR	14

2.2.2	CSR in the 1950s	15
2.2.3	CSR in the 1960s	16
2.2.4	CSR in the 1970s	16
2.2.5	CSR in the 1980s	16
2.2.6	CSR in the 1990s	17
2.2.7	CSR in the 21 st century	17
2.3	Defining CSR.....	21
2.3.1	Carroll's CSR pyramid	22
2.3.2	Stakeholder Theory	25
2.3.3	Institutional Theory	26
2.4	CSR in South Africa.....	27
2.4.1	Corporate social responsibility vs corporate social investment	28
2.5	CSR and sport.....	29
2.5.1	The role of sports in society	29
2.5.2	CSR in sports organisations.....	31
2.6	An overview of the eThekweni municipality	33
2.6.1	Socio-economic problems faced by the eThekweni Municipality	34
2.6.2	Challenges faced by the KwaZulu-Natal Department of Sport, Arts, and Recreation.....	36
2.6.2.1	Provincial, national and global troubles	37
2.6.3	The extent of CSR initiatives in eThekweni sports organisations	38
2.6.3.1	Management	39
2.6.3.2	Sport promotion and development	39
2.6.3.3	School sports promotion and development	39
2.6.3.4	Recreation promotion and development.....	40
2.7	Implementation of CSR initiatives.....	43
2.7.1	Organisational factors that facilitate or impede CSR implementation....	43
2.7.1.1	Organisation size.....	44
2.7.1.2	Staff involvement in the board	45
2.7.1.3	Professionalisation of individuals.....	46
2.7.1.4	Financial autonomy	48
2.7.1.5	Innovative capacity.....	49
2.7.1.6	Knowledge of CSR	50
2.8	The benefits of CSR implementation	51

2.8.1	Positive image	51
2.8.2	Create brand value	52
2.8.3	Enhance corporate reputation	53
2.8.4	Increase market share.....	54
2.8.5	Enhance consumer satisfaction	54
2.9	Challenges to CSR implementation.....	55
2.9.1	Lack of funds	56
2.9.2	Lack of human resources	56
2.9.3	Lack of resources	57
2.9.4	Lack of participation by the community	57
2.9.5	Faulty execution and implementation	58
2.10	CSR communication.....	58
2.10.1	The importance of CSR communication.....	59
2.10.2	The effectiveness of communication channels in promoting CSR initiatives	59
2.10.3	The impact of different channels on stakeholder engagement and perceptions.....	60
2.10.4	Challenges involved in CSR communication	61
2.11	Conclusion.....	62
CHAPTER 3:	RESEARCH METHODOLOGY	63
3.1	Introduction.....	63
3.2	Research design	63
3.3	Target population.....	65
3.4	Delimitations.....	66
3.5	Sample	66
3.6	Sampling method and size	67
3.7	Data collection method	67
3.8	Measuring instrument.....	69
3.9	Credibility and trustworthiness.....	69
3.10	Data analysis.....	70
3.11	Ethical considerations.....	71
3.12	Conclusion.....	72
CHAPTER 4:	DATA ANALYSIS	73

4.1	Introduction.....	73
4.2	Summary of the data analysis	73
4.3	Emerging themes	75
4.3.1	Theme 1: CSR awareness in sports organisations	75
4.3.2	Theme 2: The type of CSR initiatives implemented by the sports organisation.....	77
4.3.2.1	Youth sports programmes	78
4.3.2.2	Philanthropic initiatives.....	81
4.3.2.3	Economic development	83
4.3.3	Theme 3: Embedding CSR into the sports organisation.....	85
4.3.4	Theme 4: Organisational elements affecting CSR strategy implementation.....	89
4.3.4.1	Organisation size.....	90
4.3.4.2	Staff involvement in the board	91
4.3.4.3	Professionalism of individuals	92
4.3.4.4	Financial autonomy	93
4.3.4.5	Innovative capacity.....	95
4.3.4.6	Knowledge of CSR.....	96
4.3.5	Theme 5: The benefits of implementing CSR.....	97
4.3.6	Theme 6: The challenges of CSR implementation	99
4.3.7	Theme 7: The importance of CSR communication.....	101
4.3.8	Theme 8: Internal CSR communication channels	102
4.3.9	Theme 9: External CSR communication channels	105
4.3.10	Theme 10: CSR evaluation by the sports organisation	108
4.4	Conclusion.....	109
CHAPTER 5:	CONCLUSIONS AND RECOMMENDATIONS	110
5.1	Introduction.....	110
5.2	Summary of study	110
5.3	Discussions of Findings.....	110
5.3.1	Objective 1: Investigate the extent to which sports organisations in the eThekweni municipality engage in CSR initiatives	111
5.3.2	Objective 2: Determine how CSR strategy is used by the sports organisations.....	112

5.3.3	Objective 3: Identify the possible benefits and challenges faced by sports organisations in the eThekweni municipality in planning and implementing CSR initiatives	113
5.3.4	Objective 4: Ascertain the difference between internal and external CSR communication channels for CSR implementation	114
5.4	Limitations	115
5.5	Conclusions and Recommendations	115
5.5.1	Introduce structured mentorship programmes	115
5.5.2	Launch LGBTQ+ friendly spaces	116
5.5.3	Develop CSR objectives that are aligned with core values	116
5.5.4	Integrate CSR into operations	116
5.5.5	Establish strategic partnerships	117
5.5.6	Partner with universities for internship programmes	117
5.5.7	Leverage existing organisational strengths	118
5.5.8	Better use of CSR communication channels to reach external stakeholders	118
5.5.9	Ongoing assessment and reporting of CSR initiatives	119
5.6	Directions for future research	119
5.7	Conclusion	119
	REFERENCES	121
	ANNEXURES	152

LIST OF FIGURES

Figure 2.1: Sustainable Development Goals	19
Figure 2.2: Carroll's pyramid of corporate social responsibility.....	23
Figure 4.1: Number of years at the sports organisation.....	75
Figure 4.2: Main areas of focus for CSR initiatives.....	78
Figure 4.3: KwaZulu-Natal Golf Union Disability Open 2023	80
Figure 4.4: KwaZulu-Natal Disabled inter-schools tournament	81
Figure 4.5: Hollywoodbets Dolphins “Bowl Out Hunger” initiative	82
Figure 4.6: KwaZulu-Natal Golf Union Code of Conduct and Ethics	86
Figure 4.7: Aims and objectives of KZN Netball	87
Figure 4.8: Hollywoodbets Dolphins Vision and Mission	88
Figure 4.9: Internal channels used for CSR communication	104
Figure 4.10: External channels used for CSR communication	105
Figure 4.11: Official Instagram page of the Hollywoodbets Dolphins.....	106
Figure 4.12: Corporate website of the KwaZulu-Natal Golf Union	107

LIST OF TABLES

Table 2.1: Aspects of sports social responsibility	30
Table 2.2: Seven key features of corporate social responsibility	32
Table 2.3: CSR initiatives by the eThekwin Municipality in line with Sustainable Development Goals	35
Table 2.4: Corporate governance values of the KZNDSAC	41
Table 4.1: Demographic information.....	74
Table 4.2: Identified themes	75

LIST OF APPENDICES

Annexure A: FREC Approval 152

Annexure B: Letter of Information..... 154

Annexure C: Consent Letter 156

Annexure D: Gatekeepers Approval Letters 158

Annexure E: Interview Schedule 162

Annexure F: Editing Certificate..... 167

LIST OF ABBREVIATIONS

CSI:	Corporate Social Investment
CSP:	Corporate Social Performance
CSR:	Corporate Social Responsibility
HR:	Human Resources
KZN:	KwaZulu-Natal
KZNDSAC:	KwaZulu-Natal Department of Sports, Arts, and Culture
NPO:	Non-Profit Organisation
SDG:	Sustainable Development Goal
SMEs:	Small and Medium Enterprises
UN:	United Nations

CHAPTER 1: INTRODUCTION AND THE BACKGROUND OF THE STUDY

1.1 Introduction

This chapter provides an introduction to and background on corporate social responsibility (CSR) within the sports sector, specifically focusing on the implementation of CSR by sporting organisations. It begins with a discussion of relevant issues, leading to the formulation of the research aim and objectives.

The term "corporate social responsibility" refers to an organisation's attempts to support sustainable development by assuming accountability for the effects of its operations on the economy, society, and the environment (Loviscek 2020: 3). CSR in sports uses sport as a tool to achieve social and environmental benefits and has gained growing attention from sports organisations in recent years. Sports organisations play a crucial role in addressing social issues and promoting societal well-being due to the widely held belief that sports are an integral part of life. By participating in charitable initiatives that tackle social concerns, enhance community well-being, and support non-governmental organisations, sports organisations are able to fulfil their moral obligations (Barbu, Popescu, Burcea, Costin, Popa, Păsărin and Turcu 2022: 12).

These activities enhance the sports organisation's overall social impact and foster goodwill. Each region, country, or community has a unique set of factors that influence CSR implementation (Maak, Pless, Orlitzky and Sandhu 2022: 26). It is therefore important to understand how certain factors facilitate or impede CSR implementation in different contexts; understanding these factors will allow for better strategies in CSR implementation, reducing the challenges and enhancing the benefits for sports organisations.

This study examined organisational factors that facilitate or impede CSR implementation in four sports organisations based in eThekweni: Hollywoodbets Dolphins, KZN Netball, KZN Tennis Association and KZN Golf Union. This research sought to identify the organisational factors that drive eThekweni's sports organisations' CSR initiatives to success, as well as to identify any roadblocks that impeded their

efforts. This study intended to add to the current body of knowledge on CSR and offers valuable insights to sports organisations looking to implement their own CSR initiatives.

1.2 Background

Increasing social consciousness among consumers has led to a heightened expectation for organisations to engage in practices that reflect social responsibility (Chatzopoulou and de Kiewiet 2021: 521). Corporate social responsibility (CSR) is an organisation's social and ethical responsibilities to society that go beyond its financial commitments. CSR urges organisations to put the common good first and holds them responsible for their activities. Additionally, it promotes eco-friendly and community-supporting practices (Carroll and Brown 2018: 42-45).

CSR can enhance organisational performance by cultivating a positive reputation and improving customer satisfaction (Ali, Danish and Asrar-ul-Haq 2020: 173; Chen and Lin 2020: 1). By encouraging customers to buy more goods and services, participation in CSR efforts can greatly raise a brand's value and market share (Wang, Chen, Yu and Hsiao 2015: 2236; Rahman, Rodríguez-Serrano and Lambkin 2017: 375). CSR engagement can generate an intangible competitive advantage by improving an organisation's public image and solidifying its brand reputation (Kim, Chun and Wang 2021: 417-418). CSR is an important issue for both business and society as a whole; organisations should integrate CSR into their operations and decision-making processes due to its numerous benefits.

There has been a significant rise in the implementation of socially responsible programs within the realm of sports. The professionalisation of the sports sector, which has been further accelerated by globalisation and commercialisation, is responsible for the increased wealth and power of sports organisations. As these organisations have acquired greater financial resources and power, the expectations and responsibilities of stakeholders to actively contribute to societal welfare have intensified (Walzel, Robertson and Anagnostopoulos 2018: 1; Carlini *et al.* 2021: 1).

Sport functions as a crucial mechanism for bridging social and economic divisions, as it facilitates unity and advances gender and racial equality. By generating revenue for host cities and countries and opening up job opportunities, hosting sporting events

greatly boosts economic development. Additionally, sports can be used to teach positive social ideals like equality, fairness, respect, and inclusion (Valeri 2019: 150). Organisations can effectively embrace social responsibility by using these positive qualities, which also enrich the essence of traditional CSR. Given its strong ties to social accountability and community engagement, the application of CSR through sports has gained significant traction over the past decade (Chen-Yueh and Yi-Hsiu 2021: 85).

CSR in the sports sector is still in its infancy, and more research is needed to create efficient and just models for internal organisation decision-making and programme development (Carlini *et al.* 2021: 1). Sports organisations place a significant emphasis on monitoring CSR performance, resulting in the development of numerous models and techniques for measuring CSR performance. The virtue matrix, rating index system, CSR performance scorecard, the corporate social model, and the three-dimensional conceptual model are some of the most commonly used tools for measuring CSR performance (Moyo, Duffett and Knott 2020: 2). Although CSR has been a popular topic in both academia and industry since the 1950s, its implementation has received relatively less attention (Fatima and Elbanna 2023: 105).

The province of KwaZulu-Natal (KZN) has faced numerous hardships in recent years. In 2020, the COVID-19 pandemic caused a global standstill, severely affecting the province and the country due to the lockdown (Harper 2020: 1). The year 2021 saw civil unrest in the province, resulting in extensive damage and destruction of businesses due to the looting and arson (Rondganger 2023: 1). The following year, the province was hit by devastating floods that resulted in the loss of many lives and displacement of residents (Aylward 2024: 1). In response to the dire situation, multiple sporting organisations in the eThekweni municipality provided much needed assistance to the affected communities. The Hollywoodbets Dolphins distributed food hampers to assist KZN residents severely affected by COVID-19 (KwaZulu-Natal Cricket Union 2021: 39), and the Hollywoodbets Sharks helped communities rebuild after the civil unrest in KZN in July 2021 and provided flood relief for those affected by the floods and landslides of April 2022 (SharksRugby 2022: 1).

These recent times of distress are not the first instances of CSR undertaken by these and other sporting organisations in the region. If one visits the sporting organisations

official webpages or social media most of eThekweni's sporting organisations have a section dedicated to the various initiatives in which they have participated in the past and continue to engage in. Initiatives range from township development, community clean-up projects, coaching clinics, motivational talks for high school students, social cohesion programmes, food security, education, and wildlife conservation. Some sporting organisations have programmes dedicated to their players well-being. AmaZulu Football Club provides access to mental health care for players to deal with the challenges they face on and off the field (AmaZulu Football Club 2022: 1).

The effective implementation of CSR is crucial for achieving its intended objectives. It is therefore essential for organisations to implement CSR initiatives with precision and accuracy to ensure the desired outcomes are achieved. Over the past decade, an increasing number of academics have directed their attention towards the implementation of CSR organisations, paving the way for future research (Fatima and Elbanna 2023: 105). The sports industry has four unique characteristics relevant to CSR design, implementation, and impact. These four characteristics are passion, economics, transparency, and stakeholder management (Babiak and Wolfe 2009: 720-722, as cited in Carlini *et al.* 2021: 1- 2). These four characteristics are explained below as follows:

- **Passion:** this is the enthusiasm and interest generated by the product (the team, the game) among fans or consumers, unlike any other industry.
- **Economics:** the economic expectations for sports are different to other industries. Sports ability to generate income means there is a lot of financial investment in this industry, public funds are often provided to sports leagues and teams for stadium construction and infrastructure.
- **Transparency:** almost everything about a professional sports organisation is open knowledge, including player signings, player salaries, team strategies, and on and off-field behaviour. In other industries most of this information is not readily available to the public.
- **Stakeholder management:** success requires the ability to work within a complicated set of stakeholder relationships; a team cannot function without the participation of many organisations. CSR efforts can enhance relationships with the sports organisations most important stakeholders such as the media, players, various levels of government, sponsors, fans, and local communities.

While numerous studies have shown the significance of organisational factors in shaping CSR implementation in various industry and organisational contexts (Jamali, El Dirani and Harwood 2015: 125-143; Kim, Song and Lee 2016: 25-32; Gupta, Briscoe and Hambrick 2017: 1018-1040), factors influencing CSR implementation in the context of sports organisations and the sports industry is largely unknown. To the researcher's knowledge, no prior studies have been conducted to examine how specific organisational factors facilitate or impede implementation of CSR in sporting organisations in the eThekweni municipality region. Therefore, there is a research gap in sports CSR from a regional point of view. This gap in research represents an opportunity to advance an understanding of sports-related CSR, in particular the organisational factors that can either help or hinder successful implementation in a sports organisation in this region.

This study examined the organisational factors that influence the implementation of CSR in four sports organisations in the eThekweni municipality region, more specifically, the organisational factors that facilitate or impede the sport's organisation's ability to successfully plan, implement and execute CSR initiatives. This research sought to offer a better understanding of the areas that sports organisations must focus on to implement CSR effectively. Having provided an overview of the study's background, the following section briefly expands on the problem statement.

1.3 Problem statement

The sports industry has acknowledged the significance of CSR initiatives as a substantial sector of the global economy with its own broadcasting rights, merchandising, and sponsorship agreements (Trendafiova, Ziakas and Sparvero 2017: 939). The challenges facing sports organisations over the past ten years have shifted away from whether or not to engage in CSR and toward how to strategically and operationally plan, implement, monitor and control CSR (Walzel, Robertson and Anagnostopoulos 2018: 9).

To comprehend the implementation of CSR in the context of sports organisations, it is necessary to identify the various factors that may facilitate or impede the sports organisation's capability to successfully establish and integrate CSR into its operations. The following organisational factors have been identified as being associated with high or low levels of CSR implementation in sports federations:

organisation size, staff involvement in the board, professionalism of individuals, financial autonomy, innovative capacity, and knowledge of CSR (Zeimers, Lefebvre, Winand, Anagnostopoulos, Zintz and Willem 2021: 176-178). To the best of the researcher's knowledge, no prior studies have explored these specific organisational factors in sports organisations based in the eThekweni Municipality region.

As CSR is sensitive to organisational context and characteristics, it is necessary to examine the various factors that may influence CSR implementation in sports organisations (Breitbarth, Walzel, Anagnostopoulos and van Eekeren 2015: 258). CSR has various meanings in different contexts. It can differ among industries, countries, regions, and organisational size, therefore, a closer examination of CSR in various contexts is required (Han 2010: 1-2). Studies of internal elements that might shape or drive CSR activities have not received much attention, with emphasis being placed on the contents and results of CSR initiatives (Singh, Islam, Ahmed and Amran 2019: 1079-1080).

Therefore, the purpose of the study and its objectives are examined in the next section.

1.4 Purpose of the study

The purpose of this research was to examine the organisational factors that affect the implementation of CSR in sports organisations in the eThekweni region as identified by (Zeimers *et al.* 2021: 176-178). The study focused on how these factors either facilitate or impede the successful implementation of CSR in each sports organisation.

1.4.1 Research aim and objectives

The aim of this study was to examine organisational factors that facilitate or impede the implementation of CSR in four sports organisations located in the eThekweni region. To achieve this aim, the following objectives were set, namely, to:

- Investigate the extent to which sports organisations in the eThekweni municipality engage in CSR initiatives.
- Determine how CSR strategy is used by the sports organisation.
- Identify the possible benefits and challenges faced by sports organisations in the eThekweni municipality in planning and implementing CSR initiatives.

- Ascertain the difference between internal and external CSR communication channels for CSR implementation.

The next section provides a brief explanation of the study's methodology following the review of the study's background and purpose.

1.5 Research methodology

This section of the chapter presents the research methodology employed in this study. This chapter begins with the research design and a description of the choice of research methodology used in this study. This is followed by a presentation of the target population and sample, data collection, data analysis, limitations, confidentiality and anonymity and ethical considerations. The trustworthiness of data is highlighted.

1.5.1 Research design

A research design is a technique that uses empirical data to answer a research question. Developing a research design requires decisions concerning the overall research objectives and approach, the type of design used, sampling methods or criteria used in selecting participants, data collection methods, procedures for data collection and data analysis methods. A well-planned research design helps guarantee that procedures meet the study's objectives and that the appropriate data analysis is applied (McCombes 2021: 1). This study used a qualitative research design. Qualitative methodology is frequently used to investigate the "how" and "why" of systems, human behaviour, and the factors that control it. It is a technique for investigating phenomena that primarily uses "words" as data (Edmonds and Kennedy 2017: 142). Qualitative methods allow the development of a deep understanding of a subject by exploring the meanings that individuals attribute to their activities, circumstances, people, and objects in their lives. These methods rely on inductive designs intended to produce meaningful, descriptive data (Leavy 2017: 124). The qualitative method was identified as the most suitable research design to satisfy the aim and objectives of this study.

1.5.2 Target population and sample

The entire population a research study aims to make conclusions about is referred to as a target population, and the specific group which data is collected from is referred

to as a sample. A population in research does not only refer to humans, it also refers to a range of subjects, including objects, events, organisations, nations, species, or animals (Bhandari 2020: 1).

Purposive sampling was used to select participants to partake in this study. According to the phrase "purposeful sampling" refers to a group of sampling procedures that select participants on purpose based on personal characteristics. It is also known as judgemental sampling because the researcher must use judgment to choose the units (e.g., people, cases, or organisations studied). Purposive sampling is a type of non-probability sampling. Non-probability sampling uses non-random characteristics to answer a research question, such as the availability, proximity to a location, or level of expertise of the subjects you want to study (Nikolopoulou 2022: 1).

For a qualitative study, a sample size of four to twenty-five is sufficient if a point of saturation is reached. Saturation occurs when further interviews do not produce new information (Moyo, Knott and Duffett 2021: 9).

The sample of this study consisted of public relations and communication managers directly involved in CSR implementation in the sporting organisations that met the study's inclusion criteria. One individual was interviewed from each organisation. The selected participant was the public relations and communication manager responsible for CSR implementation within the sports organisation. These individuals were selected because they were, at the time of the study, responsible for the selected sports organisation's CSR. They possessed firsthand knowledge of the CSR initiatives carried out by the organisation, which is essential in meeting the study's aim and objectives. This selection process is also known as the key informant technique in which participants are selected based on the unique knowledge they possess (Moyo, Duffett and Knott 2020: 6). With their specific expertise, key informants can offer advice on how to solve issues and insight into the nature of the phenomena being investigated.

1.5.3 Inclusion and exclusion criteria

Inclusion and exclusion criteria specify which particular subset of the target population is eligible to participate in a study. Together they are known as eligibility criteria, and it is essential to establish them to recruit study participants. This approach enables

researchers to systematically investigate the needs of a defined, homogeneous population (Nikolopoulou 2023: 1). The sports organisations involved in this were selected based on the following criteria:

- Inclusion criteria
 - Sport is the organisation's primary product.
 - The organisation is currently engaged in some form of CSR.
 - The organisation is in the eThekweni municipality region.
- Exclusion criteria
 - Sporting organisations situated outside of the eThekweni municipality region.
 - Sporting organisations whose primary product is not sports.
 - Sporting organisations not currently engaged in any form of CSR.

Based on criteria set out by the researcher, the following sports organisations were identified as suitable participants for this study, and they indicated their willingness to participate in the study: The Hollywoodbets Dolphins, KZN Netball, the KZN Tennis Association and KZN Golf Union. Each sports organisation was based in the eThekweni municipality, the organisation's primary product was sport, and they were at the time of the study engaged in some form of CSR. The researcher deemed these sports organisations as the most suitable target population to achieve the study's aim and objectives.

1.5.4 Data collection and analysis

The researcher selected semi-structured interviews as the research instrument to collect the data. Interviews are a qualitative research method that collects data by asking questions. Interviews involve two or more people, one of whom is the interviewer who asks the questions. There are several kinds of interviews with each type being distinguished by its level of structure. In structured interviews, questions are asked in a prearranged sequence. Unstructured interviews are freer flowing, and semi-structured interviews fall between structured and unstructured (George 2022: 1).

Open-ended questions were asked during the interviews allowing respondents to answer in their own words. This type of research instrument is flexible as it allows for the researcher to ask follow-up questions for clarity and nuance should it be required.

Data analysis is “the process of collecting, modelling, and analysing data using various statistical and logical methods and techniques”. The qualitative data collected through interviews from each sports organisation was analysed using thematic analysis (Calzon 2023: 1). Thematic analysis is a qualitative data analysis technique applied to a set of texts, such as an interview or transcripts. The researcher carefully studies the data to find recurring themes, subjects, concepts, and meanings (Caulfield 2023: 1).

The data analysis began with the researcher transcribing the audio-recorded interviews, followed by reading the text and making notes from those texts. Once transcribed, the data was coded. Coding is “highlighting sections of text usually phrases or sentences and coming up with shorthand labels or 'codes' to describe their content” (Caulfield 2023: 1). The data was coded using the data analysis software programme NVivo 15. The researcher reviewed the coded data to identify patterns and then develop themes. These themes were further examined to identify their usefulness and their representativeness of the data.

1.5.5 Trustworthiness of data

To ensure credibility in this study, the researcher interviewed the public relations and communication managers responsible for overseeing CSR implementation in the following sports organisations, the Hollywoodbets Dolphins, KZN Netball, the KZN Tennis Association and KZN Golf Union. These respondents were selected as they directly influenced or were involved with aims and objectives aligned with those of the current study. They possessed unique knowledge and were able to provide insights about the phenomena being studied. The questions in the research instrument were based on a collection of established theories and findings of prior studies (Carlsson and Akerstom (2008: 49); Bjorneseth and Curt (2017: 95); Sjostrand (2010: 83); Al-Eryani, Jonsson and McHugh (2019: 49). All questions in the research instrument were linked to the study's aim and objectives. A comprehensive audit trail documented the procedures, research instruments, modifications, and data analysis to ensure dependability and transferability. This contributed to confirmability of the study results.

1.6 Study significance

The institutional frameworks that have historically developed and influenced national business systems are the best explanations for why CSR varies between countries

(Matten and Moon 2020: 8-9; Maak *et al.* 2022: 26). CSR strategies in South Africa primarily address economic and social exclusion resulting from apartheid. Within the corporate sector, CSR is frequently referred to as "corporate social investment" (CSI) (Amondu 2020: 157-159). CSI is one of the sub-components of CSR that aims to uplift communities in a way that improves and protects the overall quality of life. The benefits of CSI include enhancing a company's competitive advantage in terms of attracting and retaining investors, clients, and employees, and increasing employee satisfaction and loyalty by improving living conditions for staff, their families, and the communities in which they operate. CSI shows the "heart" of an organisation and can increase reputation, improve the corporate image of an organisation to maximise return on investment and contribute to and support marketing tools, such as brand awareness (CSI Solutions 2022: 1).

This study explored the organisational factors that influence the implementation of CSR in four sports organisations in the eThekweni municipality region. Specifically, the organisational factors that facilitate or impede the sports organisation's ability to successfully plan, implement, and execute CSR initiatives. This research offers a better understanding of the areas that sports organisations need to focus on to implement CSR effectively. The outcomes of this research study may ultimately provide management of sporting organisations with a guide to creating effective CSR initiatives that benefit society and improve their bottom line.

1.7 Study limitations

Since this is a qualitative study, the sample size may have limitations in terms of generalisability of the results. Qualitative research design focuses on a small number of cases and specific contexts. While this approach allows for a thorough exploration of the research topic, it is important to note that findings may not necessarily be representative of the larger population.

1.8 Division of chapters

This study is organised as follows:

Chapter 1

This chapter provides an introduction and background to CSR in the sports sector, with attention to CSR implementation by sporting organisations. The problem is presented, followed by the formulation of the research aim and objectives, an introduction to the research methodology, and comment on the study's significance and limitations.

Chapter 2

This chapter presents the literature and previous studies that were reviewed, to support the problem statement. It begins with the theory of CSR, continuing with CSR in sports, CSR implementation, organisational factors influencing CSR implementation, the benefits and challenges to implementation and the role communication in CSR.

Chapter 3

This chapter presents the research methodology employed in this study. This chapter begins with the research design and a description of the choice of research methodology used in this study. This is followed by a discussion on the target population, data collection, data analysis and limitations. Reliability and validity are highlighted.

Chapter 4

This chapter provides a presentation, analysis, and discussion of the results of this study.

Chapter 5

This chapter consists of a summary of the study, implications, the limitations, and recommendations.

1.9 Conclusion

In this chapter, an in-depth overview of the research background was presented, providing insight into the researcher's understanding of the issue at hand. The aim and objectives of the study were clearly outlined, along with a detailed summary of the research methodology employed. Furthermore, the chapter emphasised the significance of the study and presents a clear arrangement of the subsequent chapters. The following chapter undertakes an extensive review of the existing literature.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter provides an extensive review of the literature on CSR, laying the foundation for the subsequent sections by providing an historical overview of CSR development and evolution, and why it remains significant. Its various definitions are explored, why its relationship with sport, the role of sport in society, and CSR in sports and sports organisations.

The review focuses on the eThekweni Municipality and the extent to which sports organisations there engage in CSR initiatives, the socioeconomic problems facing the region, how sports organisations are fulfilling their social responsibilities, which organisational factors may facilitate or impede successful implementation, what the benefit and challenges are to planning and implementing initiatives, and the role of communication in CSR.

2.2 Corporate social responsibility

As societal expectations of corporations have evolved, the demand for more good intentions has grown. Corporations are now expected to shoulder significant obligations and navigate complex socioeconomic and environmental challenges. To maintain a competitive edge, organisations must proactively develop and implement systems and policies geared towards tackling and averting these challenges.

It is crucial to first examine the definition and evolution of CSR before exploring the various organisational factors that either facilitate or impede its implementation. The next section offers an introduction to CSR, covering its historical origins, development, definitions and key concepts. This establishes a foundational understanding of CSR before delving into its intricate components and practices.

2.2.1 The historical roots of CSR

CSR has historical foundations dating back to the Roman Empire, where legislation encouraged businesses to contribute to societal well-being. Following the fall of the Roman Empire, responsible business conduct evolved through the English legal

system, and later spread globally with the expansion of the British Empire (Chaffee 2017: 351-352; Herciu 2021: 299).

The Industrial Revolution at the end of the 19th century transitioned from artisanal work to mass production, labour conflicts emerged. The conflicts brought attention to various social issues, prompting businesses to act (Rodriguez-Gomez, Arco-Castro, Lopez-Perez and Rodríguez-Ariza 2020: 1). By the 1920s and 1930s, business managers began to prioritise both maximising profits and fulfilling the needs of clients, employees, and the community (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir 2019: 3). In the late 1930s and 1940s, organisations began considering economic, legal, moral, social, and physical elements in decision-making, and literature started to examine CEOs' roles and corporate social performance (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir 2019: 1; Rodriguez-Gomez *et al.* 2020: 2). While the roots of CSR can be traced back to the early 1900s, the notion of explicitly outlining an organisation's responsibilities to society was not addressed in the literature until the 1950s (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir 2019: 3; Marco-Lajara, Zaragoza-Sáez, Falcó and Millan-Tudela 2022: 18).

2.2.2 CSR in the 1950s

The 1950s marked the beginning of the modern era of CSR, with broad discussions about businesses' social responsibilities. Howard R. Bowen's influential publication, *Social Responsibilities of the Businessman* (1953), articulated the obligation of executives to implement policies and actions consistent with societal objectives and values, thereby laying the foundation for integrating CSR into managerial decision-making (Carroll 2021: 2; Kaittäni 2023: 32). Bowen emphasised that major corporations had significant influence on society and that their choices affected citizens' well-being (Maak *et al.* 2022: 18).

Despite growing interest, CSR faced resistance from economists like Theodore Levitt and Milton Friedman, who argued that the primary purpose of a corporation was to maximise profits while governments should address broader social welfare (Munro 2020b: 19; Crowther and Seifi 2021: 30). Over time, executives recognised that CSR could align with business interests without harming profitability, gradually increasing acceptance of socially responsible practices (Carroll and Kolb 2018: 87).

2.2.3 CSR in the 1960s

The 1960s marked a turning point in the relationship between business and society. This shift was driven by social movements advocating consumer protection, women's rights, environmental sustainability, and workplace health and safety (Maak *et al.* 2022: 19). Carroll describes "social contracts" as the interaction between major organisations, especially businesses, and the community that are guided by a collection of mutually advantageous agreements and anticipations (Carroll 2021: 2).

Managers increasingly addressed social, legal, and financial responsibilities, responding to societal expectations and activist pressure (Chakraborty 2015: 30; Ferioli, Freitas and Spulber 2021: 63). The decade also saw a notable rise in CSR literature, with scholars and practitioners advocating for corporate engagement in social responsibility, setting the stage for more formalised CSR frameworks in subsequent decades (Carroll and Brown 2018: 44).

2.2.4 CSR in the 1970s

The 1970s saw CSR transition from a peripheral concept to a central business concern, influenced by social unrest, public expectations, and growing activism. The Committee for Economic Development's 1971 declaration on CSR helped establish a framework for corporate responsibilities, while socially responsible companies such as The Body Shop (1976) and Ben & Jerry's (1978) demonstrated practical applications by addressing social and environmental issues (Brin and Nehme 2019a: 9; Marco-Lajara *et al.* 2022: 19).

Archie B. Carroll introduced the first unified definition of CSR, conceptualising it as encompassing economic, legal, ethical, and discretionary responsibilities that society expects from businesses. Carroll's definition highlighted the integration of ecological and social goals into corporate decision-making, providing a clear framework for both research and practice (Ferioli, Freitas and Spulber 2021: 65; Maki-Soini 2021: 19).

2.2.5 CSR in the 1980s

During the 1980s, CSR increasingly focused on business ethics, stakeholder management, and the environmental impacts of corporate activity (Carroll 2015: 5). Concerns about labour, human rights, and environmental sustainability prompted

international summits and policy discussions, encouraging firms to align practices with social expectations (Rodriguez-Gomez *et al.* 2020: 1-2; Herciu 2021: 298).

In regions experiencing reduced government regulation, managers engaged more directly with stakeholders, such as employees, customers, and shareholders, to address social and ethical issues, while academic literature increasingly emphasised CSR and ethical business practices. Over time, growing social concerns reflected evolving societal expectations regarding responsible business conduct and sustainable development (Marco-Lajara *et al.* 2022: 19-20).

2.2.6 CSR in the 1990s

The 1990s saw growing global attention to CSR due to globalisation and sustainable development agendas (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir 2019: 7). Multinational corporations faced diverse regulatory environments, creating both challenges and opportunities for socially responsible practices. The establishment of the Business for Social Responsibility association in 1992 marked a key step in institutionalising CSR, emphasising transparency, human dignity, and environmental stewardship. The concept of strategic CSR also emerged, linking social responsibility with competitive advantage and stakeholder interests (Arena, Azzone and Mapelli 2018: 346; Latapí Agudelo, Jóhannsdóttir and Davídsdóttir 2019: 8). During this period alternative frameworks such as business ethics, stakeholder theory/management, corporate citizenship and sustainability gained significant attention as they illustrated CSR-oriented practices and policies (Carroll 2021: 6-7).

2.2.7 CSR in the 21st century

Scholars highlight that CSR in the 21st century has evolved into a strategic and integrated approach rather than a symbolic practice (Crowther and Seifi 2021: 39). The concept of corporate sustainability emphasises the need for businesses to adapt to changing societal expectations by embedding CSR into core operations (Marco-Lajara *et al.* 2022: 21). Furthermore, researchers emphasise the interconnectedness between business success and societal well-being, underscoring the importance of aligning organisational strategies with broader social outcomes (Ferioli, Freitas and Spulber 2021: 71).

In 2015 the UN launched the 2030 Agenda, which focuses on 17 Sustainable Development Goals (SDGs). These goals were introduced to address issues such as innovation, sustainable consumerism, the eradication of poverty, and climate change. Countries adopting SDGs need to implement laws and policies that require businesses to improve or adopt new practices as the SDGs in themselves do not impose any legal duties on the private sector. In terms of academia, research has focused on using CSR to achieve SDG performance (Marco-Lajara *et al.* 2022: 27-28).

A review of 56 journal articles from 2015–2020 highlights the connections between CSR and the 17 SDGs, with most studies focusing on SDGs 1, 4, 6, 8, 12, and 17 (Figure 2.1). The capacity for CSR to effectively drive the global sustainability agenda is hindered due to its voluntary nature and the absence of a universal reporting standard that covers different geographic contexts and industries (ElAlfy, Palaschuk, El-Bassiouny, Wilson and Weber 2020: 15).



Figure 2.1: Sustainable Development Goals

Source: HEC Paris (2024: 1)

Carroll (2015: 95) argues that organisations will continue engaging in CSR because it benefits both society and the organisation, with support for conscious capitalism growing globally. Researchers note that CSR applies across developed and developing countries and diverse industries, promoting social responsibility, ethical standards, competitiveness, and social and environmental innovation (Brin and Nehme 2019a: 13; Ferramosca and Verona 2019: 188)

Although the concept of CSR has ancient roots dating back to the Roman Empire, it gained prominence in the 1950s and has developed significantly over the past seven decades. The 1960s and 1970s saw increasing CSR literature, government regulations, and socially responsible corporate initiatives. By the 1980s and 1990s, corporations recognised social and environmental responsibilities, and international organisations such as Business for Social Responsibility institutionalised CSR. In the 2000s and 2010s, CSR evolved further through strategic CSR, shared value creation, and stakeholder capitalism (Chaffee 2017: 351-352; Brin and Nehme 2019a: 9; Latapí Agudelo, Jóhannsdóttir and Davídsdóttir 2019: 8; Herciu 2021: 289; Kaïttani 2023: 32-33).

The evolution of CSR has not solely been shaped by academic contributions, but also by social movements and cultural changes reflecting public expectations of corporate behaviour throughout its history. Over the decades, CSR has transformed from a voluntary effort to a competitive advantage, gaining increasing significance (Herciu 2021: 300). With the rapid pace of CSR theory, research, and practice expansion, it is evident that CSR has a promising future. CSR research exhibits considerable diversity and increasing specialisation, often compared to a kaleidoscope that continually shifts and reorganises (Ferramosca and Verona 2019: 188).

The literature reviewed in this section provides a comprehensive analysis of the historical development, evolution, significance of CSR, emphasising the importance of studying it in various contexts, including industries, regional, socio-economic, political and environmental settings. The studies in this section highlight the dynamic influence of these factors on the CSR landscape, both theoretically and practically. Researching CSR in different contexts not only enriches the field of CSR, but also contributes to the field of management, different industry sectors, regions, in addition to various organisational contexts.

Having established CSR's roots, historical development, evolution and significance, the following sections will analyse the various definitions of CSR.

2.3 Defining CSR

The concept of CSR has been the subject of extensive research and global implementation for six decades; however, significant discourse persists regarding its definition and the rationale behind its implementation. A systematic review examined the interchangeability of the term CSR with related concepts, including "corporate citizenship", "the ethical corporation", "corporate governance", "corporate sustainability", "socially responsible investment", and "corporate accountability". The authors suggest that the diversity of these terms may contribute to the persistent lack of consensus surrounding the concept (Barauskaite and Streimikiene 2020: 279). The lack of consensus can be linked to the many interpretations that result from different definitions, academics, and national and international institutions (Marco-Lajara *et al.* 2022: 22-26). The dynamic character of the term is the reason why there isn't a widely accepted definition of CSR. The growing need to fulfil social expectations and deal with urgent developmental issues is another factor propelling this change (Arsić, Stojanović and Mihajlović 2017: 437-438).

To determine the evolving responsibilities and form necessary in a progressive environment, Alexander Dahlsrud conducted a content analysis and frequency count of Google search results for definitions of CSR. Dahlsrud identified 37 definitions of CSR authored by 27 individuals between 1980 and 2003. The analysis revealed five key dimensions: environmental, social, economic, stakeholder, and voluntariness. Among these, the stakeholder and social dimensions were most frequently discussed, while the environmental dimension was discussed less often (Munro 2020a: 30).

A broader perspective was adopted by Sarkar and Searcy (2016: 1433) who conducted an empirical study of 110 CSR definitions. Drawing from the historical evolution of the concept, the definitions were derived from the period spanning 1953 to 2014. This led to the discovery of a sixth dimension, ethics. Many influential CSR theorists believe that ethics plays a crucial role in CSR, and therefore, definitions of CSR should explicitly consider ethical issues.

Building upon these six fundamental dimensions, the following definition of CSR is suggested “CSR implies that firms must foremost assume their core economic responsibility and voluntarily go beyond legal minimums so that they are ethical in all of their activities and that they take into account the impact of their actions on stakeholders in society, while simultaneously contributing to global sustainability” Sarkar and Searcy (2016: 1433).

The fundamental idea of CSR is that organisations should balance their interests with those of the environment, customers, employees, shareholders, and the community. They also need to acknowledge their impact on the environment and accept accountability for their activities (Barauskaite and Streimikiene 2020: 284).

The term "corporate social responsibility" did not have a clear definition until the late 1970s, notably 1979, when Archie B. Carroll established a four-part definition of CSR. Carroll stated that "CSR of business encompassed the economic, legal, ethical, and discretionary expectations that society had of organisations at a given point in time" (Herciu 2021: 297). Earlier definitions had mentioned that companies have an obligation to turn a profit, follow the law, and go beyond these activities. The concept of CSR needed to encompass the entire spectrum of a business's obligations to its stakeholders. In addition, there was a need for clarification regarding the part of CSR that went beyond following the law and turning a profit (Carroll and Kolb 2018: 6). One of the most notable features of this concept is that social and economic objectives be integrated into CSR strategy rather than be seen as mutually exclusive. The CSR pyramid is a paradigm that Carroll would later develop after revising his four-part concept of CSR (Saleh 2022: 2).

2.3.1 Carroll's CSR pyramid

Four aspects of CSR are depicted in the Carroll CSR pyramid (Figure 2.2): economic, legal, ethical and philanthropic (formerly known as discretionary). The most exemplary examples of discretionary activities were humanistic and humanitarian endeavours, where organisations acted to further the welfare of society in addition to their own objectives. Consequently, Carroll redefined these initiatives as philanthropic endeavours (Carroll and Kolb 2018: 6). The legal, ethical, and philanthropic dimensions are supported and made possible by the economic dimension, which lies at the base of the pyramid. The author wanted to present a more comprehensive

understanding of how societies and organisations interact using this framework (da Silva Junior, de Oliveira Martins-Silva, Coelho and de Sousa 2022: 363).



Figure 2.2: Carroll's pyramid of corporate social responsibility

Source: Carroll (2018: 5)

Carroll's CSR pyramid is explained as follows:

- According to the economic dimension, the main goal of an organisation should be to meet the needs of society for goods and services while making enough money to appease investors at every level of management and production. All organisational duties are based on this principle.
- The legal framework that regulates organisational operations is the subject of the second dimension. It comprises compliance standards established by regulatory organisations, normative authorities, and different tiers of government. Businesses must function within this legal framework in order to successfully accomplish their financial goals.
- The ethical dimension is defined by an organisation's commitment to maintaining moral and ethical standards, particularly when there are no explicit legal requirements. This dimension represents ideas of justice and unfairness as well as cultural standards that differentiate between acts that are acceptable and inappropriate.
- Organisational efforts that meet social expectations for organisations to act as responsible corporate citizens are included in the philanthropic dimension. As such, it is the responsibility of businesses to work to improve the quality of life in society by outlining their legal, ethical, and financial obligations and by

actively engaging in charitable endeavours (da Silva Junior et al. 2022: 363).
(da Silva Junior *et al.* 2022: 363).

Compared to Carroll and Brown (2018: 45) definition, this one is more recent and demonstrates some advancement in the understanding of CSR. One difference between these two definitions is that sustainability is featured. This definition illustrates how environmental issues are still a concern and highlights the necessity of taking a long-term view while making decisions and suggests that it be considered how essential elements for decision-making are interrelated. This is crucial since CSR is frequently seen as the primary way that businesses can support global sustainable development (Sarkar and Searcy 2016: 1433).

Since it includes most of the essential components found in other definitions of CSR, such as the dimensions of voluntariness, social responsibility, economic accountability, ethics, and stakeholder engagement, Carroll (2021: 4) definition of CSR will be used in the context of this master's thesis. Because of its naturally wide scope, the environmental dimension is not specifically mentioned in this definition; however, it is crucial to remember that environmental expectations are a subset of the ethical duties that society expects. Therefore, the environmental dimension can be construed as an integral component of the ethical framework within CSR. Another important feature of this definition is that it is not region or industry specific, it is applicable in various contexts. Ehie (2016: 14) research evaluating the applicability and practicality of Carroll's CSR four-component model in the African context found that every component was relevant in the African setting.

Carroll's pyramid offers a foundational framework for understanding CSR by categorising organisational responsibilities into economic, legal, ethical, and philanthropic dimensions. Although this model delineates the responsibilities organisations should fulfil, it provides limited insight into the prioritisation of these responsibilities among different stakeholder groups. Stakeholder theory addresses this gap by asserting that organisations must consider and balance the interests of stakeholders, including employees, customers, suppliers, and the broader community. Consequently, the implementation of CSR is influenced by the necessity to address both economic and non-economic expectations (Awa, Etim and Ogbonda 2024: 8; Khatter 2025: 3).

2.3.2 Stakeholder Theory

Stakeholder theory asserts that organisations must create value for all parties who influence or are affected by their objectives, regardless of the scope of these objectives. Principal stakeholders, such as customers, employees, financiers, suppliers, and communities, may vary across industries. The theory emphasises the importance of managing these relationships to achieve organisational success (Dmytriiev, Freeman and Hörisch 2021: 1444). It further recommends that both management and boards consider the interests of all stakeholders, rather than focusing solely on shareholders. In particular, boards are tasked with ensuring that stakeholder interests are thoroughly evaluated during decision-making processes (Brin and Nehme 2019b: 26). The inclusion of diverse representatives on boards enables a more balanced consideration of societal interests by aligning corporate objectives with the broader organisational context (Brin and Nehme 2019b: 27). This theoretical framework underpins CSR in contemporary business practice (Kalra 2024: 32).

Stakeholder theory and CSR are closely interconnected within corporate ethics and strategic management, as both emphasise ethical conduct, sustainability, accountability, transparency, and the creation of long-term value (Kalra 2024: 33). While CSR focuses on organisational responsibilities toward society and the environment, stakeholder theory highlights the importance of addressing the views and concerns of various stakeholder groups. As business environments become increasingly complex, the integration of CSR and stakeholder theory demonstrates that social responsibility and profitability are mutually reinforcing. By adopting these shared principles, organisations can enhance stakeholder engagement, strengthen accountability, and develop strategies that improve economic performance while advancing social and environmental well-being (Kalra 2024: 34).

The environmental, legal, ethical, and philanthropic dimensions of CSR each provide distinct advantages. Legal and ethical CSR promote regulatory compliance and responsible conduct. Philanthropic CSR addresses stakeholder expectations and fosters constructive relationships. Environmental CSR contributes to sustainable development by encouraging stakeholder engagement and positioning organisations as catalysts for social change. Collectively, these CSR components strengthen

corporate reputation and advance sustainability objectives (Khuong, Truong an and Thanh Hang 2021: 14-15).

While stakeholder theory highlights the importance of identifying and balancing the interests of various stakeholder groups in CSR, it does not fully account for the broader external forces that shape organisational behaviour, which institutional theory seeks to explain.

2.3.3 Institutional Theory

Institutional theory posits that companies engage in socially responsible behaviour primarily due to formal rules, shared expectations, and the influence of other organisations. Such actions often extend beyond the scope of their own business strategies (Ding and Wang 2025: 2). Isomorphism is a central concept within this theoretical framework, emerging from both competitive dynamics and external pressures. Organisational behaviour is influenced by internal and external factors, including prevailing beliefs, structures, and practices. Three primary isomorphic pressures shape corporate conduct: regulatory demands, normative expectations, and mimicry. Normative isomorphism, informed by professional standards and education, fosters shared identities within corporations. Coercive isomorphism, imposed by governments, non-governmental organisations, and influential groups, compels companies to standardise their practices. Mimetic isomorphism arises in uncertain environments, prompting firms to emulate successful peers, particularly in highly competitive sectors (Diab and Stubbs 2025: 6435).

Institutional theory offers a comprehensive framework for understanding CSR by elucidating how organisational engagement in socially responsible practices is shaped by external pressures, norms, and expectations. CSR adoption is not solely driven by internal strategic motives; rather, it is influenced by the organisational need to gain legitimacy and conform to institutionalised rules and standards within the external environment. Organisations respond to coercive pressures, such as regulatory mandates or legal requirements; normative pressures arising from societal values and professional standards; and mimetic pressures, which involve imitating successful peers in situations of uncertainty. Collectively, these pressures shape CSR behaviour (Ding and Wang 2025: 2). Furthermore, organisational structures and prevailing social norms significantly influence CSR participation, highlighting the importance for

organisations to align their practices with broader societal expectations to sustain legitimacy (Risi, Vigneau, Bohn and Wickert 2022: 6). Empirical research indicates that the institutional environment significantly influences the implementation of CSR, as organisations modify their practices to align with governance frameworks and fulfil the expectations of multiple stakeholders (Jastram, Otto and Minulla 2023: 1076)

Carroll's CSR pyramid, stakeholder theory, and institutional theory collectively provide a comprehensive framework for analysing CSR. These perspectives demonstrate that CSR is a socially embedded practice shaped by a range of internal and external factors, as well as a deliberate strategic choice by organisations. This integrated theoretical approach explains how CSR is defined and operationalised within specific contexts. Consequently, it is important to investigate how these dynamics manifest in the South African context, where unique socioeconomic challenges, regulatory frameworks, and historical legacies shape organisational CSR strategies.

2.4 CSR in South Africa

The development of CSR in South Africa has been significantly influenced by the legacy of apartheid. The apartheid administration maintained black communities' social and economic exclusion from corporate South Africa while methodically stifling their wealth and skill growth, asserts Amondu (2020: 159). This resulted in a profound structural divide within the nation's economy. This was due in part to low human capital investments, racial discrimination in wages, and high unemployment rates. Consequently, government CSR interventionist programmes have concentrated on social change and economic inclusion for historically marginalised racial groups who are the majority of the population.

Since the end of apartheid in 1994, the government has implemented affirmative action policies to boost traditionally under-represented racial groups. One significant program is the Broad-Based Black Economic Empowerment Act of 2003, which aims to empower Black employees by promoting Black company ownership and skill development. By offering licenses and procurement benefits to companies that comply with its criteria, the government encourages businesses to act socially responsibly (Lin 2020: 446).

South Africa attempted economic changes to reintegrate with the global economy following the lifting of the international economic sanctions against apartheid. One of the main objectives of the reform plan was to improve corporate governance. The 1994 King Report on Corporate Governance posited that directors bear accountability not solely to shareholders but also to the broader society, thereby promoting the establishment of comprehensive corporate governance frameworks in South Africa. (Lin 2020: 446). The King II and King III Reports emphasised the need for businesses to acknowledge all stakeholders and to implement a "triple-bottom line" framework in corporate governance, which prioritizes social, environmental, and economic considerations. Although not obligatory, the King reports support a "comply/apply or explain" strategy that forces businesses to either undertake CSR initiatives or provide an explanation for their non-implementation. In corporate governance, this approach places a strong emphasis on transparency and accountability (Mersham and Skinner 2016: 113).

It is now mandatory for state-owned businesses, publicly traded corporations, and those that meet the public interest criteria to establish a social and ethics commission. Three directors or designated officers are required to make up the committee. The committee is tasked with overseeing the company's performance in five domains: consumer relationships; labour and employment; good corporate citizenship; environmental, health, and public safety; and social and economic growth. The committee must consider current codes of best practices along with relevant legislative regulations when it oversees each of these five areas. For each of the five areas, the regulations include sample standards. The King III Report and the Constitution of South Africa are two important mandatory documents that set the groundwork and best practices for CSR participation, even if the country lacks a legally binding framework for CSR (Lin 2020: 447).

2.4.1 Corporate social responsibility vs corporate social investment

The term "corporate social responsibility" is widely employed in a global context to denote the practices associated with responsible corporate citizenship. In the South African context, however, a distinct concept known as "corporate social investment" (CSI) is utilised, highlighting an emphasis on strategic investments aimed at fostering social development and addressing community needs. The term "CSI" is linked to the

legacy of apartheid in South Africa. In other words, corporate executives found "investment" more alluring than "responsibility," which linked companies to the unfavourable effects of apartheid (Mersham and Skinner 2016: 114).

Despite their frequent interchangeability, CSR and CSI have different definitions. CSR is a framework that enables a business to align its activities in order to improve profitability, lessen its impact on the environment, and give back to the community (Tshabalala 2024: 1). CSI, on the other hand, includes community development initiatives that are unrelated to the business's main operations and are not intended to bring in money. The author emphasises the significance of CSI as a component of CSR. CSI initiatives are just one way for companies to achieve their social responsibility commitments. They function in tandem with other CSR elements and constitute a part of a larger CSR framework (Trialogue 2024: 1).

2.5 CSR and sport

CSR activities in the sports industry are receiving more attention as a result of growing public awareness of the influence corporations have on societal concerns. This focus attempts to uphold sports' integrity and encourage ethical business practices. Both internal and external social variables are responsible for the rise in corporate social responsibility (CSR) in the sports sector. The industry's approach to CSR projects has been influenced by enduring societal issues such poverty, marginalisation, inequality, and restricted access to healthcare and education (Tabar 2021: 12).

2.5.1 The role of sports in society

Sports are important for a person's overall health and fitness as well as for the development of society at large. In addition to enhancing basic wellbeing, it can aid in resolving more significant societal problems including racism, social exclusion, and gender inequity. It can also have a direct and indirect impact on regional development and cohesiveness, as well as be an incredibly useful way of engaging with a wide range of social groups. Sports and physical activity can offer unique contributions, such as reaching out to marginalised and alienated individuals for whom other programmes have failed. It can help to address social issues including health problems associated with obesity. Large-scale sporting events can help to boost the tourism industry through increasing job possibilities and lengthening the tourist season. In

addition, it is connected to economic growth. Various local economies also heavily depend on the sports industry as its viewed as an appropriate medium to address these issues (D'Angelo 2019: 12; Ekholm 2019: 25-29; Doidge, Keech and Sandri 2020: 12).

For many years, the UN has used sports as a tool for humanitarian relief and development cooperation. A growing number of UN programmes, initiatives, and specialised organisations have realised the value of sport in achieving their goals in recent years, especially the eight Millennium Development Goals that were ratified in 2000. For lobbying, fundraising, and increasing public knowledge of the UN's goals and actions, the UN system takes advantage of sport's special ability to unite people. More than 75 well-known athletes have been designated as UN "Ambassadors" or "Spokespersons" (sportanddev.org 2024: 1). There are several key UN documents and declarations recognise that sports serve an important social function. Consequently, sport is regarded “an important enabler of sustainable development” which address the difficulties that each 17 Sustainable Development Goals presents (SDGs). Sport contains a set of ethical principles, the most important of which is fair play, which can have a positive impact in various contexts (Valeri 2019: 1) . Table 2.1 summarises the various aspects of sport's social responsibility:

Table 2.1: Aspects of sports social responsibility

Ethical principle of Sports	Description
<i>Rules of fair play: equality, access, and diversity</i>	<i>Sport is based on the fundamental premise that everyone has an equal opportunity to participate and compete on a “level playing field”. Fair play regulations range from banning performance-enhancing drugs to guaranteeing that everyone in society has equal access to sports.</i>
<i>Safety of participants and spectators</i>	<i>Sports that are socially responsible must ensure the physical safety of their participants and spectators. This includes safeguarding young participants against potential physical, sexual, and verbal abuse.</i>
<i>Independence of playing outcomes</i>	<i>Sports necessitate policies to ensure that non-playing interests, such as those related to gambling, do not affect the outcomes of the field of play.</i>
<i>Transparency of governance</i>	<i>Sports is notoriously political, and sports organisations have a long history of hiring former players. The mechanisms for such must be transparent, as must the governance</i>

	<i>procedures. Transparency should be maintained throughout the organisation.</i>
<i>Pathways for playing</i>	<i>Sports has a duty to offer pathways for growth and activity, such as junior and senior sports programmes and modified versions thereof.</i>
<i>Community relations policies</i>	<i>All sports take place in a community setting. Understanding local social needs depends critically on the relationships sports organisations build with local government and community organisations.</i>
<i>Health and activity foundation</i>	<i>Sport participation should recognise and improve opportunities for health and physical activity through policies that recognise the significance of physical activity for a healthy society.</i>
<i>Principles of environmental protection and sustainability</i>	<i>Sports place a lot of demands on the physical environment. Socially responsible sports recognise this burden and create regulations to prevent environment harm.</i>
<i>Developmental focus of participants</i>	<i>The opportunities for development that sports provide are a crucial component of the social impact it has. Social responsibility is relevant to policies that formalise this commitment to physical, social, and personal development.</i>
<i>Qualified and/or accredited coaching</i>	<i>To guarantee that the components are put into practice, sports must offer qualified leaders and coaches.</i>

Source: Valeri (2019: 2)

Sport's meaning and contribution to society is undeniable as evidenced by the literature. Sport's intrinsic characteristics make excellent complements to the content of traditional CSR and even as a tool for CSR implementation. From looking at CSR and sports in general, the author will look at CSR in sports organisations.

2.5.2 CSR in sports organisations

In broad terms, an organisation is any group of individuals working toward a common goal. An organisation has its own identity, membership, permanent structure, hierarchical authority, division of labour, programme of activities, borders, and processes (Moyo 2019). There are numerous internal and external elements that influence how each member of an organisation collaborates with the others. Organisational culture, goals and missions, and leadership philosophies are examples of internal elements that can be found within the organisational framework. The

economy, politics, and governmental policies are examples of external influences that occur outside of the authority and control of an organisation (Ruihley and Li 2021: 2).

A sports organisation can be defined as a “social entity involved in the sport industry; it is goal-directed, with a consciously structured activity system and a relatively identifiable boundary” (Slack and Parent 2008: 6, cited by Ruihley and Li 2021: 2). The three main sectors of the sports industry are public, nonprofit, and commercial (Pedersen and Thibault 2024: 1). It is essential to comprehend these categories in order to manage sports organisations efficiently and to develop and provide sports-related facilities, activities, services, and goods. Sports organisations offer a particularly fitting backdrop for CSR and emphasise seven essential features of CSR (Paramio-Salcines, Babiak and Walters 2013: 2)(Figure 2.3).

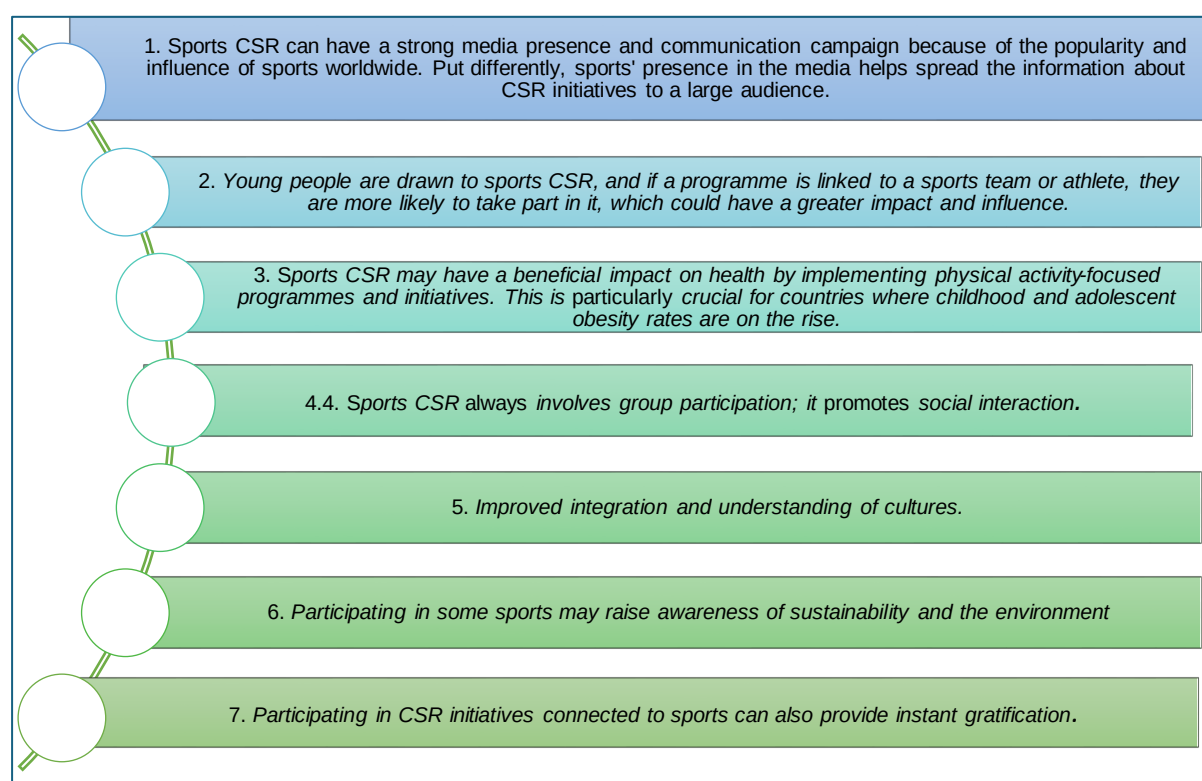


Table 2.2: Seven key features of corporate social responsibility
Source: Paramio-Salcines, Babiak and Walters (2013: 2)

Numerous sports leagues and the organisations that oversee them fund socially responsible initiatives. The sports industry has adapted CSR principles to better serve local communities and align with its highly visible nature. As a result, news reports featuring league, team, and player initiatives to promote health and safety in sports at

all levels, increase literacy, create and fill jobs, address racial and gender disparities, combat poverty and illness, stop drug abuse, address domestic violence, and clean up the environment are always available (Miller and Balsam 2018: 117).

Activities that fall under the self-regulated category of CSR allow a firm to demonstrate more social accountability to its stakeholders and the public at large. When a business takes its corporate seriously, it acts in ways that benefit the environment and society, as opposed to engaging in harmful practices. Companies can benefit from lower operating costs, more devoted customers, and improved brand recognition through CSR initiatives (Ecovadis 2024: 1).

Organisations have adopted CSR as an important component of their better business practices. Most sports organisations view CSR from a philanthropic rather than a sustainable strategic perspective, and many teams engage in CSR activities. Discussions within sports organisations these days centre on how to organise, carry out, monitor, and oversee CSR while also emphasising the strategic and operational benefits of the association and society (Moyo, Duffett and Knott 2020: 16).

Overall, the studies in this section highlight the unique relationship between the sports industry and CSR. Literature reviewed reinforces the need to find solutions for issues that may impede successful CSR implementation by the sport organisation, as a powerful platform for CSR a lot of good can be achieved if CSR is implemented correctly.

2.6 An overview of the eThekweni municipality

Durban underwent a significant transformation in 1994 with the country's first democratic election. In 1996, it became the Durban Metropolitan Region, and in 2000 eThekweni was established. Accessible via the N2, N3, and King Shaka International Airport, the eThekweni Metropolitan is the third largest metropolitan in South Africa, spanning 2555 km² on the country's east coast. With its diverse economy spanning industry, logistics, real estate, finance, tourism and leisure, sports, arts, and culture, eThekweni is one of KZN's economic powerhouses, accounting for 59.88% of the province's GDP. The Chief Albert Luthuli International Convention Centre in eThekweni is renowned for hosting numerous international conferences (EThekweni Municipality 2023: 1).

Having given a brief overview of the eThekweni Municipality and its significant contribution to the province and country's economy, the following sections will discuss some of the socio-economic challenges facing the municipality and identify some of the CSR initiatives being carried out across various sectors. The attention will then shift to the extent of CSR initiatives implemented by the sporting sector in the eThekweni municipality region.

2.6.1 Socio-economic problems faced by the eThekweni Municipality

The eThekweni metropolitan area is home to 3.9 million residents, which makes up 34.7% of the total population of the KZN province. The population increased by 1.45% between 2008 and 2018, which was lower than the national average. Approximately 30% of households have residents under the age of 15, and 63% have residents under the age of 35. The average household size is 3.3. There are 8 802 homes headed by children and young people, with 42.12% of them being headed by women. 2.1 million eThekweni citizens are below the R1 227 per person per month poverty level, with 17.1% having no income and 16.8% lacking education, while 5.8.% have higher education degrees (EThekweni Municipality 2023: 1).

Women, individuals with disabilities, orphans, the elderly, and other vulnerable groups have been identified as being at a higher risk of facing social exclusion, marginalisation, abuse, victimisation, and prejudice. It is essential to prioritise the livelihood plans of these groups while addressing poverty and inequality (KwaZulu-Natal Department of Sport 2022: 23). There are currently numerous projects being carried out by the municipality to support the achievement of the SDGs and combat some of the challenges facing the municipality (EThekweni Municipality 2023: 1). Table 2.2 depicts six ongoing SDC projects. The table provides a detailed explanation of each project and how many SDGs it contributes to.

Table 2.3: CSR initiatives by the eThekweni Municipality in line with Sustainable Development Goals

eThekweni SDGs Project	Project Details	The SDGs The Project Contributes To:
Warwick Zero Waste Project	<i>Using organic fruit and vegetable waste from the Early Morning Market (Warwick Markets), the Warwick Zero Waste project team and its partners have been conducting an innovative composting experiment. This compost is then combined with garden refuse at the Botanic Gardens.</i>	• Sustainable cities and communities. • Responsible consumption and production. • Mitigation of climate change • Partnership for the Goals
Kwa Mashu Waste Beneficiation Centre (KMBC)	<i>Green concrete pavers and wall blocks are made from low value post-consumer glass, road swept sand, illegally dumped building debris and no-recyclable plastics by the KMBC, which is a NPO supported by the eThekweni Municipality Economic Development Unit.</i>	• Climate action • Decent work and economic growth • Sustainable cities and communities. • Partnership for the Goals.
Forecast Early Warning System	<i>A Forecast Early Warning System (FEWS) has been created by the eThekweni Municipality to control and lessen flood related calamities. This innovative tool models wave behaviour, coastal erosion, flood scenarios, and environmental water quality. Its offers dependable weather forecast data, enabling early assessment of the consequences of natural disasters and the deployment of emergency resources, therefore guaranteeing improved responsiveness. eThekweni Coastal Live, a mobile-first weather information web app launched in November 2020 was developed by the Coastal, Stormwater, and Catchment Management Department to increase user involvement.</i>	• No poverty • Sustainable cities and communities. • Climate Action • Partnerships for the Goals.
Sisonke Community Garden	<i>Sisonke Durban Garden and Davenport Park food garden were established by the NPO, Bioregional, and eThekweni Municipality, with training provided by a permaculture mentor. Fresh produce is sold to neighbourhood restaurants and merchants brought in over R10 000 and R8 000 in May and June of 2023, respectively.</i> <i>As part of a circular economy initiative, the Sisonke Garden at Southern Sun's Elangeni Hotel composts one ton of food waste that has been Bokashi treated each month. In exchange, the hotel repurchases herbs to use in the kitchen,</i>	• No Poverty • Zero Hunger • Sustainable Cities and Communities • Partnerships for the Goals.

	diverting four tonnes of waste from landfills. Reusable crates are used by zero-waste gardeners to transport vegetables, and customers are asked to bring their plastic bags for collection. To reduce waste and promote sustainability, restaurants bundle produce using elastic bands and reusable containers.	
Water Re-Use Project	Since its opening in 2001, the city's wastewater treatment plant has been treating commercial and residential wastewater to levels almost suitable for drinking. To ensure a secure future water supply, the city has filed a new Public-Private Partnership (PPP) with the National Treasury to optimise the current plant and incorporate a new 20 million litres per day (ML/d) reuse plant for portable water. This project exemplifies sustainable water resource management, reducing pollution and consumption through a public-private partnership to achieve ambitious treatment goals beneficial to all involved, including the environment.	• Clean water and sanitation • Sustainable • Climate action • Partnerships for Goals.
Agri-Hubs	The One Home One Garden initiative and Agri-hubs helps families build affordable, sustainable food gardens and not only enhance food security and increase food supply but also generate extra income through the sale of surplus products. The Agro-Ecology Unit offers training and knowledge sharing through six production hubs.	• No poverty • Zero hunger • Sustainable cities and communities • Partnerships for the Goal.

Source: EThekweni Municipality (2023: 1)

2.6.2 Challenges faced by the KwaZulu-Natal Department of Sport, Arts, and Recreation

2022/2023: The KwaZulu-Natal department successfully merged the Sports and Recreation branch with the Arts and Culture branch, creating the KwaZulu-Natal Department of Sport, Arts and Culture (KZNSAC). As the focus of this master's dissertation research was the exploration of the organisational factors that facilitate or impede CSR implementation in sports organisations in based in eThekweni, the focus was only on the Department's endeavours' concerning sports and recreation in the region. The next section begins with a brief overview of challenges that have gravely impacted the entire sports industry and its communities.

2.6.2.1 Provincial, national and global troubles

The sports industry has faced significant challenges in the current decade. Many unprecedented events have occurred over the last four years, most of which were beyond anyone's control. In their 2022-2023 annual report the KwaZulu-Natal Department of Sport (2023: 23) note that, due to COVID-19 challenges, the Department had to limit its schedule of athletic events until April 22, 2022. The low attendance had a negative effect on poverty and inequality in the community by reducing income, increasing unemployment, and having a negative economic impact. Amid the global pandemic the arrest of former President Jacob Zuma in July 2021 led to civil unrest in South Africa. The KZNDSAC claimed the civil unrest was exacerbated by severe famine. Lockdown measures caused financial difficulties, business closures and widespread looting, resulting in an estimated R20 billion in damage to infrastructure. This led to increased financial hardship and significant unemployment.

As relations between Russia and Ukraine deteriorated, the Department was handling internal issues and recovering from the impacts of COVID-19 and social unrest. This situation resulted in increased commodity prices, impacting imports, inflation, and potentially leading to negative effects on impoverished South Africans, particularly in terms of oil and grain prices. The KZNDSAC encountered more difficulties in their attempts to assist the sports sector's recovery during lockdown. Athletes were laid off when the lockdown was announced, and the sector's ability to generate income and pay its workers was affected when lockdown was gradually eased (KwaZulu-Natal Department of Sport 2023: 23).

In order to encourage socioeconomic recovery, the KZNSAC carried out a number of initiatives, such as capacity building, the hosting of sporting events, festivals, exhibitions, and cultural events; also funding for school sports and sports federation structures was provided (KwaZulu-Natal Department of Sport 2023: 23).

In view of all that been mentioned so far, one concludes that various events, whether occurring locally or globally, have the potential to inflict significant harm on society. While sports organisations may be aware of their social responsibility, they can face challenges that hinder their full fulfilment of this duty. In context of the cases previously mentioned, using Carroll's CSR pyramid there were certain points in time where sports organisations in eThekweni could not fully meet all four societal obligations.

Nevertheless, many sports organisations make concerted efforts to serve all stakeholders at all times to the best of their abilities.

2.6.3 The extent of CSR initiatives in eThekweni sports organisations

The previous section outlines the breadth and intricacy of the socio-economic difficulties that the province's residents encounter daily. There has never been a more crucial time for those in a position to do so to contribute to the community. Previously this study analysed a variety of CSR initiatives by different organisations across various industries. We will now focus on the efforts made by sports organisations to aid and alleviate the challenges faced by those in need of assistance, using Carroll's definition of CSR: "CSR of business encompassed the economic, legal, ethical, and discretionary expectations that society had of organizations at a given point in time" (Herciu 2021: 297). As noted previously, Carroll revised this four-part definition of CSR and presented his concept of CSR using the pyramid as an example. The pyramid represents four categories of obligations that businesses hold towards society: economic, legal, ethical, and philanthropic (formerly known as discretionary).

The KZNSAC launched *Programme Four* with the intention of advancing, funding, supervising, and managing the development, transformation, empowerment, high performance, broad participation, and healthy lifestyles in order to promote sustainable sports and leisure activities. The promotion of sports and recreation aims to:

- Provide opportunities for participation in sport and recreation.
- Encourage an active and healthy lifestyle, promote widespread involvement in sports and recreation development initiatives.
- Revive school sports.
- Identify and optimise talent.
- Promote excellence in performance.
- Implement empowerment programmes.
- Encourage transformation via successful and long-lasting development initiatives.
- Implement organised and community recreation.

The Sport and Recreation Branch is governed by two Chief Directorates: one for the development and promotion of sports, and another for the development and promotion

of recreation. The following subprograms are used by the Sport and Recreation Branch (KwaZulu-Natal Department of Sport 2023: 37-38).

2.6.3.1 Management

The management subprogramme provides support for development initiatives, with an emphasis on activities such as boxing development, learn-to-swim and water safety programmes, football development, and the hosting of significant athletic events. The Sports Coordination Unit oversees and finances all sport programmes supported by the equitable share, which is an integral part of the subprogramme.

All units funded by the Mass Participation and Sport Development Conditional Grant must be administered by the Grant Management Unit, which is supervised by the Chief Director of Sport Promotion and Development in the capacity of Grant Manager.

2.6.3.2 Sport promotion and development

Through the subprogrammes of High-Performance Sport, Community Sport Promotion and Development, and the Schools Sports Promotion and Development, the subprogramme “Sport Promotion and Development” is carried out. The High-Performance Sport subprogramme is responsible for providing high performance sports services. This includes talent identification, development, scientific support for athletes within an integrated academy system. Additionally, the programme supports the development and implementation of sports programmes by clubs in the province.

The subprogramme Community Sports Promotion and Development collaborates with sports associations to administer and support development and stakeholder initiatives to manage sustainable provincial sports programmes. In addition to this, the programme oversees and manages initiatives aimed at disadvantaged populations (KwaZulu-Natal Department of Sport 2023: 37).

2.6.3.3 School sports promotion and development

With support from the Mass Participation Conditional Grant, this subprogramme aims to boost sports involvement in disadvantaged urban and rural schools. It partners with the Department of Education to reintroduce school sports by organising leagues, developing code frameworks, and providing essential equipment. To ensure

successful implementation, instructors, volunteers, and circuit coordinators need to be empowered through respected capacity building programmes. This subprogramme promotes inclusivity by integrating both able-bodied and special needs students in sporting events. Encouraging district and provincial schools to take part in national code-specific competitions worldwide, with the aim to prepare young people for success in sports and recreation at both national and international levels (KwaZulu-Natal Department of Sport 2023: 37).

2.6.3.4 Recreation promotion and development

The Organised/Specialised Recreation and Community Recreation sub-subprogrammes carry out the Recreation and Promotion and Development Subprogramme. The primary goal of this programme is to lower the prevalence of lifestyle diseases and obesity while encouraging an active lifestyle. With funding provided by equitable share, these sub-subprogrammes offer seven flagship activities for all ages that encourage social cohesion, an active lifestyle, and the reduction of crime. Indigenous Games, AmaBandla Games for faith-based organisations, Beach Games, Work and Play, Active Seniors, Rural Horse Riding, and Recre-Hab are some of these programmes.

Clubs, service delivery locations, and regional recreation festivals are supported by mass-based recreation initiatives. The sub-subprogramme Community Recreation, run by Community Mass Participation (Siyadlala), seeks to reduce poverty by giving underprivileged youth between the ages of 18-35 jobs, promoting sports participation as a means of addressing lifestyle issues and diseases such as diabetes, high blood pressure, and heart problems, as well as combat crime through relevant sports and recreation initiatives.

A nationwide programme called Youth Camp, which is a component of the sub-subprogramme, aims to bring together youth from various backgrounds. In addition to teaching them leadership, life skills, and national pride in an outdoor and rural environment, the camp seeks to facilitate discussions among participants about issues that impact their lives (KwaZulu-Natal Department of Sport 2023: 37-38).

The following are listed as the outcomes of “*Programme Four*”:

- Increased sport and recreation industry socioeconomic contribution to addressing inequality, unemployment, poverty, and social cohesion.
- Increased community involvement to create a province that is innovative, vibrant, healthy, and successful.
- A moralistic, varied, and socially cohesive society that shares a sense of identity and patriotism.
- More talented athletes are able to reach the podium.

eThekweni sports organisations are highly involved in CSR activities, with a strong focus on addressing socio-economic issues such as poverty, unemployment, crime, reduction, and lack of education. There are also initiatives aimed at groups who are considered “vulnerable”, inclusivity is prioritised by catering to individuals with disabilities, people of different faiths, gender and races. It appears that the sports sector is aware of the power it possesses to make change within society. Despite being heavily impacted by most of these challenges, the industry still aims to fulfil its responsibilities to social and perhaps alleviate some of the hardships faced by the residents of the eThekweni municipality.

When analysing the mentioned CSR initiatives based on Carroll's CSR pyramid, it appears that there is a heavy focus on fulfilling philanthropic responsibilities. While that may be true it does not mean that sports organisations have neglected their economic, legal or ethical obligations. Following the recommendations of the King Report on Corporate Governance, the Department has established governance structures to guarantee good governance. Its principles, which outlines its commitment and what it stands for, have also contributed to the establishment of its identity. The values of the Department are listed in Table 2.3.

Table 2.4: Corporate governance values of the KZNSAC

KZNSAC VALUES	DESCRIPTION OF VALUES
Professionalism	The core value of all personnel, both inside and outside the Department (to the public), is professionalism.
Innovation	We support technical advancements and ideas that improve its operations and help to reshape the landscape of sport, the arts, and culture since the society it serves is going through the fourth industrial revolution.

Integrity	We constantly encourage our staff to act morally, to be truthful and reliable, and to follow the public code of conduct. Every year, all employees are required to fill out the gift donation declaration. According to the Public Service Regulations or a directive from the Minister of the Public Service and Administration, all senior management, deputy directors, assistant directors, finance officials, and supply chain management officials are required to complete and submit electronic financial disclosures.
Transparency	The Office of the Auditor-General South Africa, the Provincial Internal Audit Unit, and any other assurance provider or Chapter 9 institutions that uphold democracy and accountability are able to examine any corporate transaction.
Teamwork	Through its stakeholders in public and private sector programs linked to sport, arts, and culture, the Department is dedicated to providing inclusive services in order to meet its aims and objectives, which are in line with the priorities of the government at all levels.
Accountability	The Department is accountable for both financial and non-financial concerns through established institutions. The KZN Provincial Cabinet, the Department of Sport, Arts, and Culture Portfolio Committee, the Provincial Audit and Risk Committee, and the Cluster Audit and Risk Committee are some of their organisational structures. Additionally, the Department has internal committees or institutions that guarantee good governance and enhance accountability. These committees include the Asset Management Committee, the Executive and Management Committee, the Information Communication and Technology Committee, and others.
Unbuntu	Through its sport, art, and cultural programs, the Department works with the province's traditional, political, and business leadership to promote and foster a united, prosperous, and harmonious province with a shared identity.

Source: KwaZulu-Natal Department of Sport (2023: 1)

Based on the above values, we can conclude that sports organisations are not just fulfilling their philanthropic duties, but their economic, legal and ethical ones as well. Thus, they are practicing CSR holistically. Having investigated the extent of CSR activities in KZN sports organisation, the subsequent section will explore the various organisational factors that may facilitate or impede successful CSR implementation.

2.7 Implementation of CSR initiatives

Fatima and Elbanna (2023: 107), highlighted four distinct parts of CSR implementation: CSR awareness, communication, embedding, and evaluation.

- Increasing an organisation's and its members' receptivity to CSR concerns is part of raising CSR awareness. Selecting the right channels and communication materials is crucial because internal and external stakeholders are part of the target audience for CSR communication.
- Embedding CSR involves introducing organisational members to CSR concepts through instruments such as CSR rules, procedures, mission, and vision in order to promote CSR-compliant conduct in operational functions.
- Implementation of those commitments, including the day-to-day choices, processes, actions, and practices required for the company to meet its overall CSR responsibilities (Guterman 2020: 1).
- Evaluation is necessary because CSR implementation pledges are not clearly defined, and companies' approaches differ depending on the specifics of their commitments, their current organisational structure, culture, and resources, as well as the CEO's and other senior management staff's goals (Guterman 2020: 1).

2.7.1 Organisational factors that facilitate or impede CSR implementation

CSR evaluation comprises tracking progress of CSR goals, assessing the degree to which they have been accomplished, and searching for ways to improve CSR performance to understand how CSR is put into practice. One must ascertain the elements that go into a sports organisation's ability to support CSR. The primary focus of any study on CSR implementation is "positive guidelines and success factors that can help organisations to design and implement their CSR initiatives". There is no one best strategy to implement CSR, even though several studies have shown how important organisational elements are in affecting its implementation. Sports have a variety of options for implementing CSR depending on how they combine their key resources. The authors determined that the organisational characteristics that can potentially impact the implementation of CSR in sports organisations were organisation size, staff participating on the board, individual professionalism, financial autonomy, innovative ability, and CSR knowledge (Zeimers *et al.* 2021: 179).

2.7.1.1 Organisation size

The relative costs of implementing CSR differs dramatically based on the size of the organisation, which could have a major influence on how CSR is implemented. Firm size suggests a range of organisational features, some more helpful than others for adopting CSR, but this does not by definition dictate the CSR implementation approach (Baumann-Pauly, Wickert, Spence and Scherer 2013: 28). Social and environmental consequences differ by types of business; companies in heavily regulated sectors, like mining or oil exploration, might be more inclined to engage in CSR initiatives to save money on regulatory fines (Wickert, Scherer and Spence 2016: 1191).

Contextual factors, such industry traits, may have an impact on implementation and communication expenses. A deeper comprehension of the dynamics of CSR engagement could motivate more businesses to practise socially and environmentally responsible business practices (Wickert, Scherer and Spence 2016: 1192).

Small and medium enterprises (SMEs) should incorporate CSR as a crucial business process. SMEs have limited financial resources, so find it more difficult than larger enterprises to engage in sustainable CSR programmes that do not offer an immediate return, need structural changes, or span borders. However, SMEs may be more successful and dynamic than larger enterprises due to their simpler, more flexible organisational structure, as well as the closer personal interactions and owners' views. CSR may therefore be implemented in SMEs more rapidly. Consequently, findings suggest that CSR influences business outcomes in SME contexts in a favourable way, with different outcomes depending on the size of the organisation (López-Pérez, Melero and Javier Sese 2017: 10) .

The findings indicate that the larger a firm is, the more of an impact CSR has on its reputation and financial worth. However, the impact of CSR on brand image is not much affected by the size of the company. Size is a significant component that can affect a range of business outcomes, according to most academics; for this reason, it is valuable to consider as an explanatory variable.

Results show that firm size has an impact on CSR frameworks, which validates previous research. Research indicates that the degree of CSR varies by industry and

is positively correlated with both firm size and foreign ownership. When implementing CSR, foreign businesses should be mindful of cultural variations and understand that Western management techniques and tools might not function well in a different culture until they are reevaluated and adjusted. Managers on both sides should pinpoint the key distinctions, as well as points of agreement and workable solutions to close these gaps (Graafland and Zhang 2014: 44).

2.7.1.2 Staff involvement in the board

Employee participation in CSR has a beneficial effect on employee engagement. Staff members find participation in the company's CSR programmes enjoyable because this supports the company's efforts to better the community. Human resources (HR) experts, CSR representatives, and workers agree that employee participation in CSR increases workers' sense of belonging, trust in the company, and degree of sensitivity to work. Employee participation in CSR has a beneficial effect on employee engagement. Employees who participate in CSR efforts appreciate doing something different from their usual duties and feel more connected to the organisation. Additionally, workers are proud of their organisation's dedication to CSR (Bapat and Upadhyay 2021: 161) .

While low levels of female representation or minority representation on the board by itself does not have a major impact on a company's CSR reputation, when considered collectively, it does. If there were a mix of minority and female members on the board, it makes sense that the board would be more diversified. This would incentivise board members to share their opinions and indicate their willingness to become more actively involved in addressing social and environmental issues. These actions could raise the organisation's CSR and convey to stakeholders their commitment to and increased awareness of community involvement. As public stakeholders demand more representation of women and minorities on boards, it is anticipated that board diversity will continue to influence organisations' decision-making processes and their involvement in CSR activities (Fernández, Hartmann and Apaolaza 2022: 14).

Board independence, female representation on the board, board size, and the existence of a CSR committee all have an impact on an organisation's implementation of CSR. Boards can affect CSR responsiveness both directly and indirectly. CSR decision-making benefits from active board participation in controlling, strategizing,

and performing service tasks (Endrikat, De Villiers, Guenther and Guenther 2020: 2121-2122; Zhang and Kakabadse 2022: 310)

At an individual level, employees' attitudes, trust, knowledge, experience, ideas, and active participation all contribute to the integration of CSR. Contributions from employees at the organisational level include sharing expertise, engaging in primary and support activities, and serving as the company's liaison with the external community. At the institutional level, they play a crucial role in sharing knowledge, engaging in charity and volunteer work, and interacting and collaborating with different stakeholders. In the end, businesses gain from their workers' active involvement in CSR implementation in several ways, such as greater productivity, employee dedication, loyalty, and a stronger reputation and brand (Johannsdottir and Olafsson 2015: 406).

2.7.1.3 Professionalisation of individuals

Professionalisation is the process through which a certain occupation either seeks or has achieved public recognition as a profession based on how well it satisfies predetermined standards. One can think of professionalisation as having two threads. The enhancement of status is the focus of one thread, while the increase of members' ability to raise the calibre of services rendered is the focus of the other thread (ScienceDirect 2024: 1). Effectively integrating CSR within the organisation is the job of CSR specialists. Their skills, in addition to significant institutional and organisational elements and procedures, are expected to have an impact on the company's CSR performance. There are eight unique CSR-related competencies for CSR implementation (Osagie, Wesselink, Blok, Lans and Mulder 2016: 234) (Figure 2.4).

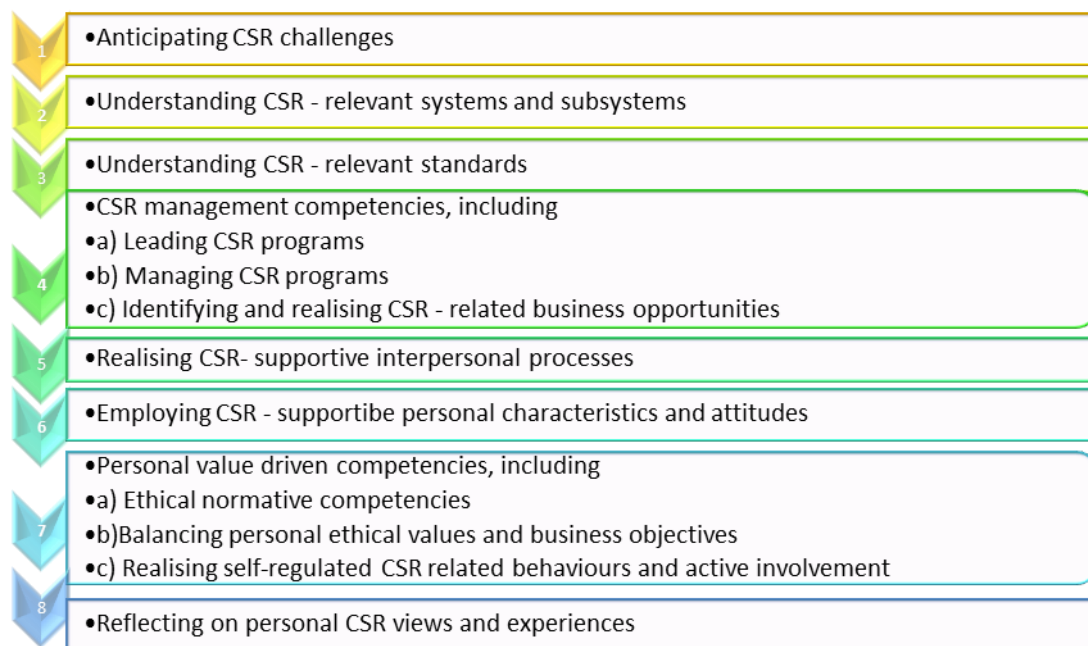


Figure 2.4: CSR-related competences for CSR implementation

Source: Osagie, Wesselink, Blok, Lans and Mulder (2014: 234)

CEOs should exercise caution when choosing experts to oversee the shift toward CSR, since various competences are required at various stages of the implementation process. It is recommended that firms choose their CSR specialists based on how well their qualifications match the company's objectives and present level of CSR maturity (Osagie *et al.* 2016: 250). Businesses that are committed to sustainability and CSR should reorganise their operations to include roles that are specifically designed to pursue, execute, communicate, and evaluate sustainable business practices. As a result, major businesses have recently formed whole multidisciplinary and cross-divisional CSR units, while other businesses have only established lone posts that are usually found inside their HR departments (Benzinger and Muller-Camen 2023: 859).

Full-time CSR jobs have increased in Germany over time, while internships and temporary employment have drastically decreased in favour of permanent roles. This change in the composition of CSR positions from temporary to permanent employment may be a sign that German businesses have given CSR more importance recently. In contrast to German corporations, American businesses actively support the professionalisation of CSR practitioners. In the CSR sector, American companies have greater requirements for candidates because these roles are more complex than those in Germany and are therefore concentrated in the core workforce (Benzinger and

Muller-Camen 2023: 871). Employers in the US were looking for candidates who had a stronger emphasis on CSR, either via majors or certificates. US businesses anticipate a greater degree of professionalism from CSR practitioners than German businesses. It would be interesting to find out if adding highly skilled CSR employees may help corporate CSR efforts to seem more legitimate. Should that be the case, companies might use this trend and hire highly qualified CSR managers to provide a more positive picture of themselves as socially responsible employers than they otherwise would have been able to (Benzinger and Muller-Camen 2023: 872).

2.7.1.4 Financial autonomy

An organisation's CSR can be implemented by relying on their employees and financial autonomy. Qualified, committed volunteers and paid staff play a critical role in the implementation of CSR because of their knowledge, experience, and availability to develop practices. They may be able to build applicable structures and procedures, such as strategic plans for CSR implementation. Among the various common barriers that tend to impede the adoption of CSR, financial restrictions constitute the most significant one. There is a strong link between a company's financial standing and its application of CSR. (Shen, Govindan and Shankar 2015: 3508; Zeimers *et al.* 2021: 189)

While CSR is widely embraced in affluent nations, its implementation in poorer nations lags behind. Businesses in poor nations still consider the cost of investing in CSR initiatives to be high. Thus, one of the biggest obstacles to the implementation of CSR is a lack of funding. Insufficient funding for the implementation of CSR results in a dearth of norms, laws, and policy incentives (Bux, Zhang and Ahmad 2020: 15). Barriers to the implementation of CSR efforts include the lack of CSR expertise for engaging with those targeted. Employing internal staff entails training expenses as well as other costs related to staff members leaving other positions. A lack of financial resources has a major impact on how CSR initiatives are implemented (Shen, Govindan and Shankar 2015: 3507; Singal 2021: 4)

As the literature shows across numerous sectors and businesses, a major obstacle to the effective execution of CSR projects is a persistent shortage of financial resources. These empirical findings emphasise how important it is to have adequate financial

resources as an organisation. With financial autonomy organisations have the ability to participate in CSR activities and support the implementation of CSR strategy.

2.7.1.5 Innovative capacity

Despite its limited measurement, high innovative capability is required for high CSR implementation. CSR can support a company's primary competency—innovation. Empirical support is offered for managers and CSR professionals to argue that CSR expenditures should be better understood as capital investments rather than operating expenses by demonstrating how CSR initiatives foster innovation. Managers can actively use CSR to spur innovation and figure out how to bring in outside expertise and suggestions from stakeholders (Luo and Du 2015: 712). CSR and business innovation are not mutually exclusive. Rather, CSR functions in tandem with other corporate initiatives to form a cohesive whole; CSR closes the information gap that exists between organisations and stakeholders. Stakeholders that collaborate with innovative companies are overly concerned about investments that are transaction specific (Shen, Tang and Zhang 2016: 21).

CSR, especially for highly innovative organisations, can reduce information asymmetry. CSR initiatives can have an impact on innovative activity. In addition to being direct and beneficial, such effects also have important indirect benefits that increase the benefits of CSR. The indirect effects of CSR through HR practices include employee commitment to the organisation and a sense of worth. This encourages staff engagement and reduces resistance to change, both of which are beneficial for creativity (Santos-Jaén, Madrid-Guijarro and García-Pérez-de-Lema 2021: 10). The fierce competition that modern businesses must contend with has led to an increase in the significance of corporate innovation and CSR initiatives. It is imperative that there be continuous improvement while also considering the needs of all stakeholders (Szutowski and Ratajczak 2016: 12).

Combined with staff efforts, technological innovation can enhance environmental performance. It can also enhance social image when combined with environmental practices and community involvement. In addition to helping to improve social image through corporate governance and environmental performance through employee initiatives, management innovation is required to increase stakeholder satisfaction. Marketing innovation and organisational governance working together can raise

stakeholder satisfaction and enhance environmental performance through community involvement (Zhu, Zou and Zhang 2019: 8).

The body of research supports the idea that CSR implementation stimulates innovation in corporations, potentially giving them a competitive edge against competitors and promoting sustainable growth. Given the evident link and the range of contextual influences, more research is necessary to fully understand the dynamics of this interaction between CSR and innovation and how it impacts business ability to implement CSR.

2.7.1.6 Knowledge of CSR

Internal CSR can be perceived as a motivator for employees to share implicit information by fostering a climate of trust. Employees who work for an organisation that is committed to internal CSR are more likely to identify with good organisational values, which increases their desire to contribute their own efforts and personal knowledge to meet the requirements of external stakeholders. Thus, as internal social performance fosters knowledge generation and successful social performance, managers may choose to invest in it (Gangi, Mustilli and Varrone 2019: 125).

CSR should be used throughout the company with purpose, using precise definitions and practices. Employee CSR knowledge, or objective information, must be accurate to present a realistic picture of the organisation, just as the sincerity and correctness of the organisation's professed CSR is crucial. To ensure that effective results are accomplished, staff serving as brand ambassadors should be fully aware of the CSR brand promises given to all stakeholders (Carlini and Grace 2021: 752-753).

Extensive learning programmes may be the greatest resources for improving knowledge and perception of CSR. Expanding understanding of CSR can assist an organisation in accomplishing its goals and objectives. CSR knowledge can be used to better develop organisational interventions that maximise employee outcomes. By optimising employee outcomes an organisation can gain a competitive advantage (Akhouri and Chaudhary 2019: 371; Pal, Sarker and Odhikari 2022: 12)

It is apparent that for successful CSR implementation a thorough grasp of many distinct aspects is necessary; this includes partnerships, knowledge management, internal and external motivations for CSR, and the impact of contextual and cultural

elements. The following section examines some of the perceived benefits of CSR implementation.

2.8 The benefits of CSR implementation

Organisations that implement CSR principles reap several benefits, including increased market share, improved brand recognition, reduced staff turnover, investor and customer friendliness, and profits. These advantages have the potential to enhance the organisation's overall condition and market worth. The authors further explain that the main advantages of CSR include greater profitability and competitive advantage, decreased costs and risks, maintenance of reputation and legitimacy, and synergistic value production (Barauskaite and Streimikiene 2020: 278).

It is easier for a company that practices social responsibility and good management to recognise potential risks, make cost reductions, and increase profits. These benefits are not limited to one country, organisation, or industry. The sports industry is no exception; the management of sports organisations are starting to recognise the advantages of sustainable, ethical behaviour. These advantages include lower operating costs, increased fan and employee satisfaction, increased loyalty, fewer legal and regulatory risks, better practices, and activities, and improved public perception (Barbu *et al.* 2022: 2).

2.8.1 Positive image

Giving back to the community enhances a company's relationship with society and expands its operational and growth prospects. More significantly, employee participation in charitable CSR may influence stakeholders' opinions of the company and result in them having a more favourable opinion of charitable corporations. CSR initiatives can help build positive relationships between businesses and the community and enhance the company's reputation. A firm can use CSR as a tactic to win over the community's trust if it executes it properly and effectively communicates its message (Casteel and Bridier 2021: 107).

A company's reputation and image are intangible resources that are critical to its overall success and competitiveness, according to the resource-based view concept. According to the resource-based view, a company's skills and assets can be viewed

as a long-term source of competitive advantage (Yosa, Vega, Prasiska, Bunga, Pertiwi, Yosi and Nabila 2023: 1).

CSR initiatives improve a company's reputation, determining that a company's reputation benefits from its CSR efforts. A positive reputation relationship with stakeholders draws in investors and benefits the business via favourable media coverage (Mandina, Maravire and Masere 2014: 166).

2.8.2 Create brand value

The worth of a brand is referred to in marketing as brand equity. Consumer perceptions and interactions with the brand shape its value. A brand has good brand equity if consumers think well of it. Negative brand equity is the result of a company continuously underdelivering and disappointing customers to the point that they advise others to avoid it (Shopify 2022: 1). CSR initiatives have a favourable correlation with brand value. CSR and corporate reputation have a favourable effect on industrial brand equity and brand performance, according to empirical data. Corporate reputation and industrial brand equity also have some influence over the relationship between CSR and brand performance (Lai *et al.* 2010: 465).

Brand image is influenced by CSR actions, when a business engages in CSR initiatives, its brand image improves significantly, and CSR activities in SMEs have an impact on the perception of both their goods and services. Business reputation is significantly improved by CSR, in a market where competition is fierce, a company's reputation is a critical strategic tool (Aggarwal and Saxena 2023: 10; Araújo, Pereira and Santos 2023: 11).

Customers and stakeholders view companies that participate in CSR initiatives positively. As this association becomes stronger over time, customers want to be identified with socially conscious organisations. CSR helps a business cultivate a favourable perception in the eyes of the public, which enhances its reputation. There is a strong and positive association between financial brand equity and all forms of CSR, including environmental, community, workplace, and marketplace activities. Thus, brand equity worth rises in tandem with the company's enhanced disclosure of its CSR operations (Zahari, Esa, Rajadurai, Azizan and Tamyez 2020: 277).

The literature highlights the considerable influence of CSR on brand equity, brand image, and business reputation. These results from the literature show there is a necessity for businesses to proactively include CSR into their brand-building initiatives to improve overall corporate performance and brand equity, which, in turn, creates brand value for the corporation.

2.8.3 Enhance corporate reputation

A company's reputation has a role in the relationship between its competitive advantage and its adoption of CSR. Companies should use CSR as a long-term tactic to improve their standing and obtain a competitive edge. First, reputation should be taken into consideration by creating organised, methodical plans and initiatives for corporate responsibility. Furthermore, managers should concentrate on upholding and enhancing a positive reputation within the industry as a means of fostering competitive advantage, given the impact of the firm's reputation on firm competitive advantage (Casteel and Bridier 2021: 108).

To gain a competitive edge, managers should focus more on the following areas of CSR: legal CSR (accounting for laws and regulations), philanthropic CSR (donating to public social welfare organisations and encouraging employees to do the same), and economic CSR (creating value for stakeholders, supporting the long-term expansion of the company, while adhering to standards for philanthropic, ethical, environmental, and philanthropic practices). These procedures give businesses a competitive edge. These practices also help to enhance the firm's reputation as they re-enforce that the organisation is a good corporate citizen (Casteel and Bridier 2021: 108-109). Through enhancing the perception of the product market, visible CSR such as environmental and community service, favourably impacts business value. Findings imply that a key stakeholder through whom CSR adds value to the company is the customer. Being a good corporate citizen means that a business needs to be well-regarded by the public (Chung, Jung and Young 2018: 18; Bardos, Ertugrul and Gao 2020: 28).

The sources gathered from the literature highlight the beneficial connection between improved corporate reputation and CSR adoption. Research also indicates that CSR has a strategic role in enhancing a company's reputation by providing a competitive advantage and fostering stakeholder trust.

2.8.4 Increase market share

Market share is the proportion of a company's sales within an industry that it possesses. It is the portion of industry revenue that the company receives from the sale of its goods and services. Companies with greater market shares compete with smaller ones and are leaders in their respective industries (Riserbato 2022: 1). Companies that engage in CSR can benefit both financially and socially, which boosts their products' competitiveness in the market. Promoting the concept of CSR and taking part in CSR initiatives can assist businesses in enhancing the competitive advantage of their goods in the marketplace (Chang, Yang and Hsu 2022: 11) .

CSR efforts increase the amount of a company's shared reputational value as markets evolve, possibly affecting market share. This suggests that CSR can improve a business's reputation, which can have a favourable effect on its market share (Kelley, Hemphill and Thams 2019: 192). Performance will suffer for businesses that do not prioritise their clients and do not react to the market trend toward CSR implementation. As a mediator, CSR serves as a crucial entry point for performance between customer orientation and market orientation (Kiessling, Isaksson and Yasar 2016).

The literature reveals that a company's market share may benefit from CSR implementation. Additionally, the literature shows that components such as customer behaviour, market development, and the general business environment have an impact on the relationship between CSR and market share.

2.8.5 Enhance consumer satisfaction

CSR adds value to businesses in ways that go beyond simple financial gains like those determined by conventional accounting-based metrics. Galbreath (2010: 422) makes the case that companies can enhance their consumer consumption experiences by exhibiting CSR. The findings show a positive correlation between CSR and customer happiness. Loureiro, Sardinha and Reijnders (2012: 176) state that considering the importance of CSR to consumer satisfaction, it makes sense that, in addition to directly reducing costs and increasing productivity, CSR in the auto sector might also increase corporate social performance indirectly by increasing customer satisfaction with car sales.

Jermisittiparsert, Siam, Issa, Ahmed and Pahi (2019: 748) investigated the significance of CSR for logistics firms and found that better CSR practices encourage neighbourhood development which increases logistics clients' satisfaction. CSR is a crucial instrument for enhancing logistics performance through customer satisfaction, therefore, logistics companies should establish a robust CSR framework because CSR has a considerable effect on customer satisfaction. Bello, Jusoh and Md Nor (2021: 1126) state that CSR has the potential to positively impact consumers' intention to repurchase. Therefore, in all their dealings with consumers, managers who want to boost customer loyalty and patronage are advised to highlight their CSR policies and activities in addition to providing high-quality goods and services, as this may potentially lead to enhanced consumer satisfaction.

CSR has a favourable impact on the company's performance because any company engaging in CSR initiatives cultivates a favourable perception in the eyes of its clients, which in turn raises client satisfaction and loyalty levels. Loyalty and satisfaction with customers may increase with the application of CSR (Bouichou, Wang and Zulfiqar (2022: 9).

2.9 Challenges to CSR implementation

A great deal of research has been conducted since the concepts of sustainability and the CSR were first developed (Kasradze, Kamali Saraji and Streimikiene (2023: 1258). In the past few decades, there has been progress in the knowledge and perception of CSR. Various CSR frameworks and methodologies have emerged globally throughout the years in response to historical developments, social progress, and personal aspirations. The authors advise that to ensure that CSR is implemented successfully, it is crucial to consider its key components, which include the environment, culture, site of business, and societal demands.

Businesses wanting to improve society and the environment may find it difficult to navigate the complex and sometimes intimidating challenges of social responsibility implementation (Miles 2023: 1).

The next section explains some of the challenges organisations encounter when attempting to implement CSR.

2.9.1 Lack of funds

Shen, Govindan and Shankar (2015: 3507) investigated the barriers of CSR in the Indian textile industry. They established cost as being the primary obstacle preventing SMEs from implementing CSR because putting new techniques and plans into practice requires upfront costs. Stakeholders often do not want to support novel tactics unless they are persuaded that doing so would be profitable. Bux, Zhang and Ahmad (2020: 15) state that a shortage of funding is a barrier to the adoption of CSR in Pakistan's manufacturing industry. Organisations rather opt to choose programmes with a high return on investment over CSR adoption because they lack the funding to implement CSR initiatives.

SMEs tend to exhibit passive responses towards CSR due to their limited resources and financial constraints (Lee, Kwak and Park (2017: 11). Most SMEs lack resources, with financial resources being particularly scarce in this sector. Many SMEs are unable to invest their spare cash in various CSR-related endeavours due to their lack of financial resources (Mahmood, Naveed, Ahmad, Scholz, Khaliq and Adnan 2021: 10-11)

2.9.2 Lack of human resources

According to Zou, Liu, Ahmad, Sial, Badulescu, Zia-Ud-Din and Badulescu (2021: 10), the majority of SME employees are largely ignorant of CSR initiatives and the benefits they offer to society and the environment as a whole. Goyal and Kumar (2017: 1875) suggest that organisations run training programmes to improve the abilities of their current workforce. A lack of a suitable training programmes is one of the major obstacles to the implementation of CSR. Training at all employee levels is essential for them to acquire the abilities and knowledge needed to meet management's goals. Inadequate CSR training may impede the successful implementation of CSR. The authors further explain that effective CSR practice implementation requires a variety of abilities, and implementing CSR is a difficult endeavour. To carry out their responsibilities, organisations must establish a distinct department where professionals can craft policies that work. Access to competent labour is a critical issue that can contribute to the failure of CSR initiatives.

2.9.3 Lack of resources

Lack of funding, personnel, expertise, and experience has made it difficult to implement CSR. Yuen and Lim (2016: 50), assert that the effective use of CSR in industries such as shipping requires a substantial investment of resources. However, financing for implementing CSR is often inadequate, and cash is usually allocated to other projects that provide higher returns on investment. In a study investigating what prompts small and medium enterprises to implement CSR, Zou *et al.* (2021: 9) established that the main obstacle to the implementation of CSR is a lack of resources, particularly financial resources. Most SMEs indicated that while they are prepared to contribute to environmental causes, they have difficulty putting CSR activities into practice because of resource-related barriers. Respondents in the study stated they would actively engage in sustainability projects provided they possessed adequate resources.

Arevalo and Aravind (2011: 410) reaffirm that the largest obstacle among resource-related barriers was the lack of opportunity or resources for offering CSR training, the other resources being informational (difficulty in finding information regarding CSR practices and implementation) and financial (insufficient funds for CSR implementation). Effective CSR implementation requires resources, and organisations face a major challenge when they lack the funds to dedicate to this. Limited resources prevent companies from implementing CSR even in cases where they recognise its significance.

2.9.4 Lack of participation by the community

Zou *et al.* (2021: 11) state that indifferent attitudes toward CSR initiatives by the public, leads to a lack of motivation by organisations to implement CSR programmes. Shen, Govindan and Shankar (2015: 3507) state that customers' willingness is crucial to the implementation and motivation of CSR in any firm since CSR initiatives raise the cost of products. Customers bear that additional expense, and frequently they are more concerned with a product's price than with its social impact, especially in developing countries. Goyal and Kumar (2017: 1876) elaborate, saying that most purchasing decisions in developing economies are made considering the product's cost. While environmental policies, CSR, and climate change are on consumers' minds, they do not influence their ultimate buying decisions.

According to Du, C.B and Sen (2009: 17), communications about CSR are extremely sensitive. Even while stakeholders state that they are curious about the philanthropic endeavours of the companies they deal with, they are likely to be suspicious when companies advertise their CSR initiatives. When stakeholders start to doubt a company's intentions and believe that its social endeavours are mostly driven by external factors, CSR communication may backfire.

2.9.5 Faulty execution and implementation

A corporate strategy should include CSR as a key component. Goyal and Kumar (2017: 1874) state that achieving a competitive advantage and CSR are positively correlated with formal strategic planning. Inadequate CSR planning can eventually hurt a company's ability to compete. A company has stronger administrative control over CSR assessment when CSR is more integrated with the mission and goals of the organisation. Implementing CSR may encounter challenges if it is not strategically planned.

Lindgreen, Swaen and Maon (2009: 252) aver that an organisation has stronger administrative control over CSR assessment when CSR is more integrated with the mission and goals of the organisation. Implementing CSR may encounter challenges if it is not strategically planned. The authors state that implementing CSR is a process of change that results from a sensemaking process that takes place within each specific organisation. Because businesses operate in a variety of environments and with varying constraints, they must create CSR policies and implement CSR initiatives that align with their corporate culture, commercial objectives, and strategic framework for better implementation. Some businesses lack a CSR strategy to direct their initiatives. As a result, their CSR efforts ultimately amount to trial and error with little real impact (Katamba *et al.* 2012: 22).

2.10 CSR communication

An organisation's ability to achieve positive outcomes and maintain corporate legitimacy and success is considered dependent on its ability to effectively communicate its CSR operations (Lock and Schulz-Knappe 2018: 2). Throughout the literature review CSR communication has been frequently mentioned an element in implementation of CSR. Effective CSR communication can have many benefits. The

next section discusses the importance of CSR communication, the effectiveness of communication channels in CSR, and the challenges that may occur when trying to communicate CSR initiatives.

2.10.1 The importance of CSR communication

Viererbl and Koch (2022: 2) describe CSR communication as any corporate communication that discusses an organisation's CSR initiatives and/or CSR-related procedures. According to Kucek (2021: 8), while CSR has been widely accepted in other domains, it has only recently made an appearance in communication literature through the application of communication processes to CSR principles. Ihlen, May and Bartlett (2014: 31-34) state that the field of communication has contributed to CSR in the following ways: by giving CSR projects context and acknowledging that many stakeholders have varying perspectives on CSR activity; demonstrating the connection between image construction and organisational transparency; emphasising how complicated CSR is, and; outlining the proper course of the conversation when it comes to CSR. Effective CSR messaging strategies and programme implementation require organisations to engage effectively with stakeholders and measure programme outcomes. Kucek (2021: 10) emphasises the importance of communication content as it covers the company's principles and beliefs, the reasons behind their implementation of CSR, an assessment of their objectives, and a response to stakeholder concerns.

2.10.2 The effectiveness of communication channels in promoting CSR initiatives

Two-way communication is the sharing of information between two distinct individuals. Put more simply, it's a conversation in which both the sender and the recipient invite each other and provide input. Most importantly, a two-way communication never consists of a monologue. Two-way communication should be ongoing to maximise its advantages. Information should always flow in a consistent manner between the sender and the recipient (Postelnyak 2023: 1). The rise of social media in the last several decades has allowed for two-way communication when it comes to CSR communication.

Saxton (2018: 7) explains that the underlying principle of social media is that it is a network of communication; its actors join and disconnect from one another on a dynamic basis with messages being conveyed across these networks. The updates that an organisation sends to its followers, either visually or textually, serve as its communication medium. These continuous, discrete, short dynamic updates, sometimes known as "messages," are the main means of communication across all social media sites. Social media provides a vibrant and engaging public forum where an organisation's performance can be discussed. It is a place where the organisation and all its stakeholders can argue, criticise, refute, and have a conversation about important topics like the organisation's level of CSR. Social media have recently emerged as important instruments for CSR communication because of their capacity to directly and instantaneously engage with sizable, geographically dispersed audiences (Saxton 2018: 1).

2.10.3 The impact of different channels on stakeholder engagement and perceptions

The sender and recipient concepts are essential to CSR communication. The intended message's impact is minimal if the target audience is not aware of the initiative that was put in place (Kucek 2021: 9). Four essential components of CSR communication are covered by the author: communication, communication subjects, communicative forms, and communication content. Servaes and Tamayo (2013: 1048) found that consumers respect CSR as a feature of products, but they can only recognise it if they are aware of it. Spending on advertising raises consumer awareness of the company and encourages them to learn more about its CSR initiatives.

Increased knowledge can facilitate consumers' processing of the information because they will not have to expend as much energy trying to comprehend the CSR action, which is one of the key factors that typically causes them to stop processing the message. Organisations can use interactive communication channels like websites and social media to implement strategic communication initiatives (Billings and Hardin 2014: 191). According to Cortado and Chalmers (2016: 5), previous studies on one-way CSR communication over the internet has mostly concentrated on corporate website analysis. The main conclusions from these studies established that corporate websites provide less opportunities for user interaction than with online social

networks. Therefore, the website and content must be designed in an efficient manner to better reflect and encourage public satisfaction and organisational expectations.

2.10.4 Challenges involved in CSR communication

Organisations (senders) and stakeholders (receivers) are the communication subjects in CSR messaging. The degree to which stakeholders are receptive to the campaigns determines whether they succeed or fail (Kucek 2021: 10). Different stakeholders have differing needs for CSR information, which can make communication difficult. In order to reap the strategic benefits of CSR, managers must have a better understanding of key issues related to CSR communication. This is because controlling stakeholder responses to a company's CSR operations and increasing stakeholder awareness of such efforts are necessary (Testarmata, Fortuna and Ciaburri 2018: 36). Pérez, García de los Salmones and Liu (2020) suggest that rather than only providing generic, abstract information about CSR activities or data pertaining to corporate inputs, firms would benefit from providing extremely detailed, quantitative information regarding the impact of their engagement on social issues. Additionally, businesses ought to offer content that increases consumers' understanding of the social issue, enhancing their social awareness.

However, organisations need to be cautious about the way they go about advertising CSR initiatives. A lot of communication about CSR might be interpreted as an attempt at persuasion, which causes a negative reaction and lowers the perception of a company's social responsibility. Viererbl and Koch (2022: 6), assert that if a firm engages in a high degree of CSR activities, then a high degree of CSR communication may also have the opposite effect, directly affecting how a company's social responsibility is viewed. However, if a business communicates extensively about its CSR efforts but has a low level of CSR activity, this favourable effect is not realised.

Messages from CSR communications should be customised for delivery to various stakeholders in order to address this issue (Kim and Ferguson 2018: 551). Berens and Popma (2014: 2) state that businesses can communicate their commitment to CSR in a variety of ways. These include claims made on product packaging, print or television advertisements that highlight a particular product, corporate advertising that highlights the company, claims made on company websites, and, more recently, communications with investors and customers through separate publications like sustainability reports.

All the studies reviewed in this section highlight the importance of effective CSR communication for CSR initiatives; it is important to consider the target audience, message content, how it is delivered, and which channels are the most appropriate for internal and external communications.

2.11 Conclusion

This chapter explored CSR research, specifically in CSR implementation in the sports sector. The literature focused on the concept, evolution, and various definitions of CSR. The chapter also explored the role of sport in society, how sport can be used as a vehicle for CSR, and why sport is the ideal platform to carry out CSR. This review of literature also provided a brief history of the eThekweni Municipality, insights into its financial contribution to the province and country. The review then looked at past and present socio-economic challenges facing the municipality. Insights were provided regarding the CSR activities of different organisations across various industries. The literature then narrowed its focus and looked at CSR in the context of eThekweni sports organisations.

Organisational factors that may facilitate or impede successful CSR implementation were presented followed by the benefits and challenges the sports organisation might face in planning and implementing initiatives. Finally, the literature review explored the role of CSR communication, its importance, how the message content and channel can influence stakeholder perspectives, and the challenges that may occur in communicating initiatives.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter surveyed the relevant literature and provided interpretations for the various concepts and theories that serve as a foundation for this study's framework. The main objective of this study was to explore the organisational factors that facilitate or impede the implementation of CSR in four sports organisations based in eThekweni. To achieve this, the following objectives were outlined in Chapter 1:

- To investigate the extent to which sports' organisations in the eThekweni municipality engage in CSR initiatives.
- To determine how CSR strategy is used by the sports organisations.
- To identify the possible benefits and challenges faced by sports organisations in the eThekweni municipality in planning and implementing CSR initiatives.
- To ascertain the difference between internal and external CSR communication channels for CSR implementation.

This chapter outlines the methods and techniques utilised during the investigation. Discussions include the research design, target population, delimitation, sampling, sampling method, sample size, and data collection, measuring instrument, credibility and trustworthiness, data analysis techniques, pre-testing, and ethical considerations. The researcher was confident that the selected methodology would gather reliable data as well as produce insightful conclusions that would advance knowledge on the organisational factors that facilitate or impede the implementation of CSR in four sports organisations based in the eThekweni municipality

3.2 Research design

A research design is a systematic approach to studying a scientific subject. Its goal is to provide a good basis for research. Since it specifies how pertinent data for a study may be obtained, choosing a research design is an essential step in the research development process (Indu and Vidhukumar 2019: 64). Asenahabi (2019: 78) explains

that the research design dictates the precise kind of analysis needed to produce the desired outcomes. A research design outlines the information required for the study, the procedures for gathering and analysing data, and how the data will be applied to meet research objectives. The design guides the research question, not the other way round. Which tools to employ and how to use them are decided upon in the design phase of the study. This process is an organised and methodical approach to conducting research; researchers must ensure their study is well planned, morally sound, and rigorous by adhering to the steps of the research design (Bhat 2024b: 1).

Research designs can be classified into three main categories: qualitative, quantitative, or mixed methods. Qualitative research is a type of research design that seeks to delve deeper into the complexities of human behaviour and experiences. It aims to understand one or more four key elements including a person, problem, phenomenon, and programme, which may or may not be based on a theoretical framework. Qualitative researchers analyse and interpret data through methods like interviews, observations, and focus groups to uncover insights and gain a more nuanced understanding of the subject matter. This type of research is particularly useful when exploring complex social and cultural phenomena, as it allows for a more holistic and in-depth analysis that goes beyond mere statistical data (Asenahabi 2019: 81-82; Sidharth 2023: 385).

Quantitative research design involves using methods and techniques to collect and measure data based on empirical observations. By gathering numerical data to answer precise queries like “How many?” and “What percentage?”, quantitative research seeks to define a given occurrence. Quantitative designs are best suited when investigating established ideas, diversity among individuals and cultures, values, perceptions, and beliefs. They offer an objective and systematic way to analyse data and identify patterns, relationships, and causes (Taherdoost 2022: 54; Sidharth 2023: 386).

Combining qualitative and quantitative research approaches into one study is known as mixed methods research design. This approach helps researchers to gain a more comprehensive understanding of the research problem by triangulating their data.

Mixed methods research may be the best choice when the research process reveals that either quantitative or qualitative approaches by themselves are insufficient to

solve the study topic (Sharma *et al.* 2023: 70). The concept that both qualitative and quantitative designs contain flaws led to the development of this method. By combining the two methods, the weaknesses of each approach can be balanced out, resulting in a better understanding of the subject matter. This approach is said to be superior to relying on a single research method, as it provides a richer and more comprehensive understanding of the topic (Asenahabi 2019: 84).

The main aim of this research study was to explore organisational factors that facilitate or impede the implementation of CSR in four sports organisations based in eThekweni. The researcher considered the objectives of the study and concluded that the best research methodology to accomplish them would be to use a qualitative approach. Qualitative research seeks to explain the contextual factors that underlie and shape behavioural phenomena. It is designed to facilitate a nuanced understanding of participants' lived experiences by providing rich descriptions of the phenomenon under investigation, utilising either the participants' own narratives or the interpretations of the researcher. In-depth interviews are conducted as part of this strategy to gain a deeper understanding of the factors impacting the participants' decision-making process and how those decisions are made (Kalu and Bwalya 2017: 44; Tumen-Akyildiz and Ahmed 2021: 2-3).

Qualitative data can reveal the root causes of some organisations' limited or non-participation in CSR implementation, the reasons for their involvement in specific initiatives, and the factors that influence their selection of CSR communication channels. This approach allows for a more in-depth investigation of the complexities and nuances of CSR implementation in the sports business, ultimately providing significant insights for future research and practical applications. The primary objective of qualitative research is to generate original ideas and theories while systematically describing and interpreting issues or events from the viewpoint of the individual or population under investigation (Mohajan 2018: 2).

3.3 Target population

Casteel and Bridier (2021: 344) describe the group of individuals, people, or organisations the researcher wants to study as the target population. To ensure that only individuals, people, or organisations who fit the study's requirements are included, the study's limits must be clearly defined. This process should be iterative, and it is

critical to ensure that the researcher and all stakeholders understand the distinctive characteristics and scope of the individuals, people, or organisations under study.

This study focuses on four sports organisations based in the eThekweni municipality region, with selection criteria based on the following: prioritisation of sports as the organisation's primary product, current engagement in some form of CSR, and location of the sports organisation within the eThekweni municipality region. After careful evaluation and communication with potential participants, the following sports organisations were identified as suitable participants for this study: Hollywoodbets Dolphins, KZN Netball, KZN Tennis Association and KZN Golf Union. All four sports organisations meet the inclusion criteria for this study and responded positively when they were requested to partake in the study.

3.4 Delimitations

According to Jansen (2022: 1), delimitations in research are similar to restrictions because they limit the study. However, their focus is different. Restrictions apply specifically to the scope of the research objectives and questions. Delimitations, on the other hand, represent a conscious decision made by the researcher about what they will and will not strive to achieve with their study. In other words, delimitations specify what the study's objectives and research questions will and will not include. Although the research problem is prevalent in sports organisations across South Africa and teams meet the study's inclusion criteria are dispersed throughout the country, conducting a nationwide study would be beyond the researcher's capacity. Due to the high travel costs of travelling around the country and the ease of access to the target population during the sporting season, the researcher conducted the study among sports organisations based in the in the eThekweni municipality region only.

3.5 Sample

Using a preset selection method, a researcher chooses a subset of the population from a broader population to use as a sample. Sampling units, observations, or sample points are the terms used to describe the constituents of a sample. Since studying an entire population is frequently impossible, expensive, and time-consuming, sampling is a tried-and-true method of conducting research. Consequently, the researcher can use the information gathered from researching a sample to examine the entire

population. Using a sample in research is a widely accepted and effective strategy for generalising findings to a larger population (Fleetwood 2024: 1).

With this study aim and objectives in mind, the sample of this research was composed of the public relations and communication managers responsible for overseeing CSR implementation in the sports organisations under consideration. The selection of participants was based on their professional expertise and first-hand experience in executing CSR initiatives. Given their pivotal role in shaping the organisation's CSR objectives, their extensive knowledge of CSR was crucial for the researcher to be able to gather extensive and in-depth information about the research topic.

3.6 Sampling method and size

According to Rahi (2017: 3) the sampling method used in a research project depends on its nature, whether it involves theoretical or practical issues. Sampling methods are broadly categorised into two groups: probability sampling and non-probability sampling. For this study, a non-probability sampling method known as purposive sampling was utilised. Non-probability sampling involves selecting units without knowing the probability of their selection. A technique called purposeful sampling, sometimes referred to as judgement sampling, chooses a sample of knowledgeable individuals based on the researchers' judgment for a specific purpose (Rahi 2017: 3). The sample for this study consisted of the public relations and communications managers who oversee the implementation of CSR at the Hollywoodbets Dolphins, KZN Netball, the KZN Tennis Association and the KZN Golf Union. These individuals were selected because of their responsibility for the organisation's CSR and their first-hand knowledge of the CSR initiatives undertaken by the sports organisation. This knowledge is considered crucial for achieving the study's aim and objectives. For this study, the sample size was four respondents.

3.7 Data collection method

For this study the researcher opted to employ interviews as a methodological tool to elicit qualitative data. According to Singh and Shareef (2024: 1), qualitative interviews are a research method used to collect in-depth information. This method allows researchers to explore complex issues and gain a deep understanding of the participants' perspectives. There are different formats of the interview that may be

used, depending on the study's purpose and goals. The researcher chose to conduct semi-structured interviews. Singh and Shareef (2024: 1) explain that semi-structured interviews involve a set of pre-determined questions but allows opportunities for follow-up questions in addition to other inquiries. Although the interview follows a series of fundamental questions, researchers are able to adjust the interview technique based on participants' responses. While keeping some uniformity, this methodology enables a more thorough analysis of participants' experiences, thoughts, and perspectives.

In order to gather a wide range of viewpoints from individuals with similar characteristics, it is necessary to conduct an appropriate number of interviews (Cobern and Adams (2020: 75). One of the foundational assumptions of qualitative interviewing is that there is not a great deal of variability in perspectives among those being interviewed. Cobern and Adams (2020: 76) further explain that qualitative interviewing aims to gather a majority, if not all, of the opinions regardless of quantity. However, the question of how many subjects is required for these interviews arises. As the number of people interviewed increases, the chances of getting the majority, if not all, of their perspectives also increases. The issue is there is no point in continuing to interview people once you have recorded a variety of potential viewpoints in as much detail as you require. This is when you can consider that you have achieved "saturation". Once the research process reaches a point where the gathered data is ample enough to substantiate the required conclusions, it is data saturated. Any further data collection at this stage will not produce any new or insightful information. Regardless of the extent of the research, if an adequate number of interviews, focus groups, or other qualitative methods have been conducted, the data analysis will uncover the same recurring themes (Quantilope 2024: 1).

The researcher interviewed one individual per organisation who was the manager of communications and public relations for CSR in the sports organisation. The key informant technique was used to choose these particular individuals.

The ability of key informants to assist the researcher in comprehending cultural patterns determines their selection (Pahwa, Cavanagh and Vanstone 2023: 1252). Key informants provide background information that is challenging to obtain through document analysis or other limited descriptive sources. Pahwa, Cavanagh and Vanstone (2023: 1252), claim that the term "key" alludes to the importance of the

informant and their ability to grant access to phenomena that were not previously attainable. The term “informant” indicates the researcher's ignorance of the embedded knowledge or firsthand experience of research participants with the matter at hand. It also implies that the research subject is sufficiently complicated to access for an informed member of the in-group to interpret the data.

As key informants the reliability of the targeted sample in this study can be attributed to their active engagement of CSR within their respective sports organisations, as well as their extensive knowledge, competence, and experience in this area.

3.8 Measuring instrument

As means of gathering data for this study, the researcher chose to employ semi-structured interviews. With this method, the researcher could ask participants open-ended questions that allowed them to candidly express their ideas and experiences in their own words. The utilisation of this type of research tool is considered adaptable since it allows the investigator to ask follow-up questions to acquire a deeper comprehension of the participants' viewpoints, clarify any uncertainties that might surface, and capture subtleties that could be missed when employing closed-ended questions (Mohajan 2018: 18).

3.9 Credibility and trustworthiness

Due to the differences in how the two main research methodologies approach the traditional principles of validity and reliability, some quantitative researchers doubt the dependability of qualitative research (Kalu and Bwalya (2017: 44). Korstjens and Moser (2018: 121) argue that qualitative research cannot be evaluated using quantitative research quality standards, such as internal validity, generalisability, reliability, and objectivity. When qualitative researchers talk about trustworthiness, they are essentially asking whether the findings can be trusted. Trustworthiness in qualitative research is defined and measured using concepts such as credibility, transferability, dependability, and confirmability.

Credibility, according to Korstjens and Moser (2018: 121), assesses whether the research conclusions are based on information that can be extracted from the participants' original data and accurately represent their initial opinions. The term

"transferability" describes how well the results of qualitative research may be used in various contexts and with various participants. By providing thorough explanations, the researcher assists a prospective user in determining transferability. The constancy of results throughout time is referred to as dependability. Dependability comprises the way in which participants evaluate the study's findings, interpretations, and recommendations, as well as how each is substantiated by the data collected from the study participants. The degree to which the study's findings could be supported by more research is known as confirmability. Confirmability is to show that the conclusions and interpretations of the data are, in fact, derived from the data and are not the result of the researcher's views.

To establish the credibility for this study, the researcher conducted interviews with the public relations and communication managers, responsible for overseeing CSR practices in the sports organisations in the sample, namely, Hollywoodbets Dolphins, KZN Netball, KZN Tennis Association, and KZN Golf Union. These respondents were chosen due to their direct involvement with the study's aims and objectives, as well as their unique knowledge and ability to provide valuable insight into the phenomena under investigation. The questions in the research instrument were formulated based on established theories and findings of previous studies, modified as needed to better fit the aim and objectives of the current study. All questions in the research instrument were directly related to the study's aim and objectives. To ensure the dependability and transferability of the research findings, the research maintained a comprehensive audit trail. This audit trail encompassed detailed explanations of the research procedures, the research instrument employed, any modifications made, and comprehensive data analysis. Thus, the researcher established confirmability to ensure the credibility and trustworthiness of the research outcomes.

3.10 Data analysis

Bhat (2024a: 1) states that data analysis is the process of analysing research data that involves distilling data into a narrative, interpreting it, and extracting insights. The process helps break down vast amounts of data into smaller chunks of data. Qualitative data analysis differs from numerical data analysis because qualitative data involves words, descriptions, images, objects, and symbols. The data gathered from interviews with each sports organisation was examined in this study using thematic

analysis, a qualitative data analysis technique. Thematic analysis is a widely used analytical approach that involves identifying themes and patterns from a set of texts, such as interview transcripts, thereby enabling the researcher to gain a deeper understanding of the data (Nowell *et al.* 2017: 2). Thematic analysis is a helpful way to discover people's views, opinions, knowledge, experiences, or values when examining a collection of qualitative data, such as survey results, social media profiles, or interview transcripts. In order to produce a thorough interpretation of the data, the researcher carefully examined the data to find recurring themes, subjects, concepts, and meanings (Caulfield 2023: 1).

The initial stage of data analysis involved transcribing the recorded audio from the interview sessions. The researcher then thoroughly perused the transcribed text and made comprehensive notes. Once this process was complete, the data was systematically coded to facilitate the identification of patterns, themes, and trends. Coding involves creating shorthand labels or “codes” to describe the content highlighted sections of text, which are usually phrases or sentences (Caulfield 2023: 1). The researcher used NVivo 15, an analysis software programme that has been identified as reliable and widely used, to code the qualitative data (Tumen-Akyildiz and Ahmed 2021: 2). The coded data was then subjected to a rigorous review process to identify patterns, which, in turn, were utilised for developing data themes. The themes, once identified, were systematically examined for their relevance and representativeness concerning the data under investigation. This approach to data analysis was consistent with established qualitative research methodologies and ensured that the findings of the study are credible and trustworthy.

3.11 Ethical considerations

According to Lester, Cho and Lochmiller (2020: 48) participants in a study may face hazards, so it is the researcher's responsibility to make sure their safety is maintained at all times. Following accepted ethical guidelines is necessary to ensure the safety and well-being of participants. These guidelines include respecting participants' autonomy, keeping them safe from harm, maintaining participant confidentiality, obtaining informed consent, and requiring voluntary involvement. Lester, Cho and Lochmiller (2020: 49) state transparency and accountability for the research methodology in a quality qualitative study are achieved obtaining informed consent

from participants, maintaining confidentiality, allowing voluntary participation, and allowing withdrawal. It also provides readers with information on the research findings, gives participants access to the publication, and thoroughly examines ethical considerations. This study implemented the following ethical concerns.

- No organisation or individual was under any obligation to participate in this study; participation was entirely voluntary. The sports organisations thought to be pertinent to this study were contacted by phone and email. Potential participants received an information letter outlining the study aim and objectives and were given the opportunity to ask questions pertaining to the study.
- The participants received a consent form for them to sign granting consent to participate in the study if they were interested. Participants were guaranteed confidentiality and anonymity under the terms of the letter.
- The researcher was available to answer any queries from participants via phone or email prior to the interview.
- Participants had the option to withdraw from the study at any time with no consequences.
- During the interviews, only the researcher was present, and no personally identifiable information was collected or disseminated. The researcher alone had and will have access to the electronic interview recordings, and they will be kept in a secure location that only the researcher has access to.
- This research did not pose any known danger to the participants.

3.12 Conclusion

This chapter presented the methodology that was employed to carry out the research study. It covered various topics such as research design, target population, sample, sampling techniques, measuring instrument, data analysis, credibility, trustworthiness, and ethical considerations related to the study.

CHAPTER 4: DATA ANALYSIS

4.1 Introduction

The preceding chapter provided a comprehensive overview of the research methodology employed in this study. It outlined the procedure to be followed, provided details of the tool utilised for data collection, and offered a clear explanation of how the research instrument was systematically administered during the research process. Following the implementation of the research design and methodology outlined in Chapter 3, the current chapter presents a thorough analysis of the data gathered from interviews conducted with employees of four eThekweni-based sports organisations that participated in this research. This chapter not only summarises the data analysis process but also presents the results and critically examines the implications that can be drawn from this data.

4.2 Summary of the data analysis

This study set out to explore the organisational factors that facilitate or impede the implementation of CSR in four eThekweni sports organisations. Using Microsoft Word, the researcher performed verbatim transcriptions of the material from semi-structured interviews. NVivo (version 15), a qualitative data analysis program, was used to help organise and categorise the data. Within this software, containers were created for each research objective. Through a careful examination of the distinctions, parallels, and underlying meanings that surfaced from the transcribed material, the interview transcriptions were methodically grouped into discrete codes. The relevant research objectives served as the basis for the methodical organisation of these codes. The identification of emergent themes was made possible by this analytical approach, which also helped significantly in the overall analysis and gave the researcher a thorough knowledge of the data.

The interview schedule was split into five sections:

- Section A: general information about the sports organisation and the interviewee.
- Section B: the CSR strategies that are used by the sports organisation.

- Section C: the specific set of organisational factors that have been identified as impacting a sports organisation's ability to implement CSR.
- Section D: the benefits and challenges of CSR implementation for the sports organisation.
- Section E: the communication of CSR initiatives and the channels used to reach both internal and external stakeholders.

Table 4.1 and Figure 4.1 present the demographic information the participants. The sports organisations represent four different sporting codes, and all operate within the non-profit sector. Collectively, the participants had a total of 39 years and 5 months of experience, with the longest-serving participant being in their role for 25 years, while the shortest-serving participant had only 11 months of experience. Although the job titles of the participants vary, all reported being actively involved the CSR planning and strategy of their respective sports organisations.

Table 4.1: Demographic information

Participant (P)	Sporting Code	Sport Entity Sector	Position	Are You Actively Involved in the Sports Organisations CSR Planning and Strategy?
P1	Golf	Non-Profit	Board member	Yes
P2	Cricket	Non-Profit	Chief Executive Officer	Yes
P3	Tennis	Non-Profit	Development Officer	Yes
P4	Netball	Non-Profit	Consultant	Yes

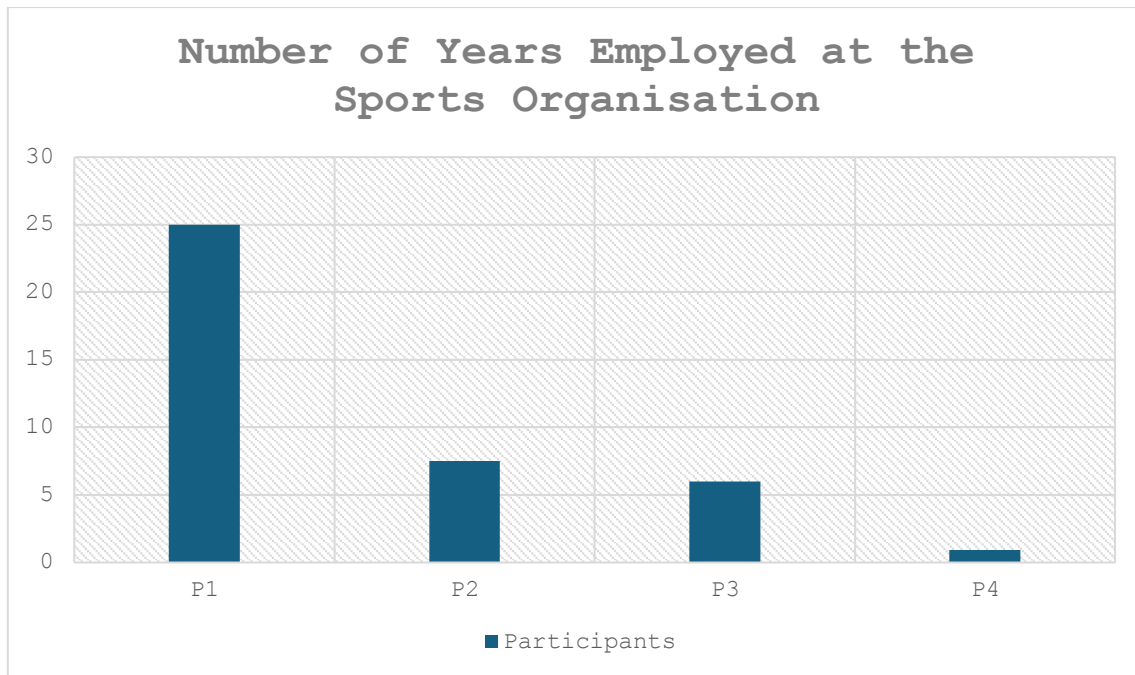


Figure 4.1: Number of years at the sports organisation

4.3 Emerging themes

This section presents an overview of the semi-structured interviews conducted with the participants. The data gathered from these interviews facilitated the identification of prominent themes. Ultimately, the analysis revealed 10 major themes (Table 4.2).

Table 4.2: Identified themes

Themes
○ Theme 1: CSR awareness in the sports organisations. ○ Theme 2: Types of CSR initiatives implemented by the sports organisation. ○ Theme 3: Embedding CSR in the sports organisation. ○ Theme 4: Organisational elements affecting CSR strategy implementation. ○ Theme 5: Benefits of CSR implementation. ○ Theme 6: Challenges of CSR implementation. ○ Theme 7: Importance of CSR Communication. ○ Theme 8: Internal CSR communication channels. ○ Theme 9: External communication channels. ○ Theme 10: CSR evaluation by the sports organisation.

4.3.1 Theme 1: CSR awareness in sports organisations

As organisations build strong connections with their local communities, CSR is increasingly prevalent among sports teams and leagues (Kim, Overton, Hull and Choi

2018a: 629). For a sports organisation to be regarded as socially responsible, it must follow social responsibility principles, establish a system that meets social expectations, operate with integrity and without discrimination, attend to the needs of its stakeholders, and ensure compliance with environmental regulations and other relevant requirements related to its activities (Molokanoviene, Andriukaitiene and Bilohur 2022: 100). According to their founding principles, sports organisations generally emphasise the necessity of developing strong stakeholder relationships and diligently evaluating their constituents' social welfare (Mamo, Agyemang and Andrew 2021: 156-157)

Increasing an organisation's and its people's comprehension of CSR issues is known as CSR awareness. Managers can spearhead this effort using a top-down method, or employees can use a bottom-up approach, driven by either strategic goals or philanthropic motives. To further illustrate the organisation's dedication to these principles, it also includes incorporating CSR into policy documents (Fatima and Elbanna 2023: 107).

According to Antanaitytė (2022: 51), exhibiting respect for the community and taking part in social programs are typically given top priority by sports organisation management. Employees, on the other hand, think that operational transparency is the most crucial factor for which the company is responsible. This theme looks at sporting organisations' awareness of CSR.

All of the participants agreed that sports organisations have a responsibility to practise social responsibility. This point is emphasised by Participant 2, who states:

I think when you in a position to help you've got that it's not a right, I think it's a responsibility I think a lot of our programmes in itself is actually giving back.
(Participant 2)

Similar sentiments are expressed by Participant 3, who also goes on to describe the steps the sports organisation has taken to improve the community.

I think the most important part about it is giving back to the community or not even giving back, but helping a community grow, helping individuals learn different aspects about themselves, providing a pathway for them to, you know, to realise their potential. In our case, providing a pathway for those that were

interested to explore the sport of tennis. A career path either in the tennis admin side or tennis coach. So, in essence, building a community. (Participant 3)

Regarding social responsibility in relation to their sports organisation, Participant 1 offered insights, noting:

Corporate social responsibility is one of our core values. We have quite a few of those values because it is a game of integrity. It is a game of upliftment and a game of developing the characteristics of an individual from young. So, it is one of the main core values of our organisation and we do it through our junior development programme with our coordinate. (Participant 1)

Similarly, Participant 4 pointed out that CSR was essential to the sports organisation and that it was a primary goal rather than a secondary project.

By virtue, KZN netball it is a nonprofit. It's involved with development that on its own is CSR enrolled into the organisation. It's not like they do ... manufacture netball equipment, then when they get time, they engage in CSR initiatives. The organisation's mandate is that all young girls and boys at some point must play netball. That's development. The organisation's very existence is CSR. (Participant 4).

Overall, these findings from this theme suggest that CSR is both a socially and strategically motivated activity that reflects organisational priorities and responses to stakeholder needs. Building on this understanding, the present study examines the specific CSR programs implemented by these sports organisations, with particular emphasis on the extent, focus, and outcomes of their community engagement initiatives.

4.3.2 Theme 2: The type of CSR initiatives implemented by the sports organisation

CSR initiatives are increasingly aligned with the specific needs of the communities in which sports organisations operate. This alignment not only enhances the social impact of these initiatives but also fosters stronger relationships between these organisations and their stakeholders (Майнка, Мельніченко, Цибровський, Сідельніков, Ніценко and Захарін 2023: 441). Babiak and Kihl (2018: 125) assert that

to effectively illustrate their commitment to community engagement, cultivate a dedicated fan base, and uphold their operational licenses, sports teams should establish partnerships with beneficiaries of CSR initiatives and participants in socially responsible programmes. This strategic alignment not only enhances the team's public image but also fosters sustainable relationships within the community. Robertson, Rochelle and Westerbeek (2019: 226) state that initiatives focused on enhancing participation, fostering inclusive and accessible sports environments, and ensuring equity standards and opportunities were given priority by community sports organisations. In line with existing literature, interviews with the participants revealed that the initiatives implemented aimed to enhance participation, promote inclusion, and provide various opportunities for the intended CSR beneficiaries. Figure 4.2 illustrates than main areas of focus for CSR initiatives among participants.

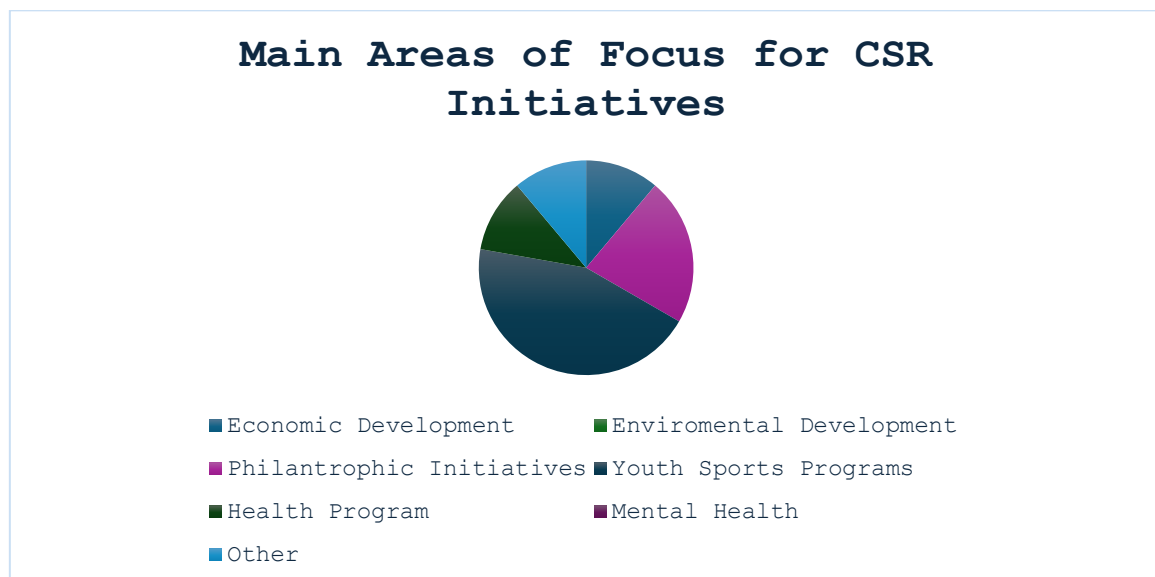


Figure 4.2: Main areas of focus for CSR initiatives

4.3.2.1 Youth sports programmes

To add value and fulfil broader social obligations, organisations must identify and engage with all groups that can influence or are affected by their operations, such as young participants (Awa, Etim and Ogbonda 2024: 3). As youth are vital for the long-term sustainability of sports organisations, both national and international sports governing bodies are increasingly concerned about youth involvement in organised sports. Many initiatives have been launched worldwide to enhance youth participation (Strittmatter, Hanstad and Skirstad 2021: 1). Sports organisations implement youth

development initiatives to align with social norms and expectations and to enhance their credibility within institutional contexts (De Bock, Scheerder, Theeboom, Constandt, Marlier, De Clerck and Willem 2022: 2). Sports-focused youth development programmes have an impact that extends beyond individual growth. As these programmes spread throughout communities, they promote positive change and help address significant societal issues (Khurana 2024: 14). This may explain why youth sports programmes serve as the primary focus of CSR initiatives in these sports' organisation. Participant 3 outlined the aim and procedures involved in implementing these initiatives.

So, the guideline was what we'd call starting off at a mass participation, which would be introducing a large amount of people, specifically juniors or minors to tennis. This was achieved by approaching schools nearby or a facility, kids within the area, making it visible so that they could have access into the programme.

Then we moved on to talent identification. So, we did have a space for the kids that were doing well, to separate them and hone in on their talents, and then a high-performance sector where the kids who were really promising and doing well in tournaments, we moved them onto a different programme where they would excel, and it's produced a few South African players. In fact, as we speak this boy from the eThekweni hub, that's playing in Egypt. (Participant 3)

In addition, it was revealed that participating sport organisations actively embraced a diverse and inclusive approach in their CSR initiatives, which was achieved through making sports accessible.

We also have a disability golf programme; we are the body. There's seven schools and they called special schools. when I was President, I was approached to help, and we have to budget for it. And we give support to these seven schools through the regional manager. (Participant 1)

Participant 2 describes the methods employed by the sports organisations to enhance accessibility to the sport of cricket for youths going to schools in township areas.

We call it a hub which is based in, in, in, in, in the township and, and the hub is basically a, a facility which is, which is, which caters for at least four primary

schools and four high schools in that township area within walking distance.
(Participant 2)

Figures 4.3 and 4.4 present youth-inclusive initiatives organised by the KwaZulu-Natal Golf Union. Figure 4.3 features the KwaZulu-Natal Golf Union Disability Open 2023, which promotes competitive opportunities for athletes with disabilities. Figure 4.4 depicts the KwaZulu-Natal Disabled Inter-Schools Tournament, illustrating how school-level programmes foster participation, skill development, and inclusivity among young athletes. These initiatives reflect the KZN Golf Union's commitment to engaging youth and advancing disability sport within the province.



Figure 4.3: KwaZulu-Natal Golf Union Disability Open 2023
Source: KwaZulu-Natal Golf Union (2023)



Figure 4.4: KwaZulu-Natal Disabled inter-schools tournament
Source: KwaZulu-Natal Golf Union (2023)

Youth development is central to CSR initiatives within sports organisations, serving as both a strategic objective and a response to broader societal needs. By promoting inclusivity, skill development, and community upliftment, these organisations invest in youth to ensure the long-term sustainability of sport and to contribute to wider social progress. Emphasising inclusivity and accessibility, particularly for underprivileged groups and individuals with disabilities, demonstrates a commitment to leveraging sport to address systemic inequalities.

4.3.2.2 Philanthropic initiatives

Dartey-Baah and Amoako (2021: 1341) assert that stakeholders perceive philanthropic CSR to be more appealing therefore conclude that managers are more inclined to prioritise this form of CSR over others. Kim *et al.* (2018a: 631) assert that sports organisations are more likely than other businesses to demonstrate their ethical and philanthropic responsibilities through various CSR initiatives. In this study, philanthropy is demonstrated through community outreach programmes. DeTablan and Sanders (2017: 2) describe community outreach programmes as strategically designed to promote collaboration among diverse groups and external partners. This collaboration aims to achieve shared goals that ultimately benefit specific populations.

The participants on the whole demonstrated a notable degree of engagement in community outreach programmes, which included a food drive as well as the donation of kits and equipment. Participant 2 highlights two community outreach programmes that the sports organisation was implementing at the time of the interview.

You want to just make as bigger impact as possible, I think. So, we've got two unique sorts of initiatives. The one is called the cricket kit drive, which is based on equipment. And so, we try and get equipment from all the traditional cricket playing schools because a lot of kids grow out of the equipment or shoes or whatever it might be, and we've got this kit drive where we get all these schools to donate stuff, and we then distribute it.

So, we've got ... we call it a hub which is based in the township and the hub is basically a facility which is catering for at least four primary schools and four high schools in that township area within walking distance. To ensure that we can look after those kids, but obviously equipment is a massive need for them. So, I think that's the one thing we want to try and level the playing field so that kids don't need to compete, but they've got inferior equipment. (Participant 2)

Figure 4.5 presents the Hollywoodbets Dolphins “Bowl Out Hunger” initiative. The image shows the distributed food packages alongside the initiative's participants.



Figure 4.5: Hollywoodbets Dolphins “Bowl Out Hunger” initiative

Source: Fourways Group (2022)

The second community outreach initiative implemented by the sports organisation aims to address food insecurity within the community.

We've got a initiative called "Bowl Out Hunger" which, which again we get we do these drives to, to, to accumulate some funds, then and then we partner with the likes of [redacted] or, or, or those type of companies where we then go into the township areas and we actually go and give meal, meal, grocery bags full of, full of meals to ensure that that at least the, the cricket playing kid plus three others in the family can, can have some food for, for about two-week period.
(Participant 2)

Surprisingly only one sports organisation demonstrated active engagement in community outreach initiatives specifically designed to promote health. Due to their ability to reach large populations, the World Health Organisation encourages community groups such as sports organisations to implement health-promoting policies and interventions (McNoe, Marsh, Venter, Morgaine, Reeder and McLean 2023: 481).

At times we partner with [redacted], and [redacted]. I mean, we touch on health, yes. So, health is among our initiatives. (Participant 3)

The CSR initiatives of the sports organisations included in this study do not only aim to help individuals become athletes. Each organisation provides alternative career paths in coaching, officiating, clubhouse management, and greenkeeping. By offering these alternatives, the organisation ensures that participants have options to fall back on if a career as an athlete does not materialise.

4.3.2.3 Economic development

According to Jubane (2020: 1), South Africa faces a high rate of unemployment, particularly among the youth population. The researcher attributes this phenomenon to mismatch between the qualifications and competencies that employers demand and those that job seekers possess. All participants indicated that there were career development opportunities. Participant 1 describes the various career opportunities available to youth through the sports organisation's CSR initiatives.

Implementation has given the opportunity for the career to grow for these young golfers, they can work in the industry in clubhouse as employees, clubhouse management, green keeping, a very important aspect of maintenance for golf courses. And as I said, becoming professional. Golfing, coaching all these

channels have been open for them now to administer and be part of. (Participant 1)

As I said earlier, it's a game, it's a mind game and therefore, besides the game itself it needs professional coaching. And the organisation responsible, also based in Durban, is the Professional Golfers Association. And that is why we and we paid for the manager to do the PGA, he did a three-year course. And he's highly qualified to carry out this work as well. (Participant 1)

Other responses from the codes that make up this theme included

Secondly, what we tried to do as well was provide a career path, so the economic development was there. So, we did provide them with the stipends, and we also sent the coaches and managers to tennis South Africa and tennis courses, which is recognised worldwide. (Participant 3)

When they train umpires or train managers, or have workshops, that's still CSR. Yeah, these programmes contribute to the growth of knowledge. (Participant 4)

A follow up question was posted to Participant 4 to get a clearer understanding of their CSR initiatives that fall under this theme.

Question: So, it's not just developing players, there's also the development of coaches and umpires? (Researcher)

Answer: And managers". (Participant 4)

These findings indicate that sports organisations based in eThekweni are highly committed to CSR, as evidenced by their active engagement in various initiatives. Participants particularly emphasised the importance of youth sports programmes, focusing on inclusivity by promoting mass participation, making sports accessible to individuals with disabilities and those in disadvantaged communities, and providing the necessary kits and equipment for participation. Additionally, there are efforts to create employment opportunities by assisting beneficiaries in obtaining professional certification from internationally recognised sporting bodies. Alongside these initiatives, the organisations also engage in food drives and health programmes.

4.3.3 Theme 3: Embedding CSR into the sports organisation

According to Zhang, Oo and Lim (2019: 574-575), organisations are increasingly motivated to adopt CSR not only because of its clear benefits but also because it aligns with their core values. Organisations' fundamental principles reflect the various roles they play in society. They must either develop a common understand of these fundamental principles or modify their behaviour to conform to the socially acceptable norms in order to successfully apply CSR tactics (Barchiesi and Fronzetti Colladon 2021: 2).

"Embedding CSR" refers to the process of strategically integrating CSR policies, practices, mission statements, and vision into an organization's daily activities (Figure 4.6). This approach aims to promote and encourage CSR-compliant behaviour within the organisation to ensure that CSR principles are regularly applied in daily operations and decision-making processes (Fatima and Elbanna 2023: 107). Based on the collected data, CSR is intrinsic to sports organisations, particularly through their core values. This integration shows how committed the organisations are to CSR in their operations and processes. Two research participants believe that integrity is a core value. Participant 2 stated:

So basically, core values are I think the one of the biggest one for me is integrity. I can share that. We are honest and transparent with everything we do. Yeah. And integrity it's probably the main thing for me. Just make sure you can trust people and people can trust us because we are public again, we are running ... We are the custodians of cricket in KZN. (Participant 2)

Participant 2 emphasised the role of the sports organisation as the game's guardians and emphasised the value of integrity, openness, and trust with stakeholders. Participant 1 commented:

Corporate social response is one of our core values, of the organisation, we have quite a few of those values because it is a game of integrity. It is a game of upliftment and a game of developing the characteristics of an individual from young, from young. So, it is one of the main core values of our organisation. (Participant 1)

Figure 4.6 presents the KZN Golf Union Code of Conduct and Ethics. The figure outlines the organisation's formal guidelines for behaviour, ethical standards, and governance.

CODE OF CONDUCT AND ETHICS

NATIONAL

1. The Association subscribes to the requirements of the South African Sports Confederation and Olympic Committee (SASCOC) in regard to:
 - (a) The National Emblem.
 - (b) The colours thereof and in conjunction with the SASCOC
 - (c) The design thereof and the wording of the sport of golf.
2. To ensure that all players chosen to represent the Republic of South Africa conform to the principles of SASCOC necessary for selection for National teams.
3. To ensure that all persons concerned wear the National uniform with pride.

INTERNATIONAL

1. To require all persons representing South Africa outside and inside the boundaries of the country, at all times act in a gentlemanly manner and in the interests of the country as unofficial ambassadors.
2. To ensure that proper discipline is maintained at all times in accordance with National requirements.
3. All players who represent South Africa will be South African citizens.

INTERNAL

1. To promote the game of golf to the benefit of all members of the National community to the best of the Association's ability and financial capability.
2. To administer golf in South Africa in accordance with the Rules of Golf as laid down by the international controlling body, the R&A Ltd. in regard to:
 - (a) The Rules
 - (b) The equity and conduct of all persons subject to the Association's control in South Africa
 - (c) The standards of fair play, sportsmanlike conduct and the etiquette of golf are properly maintained at all times.

Figure 4.6: KwaZulu-Natal Golf Union Code of Conduct and Ethics

Source: KwaZulu-Natal Golf Union (2025b)

Participants 3 and 4's responses differed from the preceding responses. According to participant 3:

The organisations main value that they have is to introduce tennis. Uh. And by and large that that they've introduced tennis to approximately three thousand individuals that wouldn't have access otherwise. (Participant 3)

Additionally, participant 4 made the following comment:

KZN Netball lives as a CSI as what from what I said earlier on. Netball, as a federation exists as a CSR project. (Participant 4)

According to participant 3, the organisation's key principles include effectively organising and carrying out CSR projects. Participant 4 reported CSR as a key endeavour and a core component of the sports organisation's mission and operations. Overall, these responses confirm Barchiesi and Fronzetti Colladon (2021: 1) conclusion that managers should critically analyse their companies' aims as well as the ethical commitments they have to stakeholders regarding core values. These core values guide the sports organisation's CSR approach.

Figure 4.7 outlines the aims and objectives of KwaZulu-Natal Netball (, emphasising the organisation's strategic priorities of promoting participation, developing talent, and ensuring inclusivity in netball throughout the province.

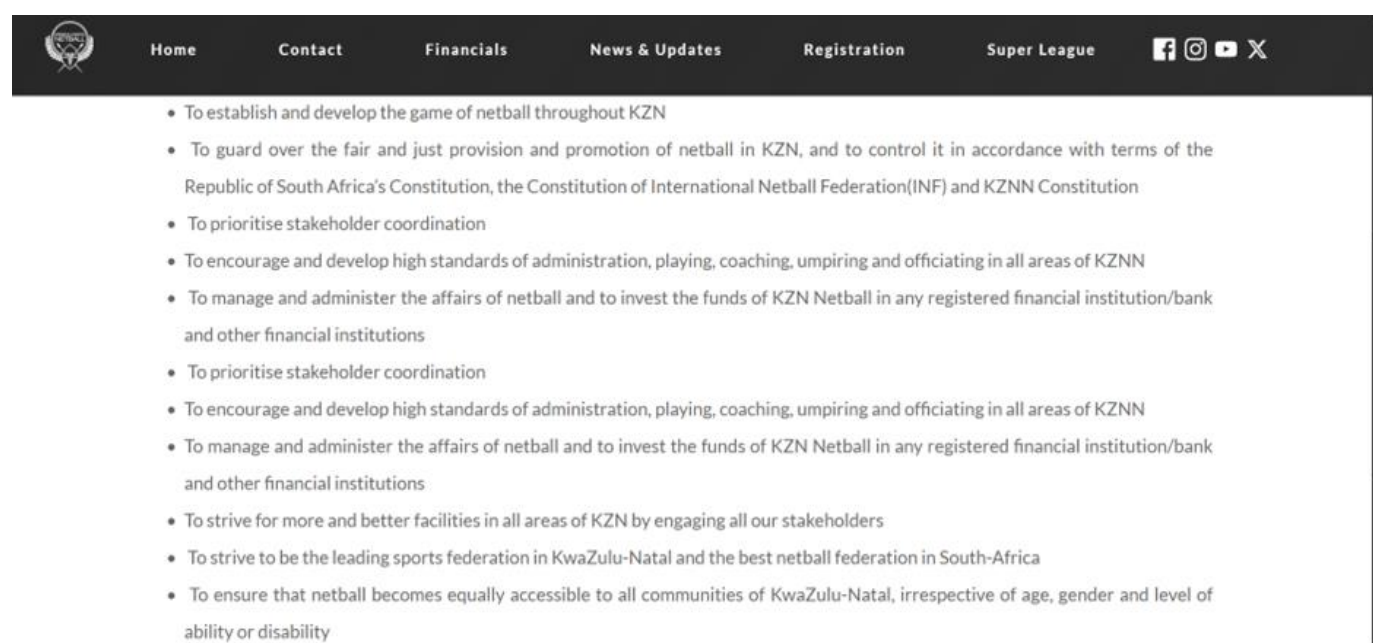


Figure 4.7: Aims and objectives of KZN Netball

Source: KwaZulu-Natal Netball (2025)

Figure 4.8 presents the Hollywoodbets Dolphins' vision and mission, emphasising the organisation's long-term objectives, core values, and strategic direction.



Figure 4.8: Hollywoodbets Dolphins Vision and Mission

Source: Hollywoodbets Dolphins (2025)

According to Fet and Knudson (2017: 126) effective preparation and the building of internal capability are essential for the successful implementation of a CSR strategy. Management may ask those with expertise in CSR-related subjects for help in identifying important values and creating feasible objectives. Participant 2 commented on the implementation process and offered specifics:

I mean it will be a project management effort where you'll have a project leader, you will basically get the planning templates going, calendars, then what resources do we need and how are we going to find the, the money. To whom are we partnering with. So, I do think it's a whole project management template that you will basically apply with the, with the checklist of firstly the resources, the timelines and, and, and obviously the operations of everything and, and with most of these initiatives, we also try, and we try and partner with, with all our sponsors and all our different stakeholders. (Participant 2)

In addition to offering new ideas that could have gone unnoticed, stakeholder perspectives on particular topics can resolve divergent opinions on how to handle CSR concerns (Barchiesi and Fronzetti Colladon 2021: 7). Regarding execution, a number of participants mentioned the engagement of both internal and external stakeholders. As mentioned by Participant 2, their sports organisation hired people from areas where CSR programs are being carried out.

So, for us, we've got ten hubs like I mentioned. We've got a coaching department at each of these hubs, so we'll basically liaise with our staff based in those areas to help us activate the, the initiative. (Participant 2)

Participant 3 commented on working with external stakeholders when conducting CSR projects.

To an extent where we mostly follow their guidelines because as I said, we want to get people who we know that we can ask who know about what they're doing. Yeah. And our thing isn't to dictate but to more to aid them. And see how we can better implement it there because the different districts, the different people have different needs. (Participant 3)

The findings indicate that CSR is embedded within the core values, strategic planning, and operational procedures of sports organisations. Effective stakeholder collaboration and robust internal capacity are essential for translating these values into successful and contextually responsive CSR initiatives.

4.3.4 Theme 4: Organisational elements affecting CSR strategy implementation

Chen, Hsiao and Chen (2024: 3-4) categorised CSR strategies into two groups: proactive and reactive. A proactive CSR strategy involves actively pursuing social involvement to help counteract any negative impacts the company might have on society. In contrast, a reactive CSR strategy is where a company addresses social benefits only as a reaction to its actions, sometimes even causing harm to society without considering how to compensate for the damage. Sinthupundaja, Chiadamrong and Kohda (2019: 3) describe proactive CSR as an ethical business strategy that enhances the social, economic, and environmental elements of sustainable development. When businesses prioritise long-term goals that aim to improve stakeholders' standards of living over short-term ones like profit maximisation, proactive CSR enhances the economic element. Participants in this study engaged in a proactive CSR strategy, as evidenced by the sports organisations' heightened awareness of CSR principles and the systematic integration of these principles into its operational practices. Every organisation has a distinct set of strategic and operational factors that influence the planning and implementation of CSR initiatives (Breitbarth *et al.* 2015: 257; Zeimers *et al.* 2021: 174). This theme explores how specific organisational factors may impact CSR planning and implementation.

4.3.4.1 Organisation size

Large organisations are increasingly pushing for formal CSR because of pressure from stakeholders and their higher visibility. This formalisation helps reduce costs through economies of scale and improves their reputation. It also helps them gain legitimacy and meet the demands of their stakeholders (Godos-Díez, Cabeza-García, Martínez-Campillo and Fernández-Gago 2020: 121). In contrast, according to Badulescu, Badulescu, Saveanu and Hatos (2018: 2), small and medium-sized enterprises (SMEs) tend to have a better awareness of their social environments compared to multinational enterprises (MNEs). As a result, they often do not participate in formal social responsibility initiatives. With fewer employees, SMEs can more easily cultivate a culture of social responsibility and quickly adapt to new societal ideas. Many of their actions are inherently socially or environmentally responsible. Zeimers *et al.* (2021: 188-189) argue that an organisation's size is not a critical determinant in implementing CSR, as sports federations can leverage other organisational factors to adopt and integrate CSR. Participants expressed differing opinions regarding the extent to which organisational size influences the implementation of CSR initiatives. According to Participant 3:

In fact, it's just really myself and then the President of KZN Tennis. And that makes it difficult because the other staff that do help are volunteers, they have full-time jobs. And so, you know, going to a meeting takes considerable time, especially when you when, you want to drive to a district, so they can't handle it. And then if it's just myself, then you can't juggle too many things. So, if we have a bigger or larger number of people involved in it, and that we can give more time, that would pay dividends because you know you can handle more projects than the one. Participant 3

The participant elaborated further and explained:

It's important to, to, to realise that that a project doesn't take, you know, a week or two. A lot of the time you trying to find the people involved, you know, you you're taking, you're taking the knowledge of people. Also, you want somebody who you can, you can trust will be on time with kids with respect to things like that, and that takes a long time. So, it could be like months or even a few years

before you find before, before you find a combination that's going to work.

Participant 3

Participant 4 shared similar sentiments concerning the size of the staff within the organisation and indicated that the non-profit status of the sports organisation served as a barrier to effective planning and implementation of its CSR initiatives.

Be mindful that there's not too many staff, there's only two staff, there's [redacted] and [redacted] so it's not like it's not like we have an organisation of 50 staff. (Participant 4)

So, the, the, the, the resources are limited. So, as an NPO, so when you're limited, you can only implement what you can or what you can't afford. (Participant 4)

Participant 2 noted that the size of the sports organisation plays a crucial role in the successful implementation of CSR initiatives. This may be because the sport that they represent is one of the most popular in the country, while other participants represent slightly less popular sporting codes.

I think it actually enables us because we've got such a big footprint. (Participant 2)

Overall, the results indicate that although organisational size can influence the ability and scope of CSR implementation, particularly in terms of human and financial resources, it is not a decisive factor. Both smaller and larger sports organisations can successfully engage in CSR by leveraging internal capabilities, stakeholder support, and context-specific strategies.

4.3.4.2 Staff involvement in the board

The participation of board members, who are typically volunteers alongside paid staff in the decision-making process, is vital for non-profit organisations. This involvement is important for strengthening the strategic capabilities of the board (Zeimers *et al.* 2021: 176). The participants in this study indicated that the involvement of staff positively influenced CSR implementation. Participant 3 explained how staff were included in the decision-making process.

So, I think what eventually happens is, you know, because we have these meetings and, and all the portfolios give their bits, other portfolios might come up with an idea and we represent that idea to the board, the board says is a good idea, it's a bad idea. They will, will mark it out and then they come back to us and then we, we carry on with it. (Participant 3)

Participant 2 highlighted how involving staff leads to impactful CSR implementation:

So, they will guide us also in terms of what they think can work. What items you put in those grocery bags, etcetera. So, you are definitely important to let the staff guide you, especially those that are from those specific areas. (Participant 2)

In response to the question about the staff involvement in the board, Participant 4 offered a detail description of what is expected from employees:

Well, they are because when they are given certain duties, they are responsible for trying to find ways in which they can make it. Yeah. So, by the virtue they are expected to provide input, they are expected to point out issues related to initiatives. So, by them giving us the input we can say we can make informed decisions when it comes to our initiatives. (Participant 4)

The findings indicate that staff participation in board-level decision-making is crucial for enhancing the efficiency of CSR implementation in sports organisations. Organisations are more likely to develop relevant and effective projects when they incorporate employees' perspectives and experiences, particularly those with knowledge of local community contexts. Furthermore, this collaborative approach not only strengthens strategic decision-making but also ensures that CSR initiatives are well-informed, practical, and responsive to stakeholder needs.

4.3.4.3 Professionalism of individuals

Nagel, Schlesinger, Bayle and Giauque (2015: 410-411); Zeimers *et al.* (2021: 177) describe the professionalism of individuals as increasing the number of paid staff members while also refining the skills and availability of volunteers who contribute to the organisation's efforts. An individual's activities can be divided into three main categories: political, managerial (concerning projects or activities), and operational (which encompasses administrative, sporting, or developmental tasks). Participants

agreed on the crucial role of employees and volunteers, as they brought varying levels of expertise from different fields, which ultimately benefited CSR implementation. When asked about the professionalism of individuals, Participant 3 responded:

So, we do have we do have people who ... professionals in that or work around those fields and so that helps a lot. We have; we have those that we continuously ask for advice on how to approach it. So yes, they made-up of professional marketers, people who are like principals, who deal with the schools and educational aspect of it, and that's quite I think that's quite valuable. (Participant 3)

Participant 2 shared a similar sentiment

I, I, I do think because our cricket services department, all those guys work with these specific areas and they know what the needs are, they know what the challenges are. I think that's what that, that makes them experienced and, and skilled in that sort of in terms of having to address and help those areas. (Participants 2)

The findings indicate that the effectiveness of CSR activities is significantly influenced by the professionalism of individuals, including both paid employees and volunteers. The organisation's ability to develop, implement, and adapt CSR initiatives is enhanced by the diverse knowledge and experience contributed by individuals from various professional backgrounds. This underscores the importance of leveraging specialised expertise and skills to ensure that CSR activities are both operationally efficient and culturally appropriate.

4.3.4.4 Financial autonomy

An organisation possessing financial autonomy is capable of generating revenue, allocating resources, and establishing budgetary priorities independently. This independence in financial decision-making allows for greater flexibility and responsiveness to the organisation's specific needs and objectives (Hong 2023: 113). When asked about the organisation's finances, several participants noted that insufficient financial resources were a major challenge to implementing CSR within the sports organisation. Participant 4 shared:

Well, everything that you do needs money and as an NPO, uhm It's a resource and resources are limited. And that will always affect how we ... The more we have, we can do more. (Participant 4)

Participant 3 presented a more comprehensive explanation:

Yes. So, finance is a huge thing. Tennis is a shrinking sport financially, there's a lot of people that play tennis, but financially, tennis itself relies on a lot of your registration fees from players and from clubs. Tennis is quite an expensive sport to play and that's one of the factors that deter many from, from affiliating to a club. Because you have club fees, you have registration fees, then you are paying for your rackets, shoes, things like that. So, the development aspect really relies on a lot of funding from, from government and so that's really not, even not, not just development, but I think the organisation as a whole. So, if you're not getting those funds, it's, it's hard to operate. (Participant 3)

One participant indicated that the sports organisation conducts fundraising events to generate the financial resources necessary for the implementation of CSR initiatives.

We do some fundraising initiatives that then enables us to, to roll out. I do think without resources nothing will be possible. (Participant 2)

Interestingly, Participant 1's organisation demonstrated innovative capacity during a period of financial difficulty. However, they believe that the sports organisation currently lacks innovation due to insufficient financial resources. When asked which of the six organisational factors posed the greatest challenge for the sports organisation, the participant responded:

I think the innovative capacity because of funding. (Participant 1)

The findings indicate that financial autonomy is a key determinant of the scope and sustainability of CSR projects, especially for sports organisations that often encounter substantial budgetary limitations. Although organisations may seek additional resources through fundraising and external support, their capacity to expand and sustain CSR initiatives remains constrained by financial constraints. These results underscore the need for stable funding to enhance the effectiveness and durability of CSR implementation.

4.3.4.5 Innovative capacity

Keskin (2006: 411 cited in Saunila 2020: 262) argues that innovation capability encompasses the willingness to explore and experiment with novel concepts, the ability to put forward creative solutions for task accomplishment, and the capacity for originality in organisational practices. Sharing a similar sentiment, Zhang and Hartley (2018: 78) assert that innovation capability is the ability to draw on experiences and ideas from a variety of sources. Innovative capacity comprises five essential dimensions: leadership, organisational culture, the utilisation of external knowledge, management of competencies, and the creativity of employees (Saunila 2020: 263). There was a strong display of innovative capacity among participants. In the context of this discussion, Participant 1 referenced a period during which the sports organisation encountered significant financial difficulties.

As an organisation, we depend entirely on our membership. At one time it was skidding and nearly closed down. (Participant 1)

He says we got to pay bills. I said yes, I know. Now all we have to do is to ask our members. He said, how much? I said R5. He said, R5? You know, the members won't give us R5. And at the AGM when he mentioned, I said don't put it on the agenda, just leave it under general. Don't put it specifically because now there will be and under general it was mentioned there. Gentleman, we may have to get an overdraft, but if you can help. And that's why I know the figure. Just 40,000, we had 10,000 men. (Participant 1).

So, you asked for R5? (Researcher)

Yes. They said R5 can't even buy a beer. So, we are now going to give you R25. It was 200,000 in our coffers within a month and never looked back since. (Participant 1)

Through these actions, Participant 1 illustrates multiple dimensions of innovative capacity. Some participants used fundraising strategies as a means to address financial constraints. Participant 3 noted:

Yeah, so you know by and large, I think we host uh tournaments and events with kids who already play tennis as a as a fundraiser. We make the, the parents aware

of, of the, or the markets in part aware of, of these development programmes. The parents themselves see these children playing in the tournaments, winning it, and so eventually what happens we, we get like, you know, racquets, clothes and sponsorship from, from that aspect of it. (Participant 3)

Participant 2 asserted that fundraising initiatives play a crucial role in the effective implementation of CSR initiatives.

We do some fundraising initiatives that then enables us to, to roll out. I do think without resources nothing will be possible. So yeah, I do think we've managed to achieve most of our goals. Obviously, if you have unlimited resources, you can do so much more but. Yeah, I think with what we've managed to do, we pretty, pretty content, I think we're happy with what we've managed to do. (Participant 2)

The findings suggest that overcoming budget constraints and ensuring the effective implementation of CSR initiatives are strongly influenced by innovative capacity. To sustain their operations, sports organisations demonstrated ingenuity and adaptability by developing alternative funding strategies and leveraging existing networks. This ability to generate original solutions underscores the importance of innovation as a key organisational asset that enhances resilience and improves the overall effectiveness of CSR initiatives.

4.3.4.6 Knowledge of CSR

Opinions differed among participants regarding knowledge of CSR. Participant 4 indicated that knowledge of CSR was very strong in the sports organisation. In response to being asked whether knowledge of CSR was promoted, the participant stated:

Promoting. I don't know if I can say this one because again, I think the challenging thing is that the netball federation, by virtue of its existence, promotes CSR. So, it's difficult to encourage because it does it by nature. (Participant 4)

On the issue of knowledge of CSR, Participant 2 commented:

I think we very, very, very well sorted.

Participant 3 indicated that there was some knowledge of CSR within the sports organisation, however it was limited.

I think there's, there's a bit of knowledge about it, but I don't think there's, it's, it's something that is at the forefront. I think a lot of the time the forefront is, is just keeping the, the sport alive. So, something like that is really falls to the back and I think even if you had to ask an average tennis player, or maybe what member, they might not be able to fully tell you what they do. (Participant 3)

Knowledge of CSR was prevalent in the sports organisation and played an important role in implementing initiatives. Even though promoting knowledge of CSR was not at the forefront, it did not negatively affect Participant 3's sports organisation.

4.3.5 Theme 5: The benefits of implementing CSR

The following theme explores the benefits of CSR implementation. Engagement in CSR is positively associated with organisational performance, customer loyalty, and long-term sustainability (Podgorodnichenko, Edgar, Akmal and McAndrew 2021: 1). Kim *et al.* (2018a: 629) indicate that CSR plays a significant role in enhancing the public's positive perceptions of sports organisations. All participants affirmed that engagement in CSR contributes positively with the overall performance and reputation of the sports organisation. Commenting on organisational performance, Participant 1 reported:

Growth of amateur golf has been tremendous at all levels and especially, as I specify, at junior level. It has grown tremendously. (Participant 1)

Participant 3 shared a similar sentiment regarding the growth of the sport in the municipality, stating:

I think one of the biggest things is that not only have they introduced more, more kids to tennis, uh, the wider community has got to know about tennis, but also some of your, you know, schools that wouldn't, wouldn't normally play tennis have gotten to do that. (Participant 3)

The participant also noted that the implementation of CSR initiatives had facilitated the identification of talent and the creation of educational opportunities for individuals who were the intended beneficiaries of these programmes.

The other thing is that the kids that have, have come to the programme some of them have, have gotten scholarships in, in schools and one of the kids have has been, you know, kind of taken by an international recognised tennis academy. So, and he's fully sponsored by them, a lot of them have had the opportunity to, to play in a different province, some to play in a different country.
(Participant 3)

Participant 3 identified the implementation of CSR as one of the factors promoting social cohesion within communities.

Yes. I think one of the biggest is that you know, whereas if we take, take it back 15 years ago, it was largely a white sport and you know, because of these initiatives and you have the kids coming in and, and there's, there's a social cohesion aspect that's there. So, you know, the kids don't, don't worry about I'm going to play my friend. Oh, sorry, don't worry about I'm going to play with somebody from my academy or somebody from my colour. I want to play my friend, and their friends is of any colour. (Participant 3)

An additional benefit identified through interviews with participants in the study was the improvement of organisational reputation.

A good profile and a good reputation. (Participant 4)

A follow-up question was directed to Participant 4 about the individuals who had benefited from the CSR initiatives of the sports organisation and their achievements after participating in one of the sports organisation's CSR programmes.

Someone like [redacted]. She's come full circle. She started as a player in the national team, played the highest level and she got older she then started coaching. Now she's a national team coach. Now as a coach, she is coaching the next generation of players. And she's doing a lot, even as a brand ambassador for brands. Yeah. So, [redacted] uses her as a brand ambassador.
(Participant 4)

Participant 2 expressed a sense of personal satisfaction derived from participating in CSR initiatives.

Rewarding, I think, yeah, if, if you're, you're helping people that, that need it. So, yeah, I think it's been very sort of rewarding and humbling in a way.

Again, it's, it's, I think it's that sort of inner peace and, and reward you've, you've sort of feel from doing these things, yeah. Yeah. For me, that's probably the most rewarding is to see smiles on people's faces. (Participant 2).

A follow-up question was raised regarding the benefits of CSR initiatives, particularly their impact on enhancing the sports organisation's community profile.

I don't think that's the aim of it. But maybe, maybe yes, it probably ... People will see it in a more positive light. (Participant 2)

None of the participants mentioned the financial benefits of implementing CSR. This might be because all the sports organisations involved in this study were nonprofit, so prioritising profit was not central to their CSR efforts. Instead, the focus seemed to be primarily on the social benefits of CSR implementation.

4.3.6 Theme 6: The challenges of CSR implementation

According to Dawar and Singh (2023: 447), barriers to CSR hinder companies from effectively implementing social strategies. These challenges can vary depending on the size of the organisation and its economic circumstances. Common obstacles include ethical considerations, the influence of the owner's personality on responsible behaviour, limited access to resources, and factors in the external environment. Several factors were identified through responses during the interviews, especially regarding the lack of resources. Participant 3's answer illustrates that funding represents a critical challenge affecting the implementation of CSR initiatives.

The lack of funding really inhibits a sport like tennis to move forward because of the cost of it. As I said, it is quite expensive, quite an expensive sport because you need specialised shoes, specialised rackets. And so those are the things that ... and then you need a tennis court. So, it's not a ground where you can play like soccer. And so those are the things that inhibit the growth of the growth of tennis.

... The timing of it and the funds is, is what holds a lot of it back. (Participant 3)

Participant 2 highlighted the challenges of aligning expectations with deliverables, in addition to a lack of funding.

I just think it's to match your, match your expectations. Match your deliverables with what your resources actually are. And, and, and, and I also learned the one thing is to not over promise anything because I do think you, you working with people all of a sudden? I've got a little bit of hope, so I, I do think you, you need to be very careful how you roll that out.

Funding. Yeah, funding... Again, just getting more and more income, more resources that you can actually spend on these projects. (Participant 2)

Participant 4 emphasised that a lack of financial resources complicates CSR implementation. The participant also mentioned that the absence of other resources creates challenges for implementation.

MHM. Resources. Human. Financial. Equipment. Yeah. So, whatever there is resources there's an expense. (Participant 4)

Participant 1 identified a challenge that is not referenced by other study participants: the difficulty in obtaining support from the corporate sector. Talking about this issue the participant said:

The business world needs to play its role in amateur sport especially. And I would say also amateur, don't get sponsors. You know, my story is always that a child is born with a cell phone, and they can handle cell phones better than me and I approached all the cell companies please can you give us support ...

So corporate world is what I feel is a challenge for our situation in South Africa. If they played their role in amateur sport, the talent would grow and become stronger and be represented in a greater manner than we are at the moment. (Participant 1)

For Participant 3, a significant challenge emerged from being one of the pioneers within the sporting code in the region to undertake a project of this nature. Noting

The biggest one is um the, we did it. We did it up, at first, there was nothing, nobody that did it before us in the tennis fraternity. And so, the hurdles and the,

the learning, the, the, the learning curves that we had to do, we had to overcome and, and learning how to, to operate in environments where that's different than people who have access. Uh. Even in terms of having uh, a kid go to school. Uh and, and deal with the and be surrounded by, by. If you term it, the have and, and the have nots, you know. So those kinds of things we, we had to learn we've had to overcome, and we've had to modify the programme.

The findings indicate that several obstacles, particularly budgetary limitations, significantly affect the effective implementation of CSR programs in sports organisations. Insufficient funding restricts access to essential resources such as facilities, specialised equipment, and program delivery, especially in high-cost sports like tennis. Furthermore, a shortage of volunteers and human resources, along with financial constraints, impedes effective planning and execution.

Since overpromising can lead to unrealistic stakeholder expectations, aligning organisational goals with available resources has become another crucial challenge. Other obstacles include the lack of corporate support, which limits expansion prospects, and the challenges of spearheading new CSR initiatives in areas or sports where such programs are not yet in place. When taken as a whole, these difficulties highlight the necessity of strategic planning, resource mobilisation, and creative solutions to guarantee CSR activities can have the desired societal impact.

4.3.7 Theme 7: The importance of CSR communication

Achieving success in the sports industry requires effective collaboration with a diverse array of stakeholders, including media representatives, athletes, staff members, investors, various levels of government, sponsors, fans, and local communities (Babiak and Kihl 2018: 124-125). According to Kasradze, Kamali Saraji and Streimikiene (2023: 1261), engagement with stakeholders is a key component of CSR. Since focus is on sharing information and driving positive change, clear and effective communication among stakeholders is essential for achieving successful CSR outcomes. When asked about the CSR communication, the participants were unanimous in the view that it is important. Participant 4 stated:

Each organisation has a responsibility to communicate to stakeholders regardless of whatever, whether they communicate CSR or communicating a bad decision ...

So, stakeholder relations and stakeholder management. Communication for the stakeholders is key. (Participant 4)

Other responses to this question included:

It's, it's very important because you know, to understand their expectations, what we expect of them, how to better implement the programme, how we can then enhance it. So, the communication aspect is very big. (Participant 3)

Participant 1 offered the most detailed information regarding the sports organisation's communication process.

Well, as I said, the meetings are held, communication takes place on all issues. We keep in touch it as part of my responsibilities as coordinator to pick up what the changes, but our national executive also keeps us informed and SASCOC [South African Sports Confederation and Olympic Committee] also. So, whatever we get is passed down in communicated through the meetings ... There's proper communication at all levels; I can say from the amateur golf. (Participant 1)

A discussion on where CSR messaging within the sports organisation originates revealed the following.

It comes directly from the president. (Participant 3)

In this case, it's the President, Executive, media or PR consultant. (Participant 4)

Two participants indicated that CSR messaging originated from management.

This study has highlighted the significance of CSR communication and the origins of CSR messaging. It now shifts focus to the methods and channels used to communicate CSR within sports organisations. Both internal and external communication channels are crucial for the success of CSR initiatives. Strategically utilising these channels is essential for enhancing stakeholder engagement and achieving the desired outcomes in CSR efforts.

4.3.8 Theme 8: Internal CSR communication channels

As stated by Troise and Camilleri (2021: 3), every stakeholder group has distinct preferences with regard to the channels and communication styles used. Every

participant reported using meetings and email as internal CSR communication channels. Refer to Figure 4.9. The second participant commented:

Yeah, probably emails. And then as and when we have projects coming up, there will be meetings. (Participant 2)

Regarding the organisation's internal communication channels, Participant 3 stated:

So, once we decide on a programme, there is there's weekly meeting, weekly updates to see where we are, if anything happens. Uh, we send out an e-mail. Uh, immediately to the respective people involved. (Participant 3)

A detailed explanation of CSR communication in the sports organisation was given by Participant 1.

We have quarterly board meetings where all are present. And we have an annual general meeting. We have audited documents, financials.

We also do emails ... as an organisation the emails are sent out. (Participant 1)

When a follow-up question regarding the frequency of CSR-related meetings was posed, another participant went into further detail.

You could say a minimum; it depends on the time. If things are quiet, then we will meet perhaps once a month. If things are busy, we meet more frequently. (Participant 4)

Figure 4.9 presents the organisation's internal communication channels for CSR initiatives. The figure demonstrates various methods for informing and engaging stakeholders and employees, including meetings, internal newsletters, and digital platforms.

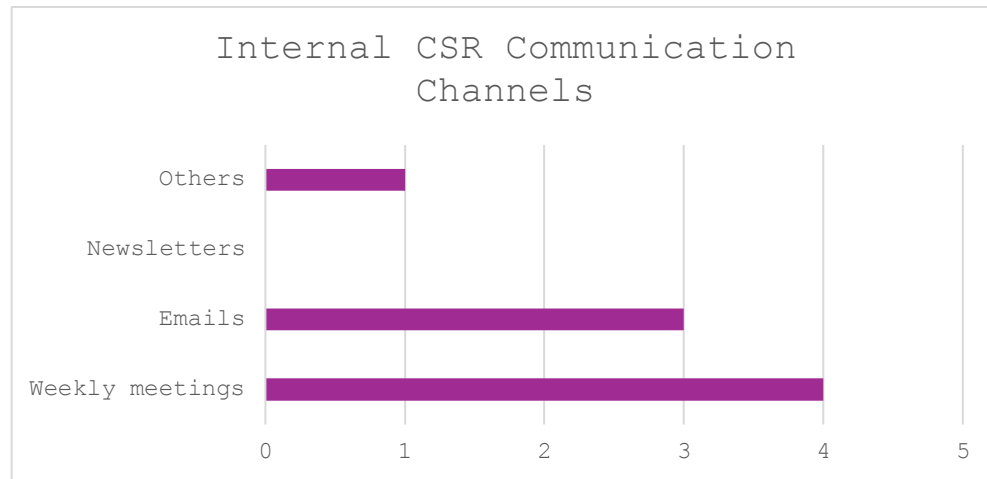


Figure 4.9: Internal channels used for CSR communication

According to the participants, a combination of meetings and emails were used to gather feedback on CSR projects.

Well, feedback it's, it's e-mail through meetings and yeah so, so, so, a person can send an e-mail and say, "in relation to this, I think this and this and this". (Participant 4)

Weekly meetings. Emails. (Participant 3)

The following were additional answers to the query regarding internal CSR lines of communication for feedback:

Well, you'll have meetings, and I think then everybody will give their feedback. (Participant 2)

Through the same system, it's definitely e-mail system communication is ongoing. (Participant 1)

The findings indicate that internal communication is fundamental to the development, implementation, and oversight of CSR programs in sports organisations. Participants consistently identified meetings and emails as the primary channels for exchanging information, organising events, and soliciting feedback. Regular meetings, whether

held weekly, monthly, or quarterly, allowed staff and board members to review program progress, address challenges, and make collective decisions, thereby supporting alignment with organisational objectives. Emails complemented these meetings by providing a reliable, accessible platform for updates, feedback, and documentation. Collectively, the study demonstrates that a combination of structured meetings and digital communication facilitates effective CSR implementation, stakeholder engagement, and organisational transparency.

4.3.9 Theme 9: External CSR communication channels

Organisations must communicate effectively if they want their CSR efforts to have a significant impact (Pérez, García de los Salmones and Liu 2020: 32-33). The most used methods for communicating with external stakeholders were social media, email, and the organisation's website, according to the interviewees' responses.

Figure 4.10 depicts the external channels the organisation uses to communicate its CSR initiatives. These channels include social media, print media, TV and Radio and emails, which facilitate engagement with external stakeholders.

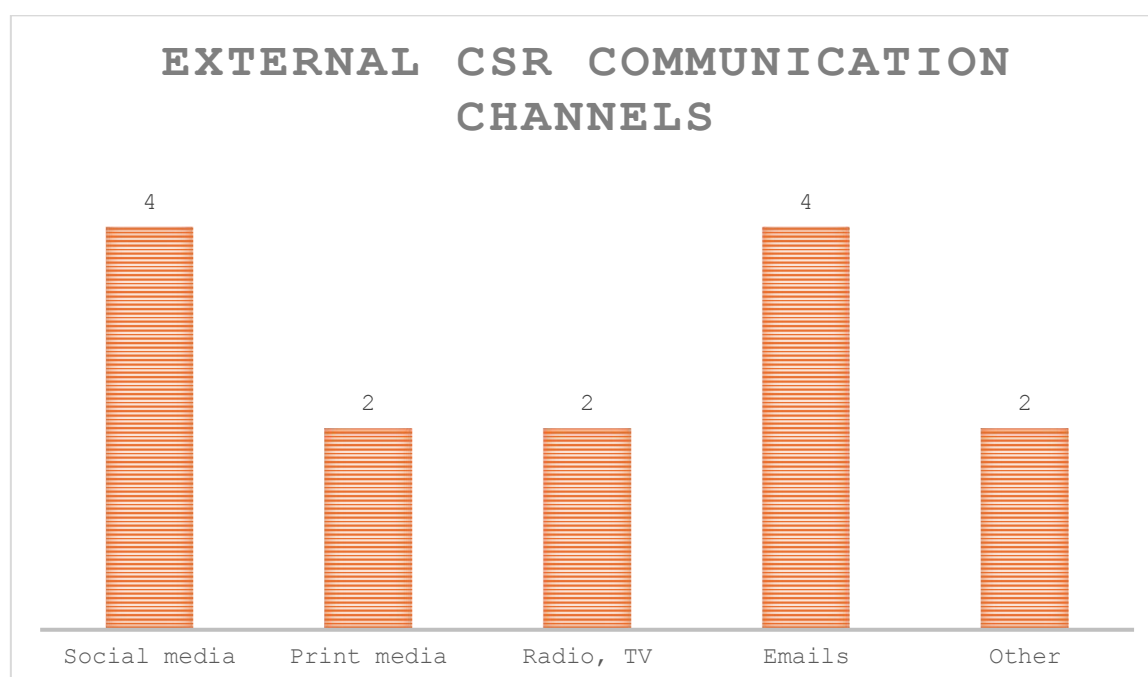


Figure 4.10: External channels used for CSR communication

Organisations can convey their CSR initiatives and improve customer relationships using social media platforms without being influenced by gatekeepers or traditional

media. Organisations should keep a careful eye on social media because it gives stakeholders a forum to share their thoughts with a wider audience (Kim, Overton, Hull and Choi 2018b: 631).

Figure 4.11 presents the official Instagram page of the Hollywoodbets Dolphins. This figure illustrates the organisation's use of social media platforms to engage with fans, disseminate updates, and promote both sporting and community initiatives.

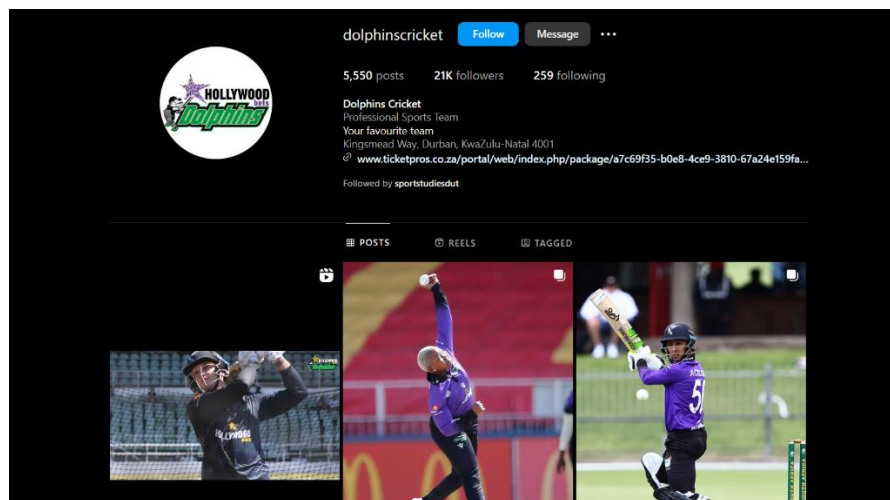


Figure 4.11: Official Instagram page of the Hollywoodbets Dolphins
Source: Dolphins Cricket (2025)

The participants were asked to list the most popular channels for external CSR communication and to explain why they believe these channels are effective. Participants made the following comments:

I think the corporate website and emails because it's immediate and there's response. It's a two-way type of communication in fact. (Participant 1)

Figure 4.12 presents the corporate website of the KZN Golf Union. The figure illustrates the organisation's use of its website to disseminate information, share updates, and promote programmes, events to both internal and external stakeholders.

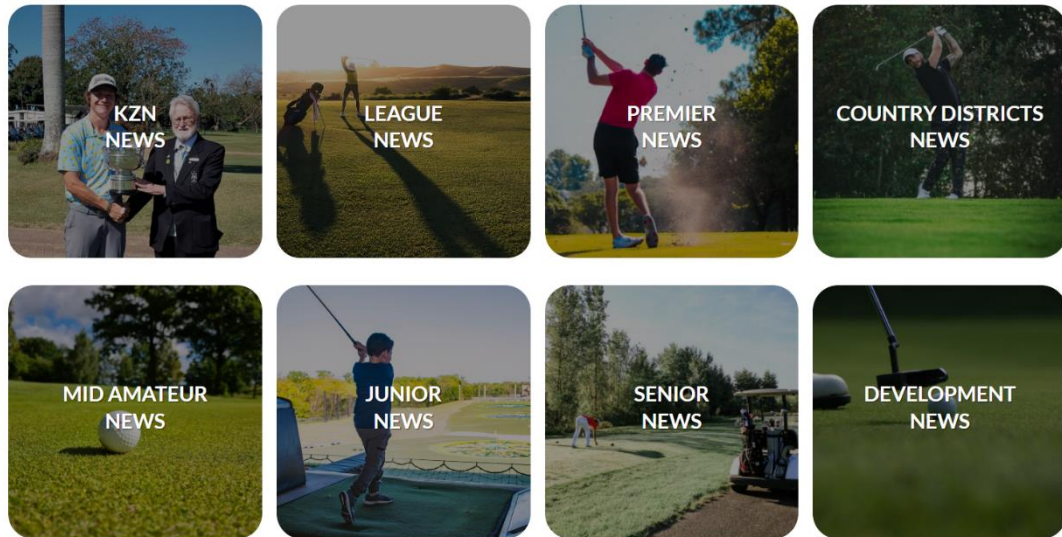


Figure 4.12: Corporate website of the KwaZulu-Natal Golf Union
Source: KwaZulu-Natal Golf Union (2025a)

At the moment it's emails, it's social media. Yeah. Those two are our most used ... Because they are the busiest, the there's a lot of, yeah of back and forth. (Participant 4)

The second participant held a similar opinion:

Well, I think those two (social media and e-mails) because I think also probably the two platforms we will use, I mean emails we speak directly to our partners and then social media. It is to the broader fan base. (Participant 2)

According to participant 3, the most efficient and successful method of communicating with external stakeholders was through in-person meetings:

A face-to-face meeting with them because you get to understand some of the nuances, something that an e-mail can't capture, possibly a phone call may not capture, you get to sit with them. Possibly most effectively at the venue. And it also gives you a chance to get to know the, the stakeholders involved personally. (Participant 3)

Feedback from external CSR communications was obtained through the same routes as internal CSR communication.

Uh, once again, weekly meetings, emails. (Participant 3)

The findings indicate that effective external communication is crucial for ensuring the visibility, legitimacy, and impact of CSR programs. Social media, email, and corporate websites serve as primary channels for sports organisations to engage with external stakeholders, offering two-way communication, immediacy, and accessibility. Social media, in particular, allows organisations to bypass traditional media gatekeepers, reach broad audiences, disseminate updates, and obtain immediate stakeholder feedback. In-person meetings are also identified as valuable for capturing nuances, building rapport, and strengthening trust with key external stakeholders. The study concludes that a combination of digital and in-person communication strategies is essential to maintain participation, accountability, and transparency in CSR initiatives and to advance broader organisational societal objectives.

4.3.10 Theme 10: CSR evaluation by the sports organisation

Monitoring progress towards predetermined CSR goals, evaluating how well these goals have been achieved, and investigating methods to improve overall CSR performance are all part of the evaluation of CSR. For organisations' CSR initiatives to be accountable and promote ongoing progress, this process is essential (Fatima and Elbanna 2023: 107). This theme looked at how each initiative is evaluated after it is completed. Participant 2 stated that:

Yeah, the coaches that's in those areas will give us feedback on it and obviously it's normally very positive so. Yeah, but yeah, we'll get it from the people that's on the ground there.

Yes. Yeah, you, you figure out what worked well and what didn't for instance the delivery of these grocery packages. Where's the ideal space? (Participant 2)

Participant 3 adopted a similar strategy for post-initiative evaluation.

If those goals aren't reached, we, we think about why? So, we analyse it and then implement an, an intervention together with the stakeholders. (Participant 3)

In light of the evaluation process's insights, Participant 4 gave an example of a possible change that might be made.

We will try to. Yeah, we always strive to do so. When for example we decide this year, we are going to need a bigger venue for the awards ceremony or a venue with a stage. That is because of something we would have picked up previously. (Participant 4)

The findings indicate that systematic evaluation of CSR projects is a critical component of effective social responsibility activities in sports organisations. Through structured feedback from coaches, employees, and local stakeholders, organisations can identify successful strategies, determine areas for improvement, and make informed decisions for future initiatives. This approach ensures that CSR efforts remain aligned with community needs, achieve established objectives, and support continuous development. By consistently assessing outcomes and implementing necessary adjustments, sports organisations demonstrate accountability and a sustained commitment to enhancing the effectiveness and impact of their CSR initiatives.

4.4 Conclusion

This chapter provided a comprehensive overview of the thematic data analysis conducted in this study. Data were collected through semi-structured interviews, allowing the researcher to ask open-ended questions. This approach enabled participants to express their ideas and experiences in their own words, fostering a richer and more nuanced understanding of their perspectives. Along with presenting the findings and conclusions in relation to the research objectives, the upcoming chapter will provide recommendations based on the findings.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented the data analysis of the organisational factors that facilitate or impede the implementation of CSR in four sports organisations based in eThekweni. A qualitative approach was utilised to collect data for this study. To explain the data, the gathered information was systematically categorised into themes. This chapter discusses the conclusions of the study based on the data analysed in the previous chapter. Recommendations, limitations and directions for future research are also discussed in this chapter. A brief summary of the study is included.

5.2 Summary of study

This study examined how CSR was implemented by four sports organisations based in eThekweni. The primary goal was to identify the organisational factors that facilitated or hindered these sports organisations in successfully carrying out CSR initiatives. The research focused on CSR within the sports industry. The objectives of the study were to investigate the extent to which sports organisations in the eThekweni municipality engaged in CSR initiatives, determine how CSR strategy is used by the sports organisation, identify the possible benefits and challenges faced by sports organisations in the eThekweni municipality in planning and implementing CSR initiatives, and ascertain the difference between internal and external CSR communication channels for CSR implementation. This was achieved by reviewing existing literature on CSR and examining the various organisational factors that influence the successful implementation of CSR initiatives.

5.3 Discussions of Findings

This study aimed to examine the organisational factors that either promote or hinder the successful implementation of CSR in four sports organisations located in the eThekweni municipality. The conclusions presented below are based on the study's objectives and the data gathered throughout the research process.

5.3.1 Objective 1: Investigate the extent to which sports organisations in the eThekweni municipality engage in CSR initiatives

The findings suggest that sports organisations within the eThekweni municipality recognise their obligation to contribute to societal well-being. These organisations assert that it is their social responsibility to engage in initiatives that support and uplift the communities in which they operate. The organisations implemented a wide range of CSR activities, with an emphasis on addressing societal needs, particularly through youth sports programmes, philanthropic initiatives, and economic development. Youth sports programmes focused on mass participation, talent identification, and development. Mass participation was achieved through activity hubs that promote various sports in local communities and schools. These programmes primarily targeted disadvantaged communities and the disabled to ensure that all young people could participate. Facilities for these programmes were set up within the community, typically within walking distance. When this was not feasible, transportation was arranged, emphasising the importance of accessibility and representation in such initiatives. In addition to providing accessible facilities, the study found that there were initiatives to supply youth with kits, uniforms, and playing equipment. These initiatives took the form of kit drives, where sports kits are donated and then distributed to participants in the programme.

In addition to mass participation, talent identification is one of the key objectives of CSR initiatives implemented by sports organisations in eThekweni. Promising youth in specific sports are systematically developed by these organisations. This sometimes results in educational opportunities, such as scholarships, as well as travel opportunities for competitions in different provinces or countries. Another finding is that implementing these CSR initiatives has fostered social cohesion among the youth involved in various sports. Young people from different socio-economic backgrounds, races, and genders participate in these initiatives, allowing them to play together and compete against one another.

This study also identified initiatives that helped CSR beneficiaries obtain professional certifications, resulting in employment opportunities in fields such as coaching, umpiring, greenkeeping, managerial positions, and others. A noteworthy initiative one of the sports organisations implemented is a programme aimed at supporting the

family of an athlete as part of its CSR efforts. The organisation collaborated with a major supermarket chain to supply groceries to a family of four for two weeks. No other sports organisation in the study implemented an initiative of this nature.

5.3.2 Objective 2: Determine how CSR strategy is used by the sports organisations

Participants in the study adopted a proactive approach to CSR, voluntarily engaging in initiatives that exceeded legal and government requirements. A strategic alignment was identified between the core values of the sports organisations and their CSR initiatives. The participants acknowledged their social responsibility to the communities in which they operate. Integrity, transparency, and trustworthiness were at the forefront of the participants' core values.

A combination of factors were identified to facilitate the planning and implementation of CSR initiatives. These factors include staff involvement in the board, the professionalism of individuals, and the organisations' innovative capacity. The study found that involving staff in the planning and implementation of CSR initiatives enhanced the effectiveness of these efforts. Staff members who participated in CSR activities were typically from the same areas where the initiatives took place. The sports organisation utilised their knowledge to guide these initiatives successfully.

An interesting finding from this study was that the individuals involved in CSR initiatives did not have formal qualifications in public relations. However, this lack of qualifications did not hinder the sports organisation's ability to plan and execute these initiatives effectively. Participants noted that since the staff members were from the specific communities where the CSR initiatives were implemented, their knowledge of the local needs and challenges provided them with the experience and skills necessary for successful planning and implementation of CSR initiatives. Innovative capacity was found to enhance the implementation of CSR. One participant shared a story illustrating this capacity when the sports organisation faced financial struggles and was on the verge of closing down. The organisation's innovative capacity played a crucial role in securing the necessary funding to sustain its operations.

This study found that organisation size and financial autonomy can act as impediments. The findings of this study support Zeimers *et al.* (2021: 189) argument

that organisation's size is not a critical deterrent to CSR implementation; regardless of the size of the organisations involved, they were still able to successfully implement CSR initiatives by leveraging the organisational factors that were identified as facilitating implementation. A shortage of financial resources was recognised as the primary challenge to implementation. Sports organisations often had to pursue additional funding sources for their initiatives. Fundraising was the method used by sports organisations to obtain this extra funding.

5.3.3 Objective 3: Identify the possible benefits and challenges faced by sports organisations in the eThekweni municipality in planning and implementing CSR initiatives

This study identified several benefits and challenges associated with the planning and implementation of CSR initiatives. Among the benefits, having individuals from the communities where the CSR initiatives were carried out played a crucial role in the success of the planning and implementation process. These community members provided valuable insights that helped the sports organisation understand the specific needs of each community. Additionally, the expertise of those involved in the CSR initiatives contributed to their effectiveness. This group included both full-time employees and volunteers from various fields of expertise. Their experience and insights proved to be invaluable in assisting the sports organisation's efforts in CSR.

A notable finding in this study is that sports organisations regarded the outcomes of CSR initiatives as the main benefit of implementing them. While it was recognised that CSR initiatives contributed to a positive profile and reputation for the organisation, this was only seen as a secondary advantage.

There was a consensus among participants that a lack of financial resources posed a significant challenge to the implementation of CSR initiatives. In some sports organisations, the number of staff available to carry out these initiatives was insufficient. One participant explained that planning CSR initiatives was often a lengthy and time-consuming process. Another participant emphasised that with additional human and financial resources, the sports organisation could achieve much more in terms of CSR activities. The study also identified a challenge in aligning expectations with deliverables. One participant noted the importance of not overpromising what can be delivered when implementing CSR initiatives, as doing so can create false hope for

stakeholders. An unexpected finding was the difficulty in securing corporate sponsorship for amateur sports. One participant shared their unsuccessful attempts to engage the business community in supporting amateur sports.

5.3.4 Objective 4: Ascertain the difference between internal and external CSR communication channels for CSR implementation

The data collected from the interviews highlighted the significance of effective CSR communication for successful implementation. The selected internal and external communication channels were crucial in facilitating the success of initiatives. Respondents emphasised the importance of stakeholder engagement, stressing the necessity of two-way communication and the involvement of stakeholders in CSR initiatives. The study found that communication about CSR primarily originated from top management or the president of the sports organisation. In terms of internal communication channels for CSR, the organisation utilised emails and meetings. The frequency of these meetings varied across different organisations; some held weekly discussions, while others scheduled meetings based on their workload. These channels facilitated the communication of CSR messaging, as well as the planning, implementation, feedback, and evaluation of initiatives.

External communications regarding CSR were quite diverse, utilising various channels such as emails, social media, print media, SMS, and face-to-face meetings. Social media emerged as the most popular method for engaging with fans, while emails and in-person meetings were preferred channels for communicating with sponsors and other stakeholders involved in the CSR initiative. Social media and emails were the preferred methods for communicating with external stakeholders, as they facilitated two-way communication and allowed for almost immediate responses. One participant noted that these platforms were ideal for providing feedback to those who contributed to funding or supported an initiative. Additionally, they were used to report on how the funding was utilised and who benefited from the initiative. However, one participant preferred in-person meetings because they offered the chance to build personal relationships with stakeholders and capture the nuances that cannot be conveyed through email or phone calls.

5.4 Limitations

One of the sports organisations that had agreed to participate in my study was relegated to a second-division league. As a result, the organisation had to reduce its departments, leading to the elimination of the department responsible for CSR. Consequently, this made the organisation ineligible to take part in the study. The generalisability of the study's findings is limited by several factors, including specific exclusion criteria and a relatively small sample size.

5.5 Conclusions and Recommendations

This study focused on the planning and implementation of CSR initiatives in four sports organisations. In the final analysis, it examined the extent of CSR engagement among organisations in the municipality, the types of initiatives they undertook, the core values of the sports organisations, and their overall CSR strategies. Additionally, the study identified the various benefits and challenges associated with implementing CSR, as well as the importance of effectively communicating CSR efforts. Based on these findings, the researcher makes several recommendations.

5.5.1 Introduce structured mentorship programmes

This study highlights that the primary focus of CSR initiatives within sports organisations centres on youth sports programmes. The main objectives of these initiatives are to encourage mass participation and to identify emerging talent. Sports organisations have the opportunity to utilise athletes who have emerged from their CSR programmes to serve as mentors for individuals who are at the beginning stages of their athletic journey. Ideally, the selected athletes should come from the same community as the initiative, as this connection can enhance relatability and foster a deeper bond with the young participants. These young athletes can obtain significant benefits from structured support systems, which facilitate the expression of their concerns and the acquisition of knowledge. These connections can foster a sense of community and assist individuals on their professional journeys, allowing them to explore their passions and set their goals with insights from an experienced mentor.

5.5.2 Launch LGBTQ+ friendly spaces

While many youth sports programmes organised by sports organisations strive for inclusivity, certain demographic groups, particularly the LGBTQ+ community, are often overlooked. Many young individuals express a desire to participate in sports, yet they may refrain from doing so due to fears of discrimination and prejudice. Furthermore, some participants may engage in sports while feeling compelled to conceal their sexual orientation to secure acceptance and avoid potential backlash. It is therefore important for sports organisations to establish LGBTQ+ friendly environments that foster a sense of welcome, acceptance, and safety for all participants. Moreover, initiatives within CSR programmes should incorporate educational components aimed at promoting tolerance and acceptance of individuals from the LGBTQ+ community. Such educational efforts can play a crucial role in combating discrimination and fostering inclusivity within the sports environment.

5.5.3 Develop CSR objectives that are aligned with core values

Before proceeding with the planning and implementation of CSR initiatives, it is essential for sports organisations to develop clear CSR objectives. This process entails identifying the critical factors that are significant to the organisation and its diverse stakeholders. Moreover, these objectives should be aligned with the organisation's overarching vision and mission statements, thereby ensuring coherence between its strategic goals and social responsibility initiatives. This alignment is crucial for the effective execution of CSR activities and for enhancing the overall impact of the organisation in its community.

5.5.4 Integrate CSR into operations

To foster and strengthen CSR-compliant behaviour throughout the organisation, it is essential to integrate CSR into the operations of sports organisations. These organisations have economic, legal, ethical, and philanthropic responsibilities to society. There are several ways in which sports organisations can fulfil each of these obligations. To meet economic responsibilities, a sports organisation must ensure it is financially sustainable, which in turn supports players, staff, and infrastructure. In terms of legal responsibilities, the organisation should lead by example by complying with national laws, including labour and employment regulations, as well as those

related to player contracts. It is also crucial to adhere to sports regulations, such as anti-doping rules and maintaining a zero-tolerance policy toward cheating, while ensuring that facilities meet safety standards and accessibility requirements. Sports organisations have a responsibility to uphold ethical standards by promoting equality, enforcing a stringent zero-tolerance policy against discrimination, and ensuring that merchandise and food vendors are sourced ethically. Furthermore, these organisations should proactively contribute to the well-being of the communities in which they operate, thereby fostering a positive social impact. Consistent application of CSR principles in daily activities and decision-making processes is ensured by integrating CSR practices into organisational operations.

5.5.5 Establish strategic partnerships

The research highlights that one of the most significant obstacles sports organisations face in implementing CSR initiatives is a lack of adequate resources. This issue can impede their ability to make a meaningful impact in the community. To address this challenge, sports organisations can explore the establishment of strategic partnerships with various stakeholders. These stakeholders should ideally share the organisation's core values. Such alignment ensures that the CSR initiatives resonate with the stakeholders' missions and goals. By informing stakeholders about its initiatives and emphasising their positive impact on the community and the youth involved, sports organisations can attract potential sponsors or donors who can provide funding to support and expand these initiatives. Additionally, forming these partnerships can enhance resource availability and help reduce costs.

5.5.6 Partner with universities for internship programmes

One possibly effective way for sports organisations to address their limited resources is by partnering with a university's sports management, marketing, or public relations departments. These organisations could propose a structured internship programme that allows students to gain real-world experience while supporting the sports organisation's CSR initiatives. Sports management students can be involved in planning these CSR initiatives, assisting with tasks such as designing schedules and coordinating logistics for events. This includes arranging the venue, transportation, equipment, and officials. Additionally, they can draft risk management assessments

and participant registration forms. Students enrolled in marketing and public relations programmes can engage in promoting CSR initiatives through various channels. They can develop social media campaigns, design promotional materials such as flyers and posters, create digital content, and coordinate media coverage with regional outlets, including newspapers and radio stations. A staff member from the sports organisation and a university faculty member may supervise the students. This partnership could offer several benefits: the sports organisation gains skilled support without the need to hire full-time staff, while the students receive hands-on experience, opportunities for professional development, and valuable references. Additionally, the university strengthens its community ties and provides real-life learning environments for its students.

5.5.7 Leverage existing organisational strengths

Sports organisations possess unique assets that can be leveraged to amplify their CSR impact. An initial step in this process involves the identification of these strengths, which may include well-known athletes or coaches, high-quality facilities, strong brand recognition, the professionalism of staff and volunteers, a significant social media presence, media relationships, and established connections with stakeholders. Each of these components can play a vital role in the planning, implementation, and promotion of impactful CSR initiatives, ultimately strengthening the organisation's social contributions and community engagement.

5.5.8 Better use of CSR communication channels to reach external stakeholders

Sports organisations need to enhance their use of digital platforms to communicate their CSR initiatives effectively. During this research, it proved challenging to find detailed information about CSR initiatives, as most insights came from semi-structured interviews with participants. Sports organisations should display their CSR initiatives on a section of their corporate websites in order to increase transparency and involvement. Additionally, instead of merely communicating when a significant event is approaching, companies should use social media on a regular basis to inform external stakeholders about these initiatives. The athletes participating in these programs or the recipients of their CSR actions could likewise be highlighted by

organisations. They can keep external stakeholders informed and involved by providing updates on athletes' development and achievements inside CSR programs.

5.5.9 Ongoing assessment and reporting of CSR initiatives

Once a sports organisation has implemented its CSR initiatives, it is critical to start a regular monitoring and effectiveness assessment process. This continuous evaluation offers a thorough grasp of these projects' success throughout time in addition to acting as a barometer to measure their impact. By carefully analysing this data and feedback, the organisation can pinpoint which aspects of the programmes are thriving, which ones may require adjustments, and where opportunities for improvement lie. This evaluation process often involves collecting input from various stakeholders, including community members, athletes, and employees, fostering a collaborative environment where diverse perspectives are considered. The sports organisation can obtain priceless insights that guide its decision-making processes by doing this. Furthermore, building partnerships and defending funds can both benefit greatly from the knowledge gathered from this assessment process. Sports organisations will be in a better position to obtain funding from sponsors and draw in partnerships if they can offer verifiable proof of the benefits of their CSR projects. This will not only strengthen their financial situation but also enhance their reputation as a socially responsible organisation committed to making a difference in their communities.

5.6 Directions for future research

This study could be replicated focusing solely on professional sports organisations, as they typically have more resources. It would be interesting to compare the differences and similarities in the organisational factors that facilitate and impede the implementation CSR. Additionally, future research in various industry contexts could provide valuable cross-organisational comparisons. A comparative analysis between for-profit and non-profit sports organisations represents a promising avenue for future research.

5.7 Conclusion

This study demonstrates that CSR within the eThekwin sports context is a complex process shaped by resource availability, community participation, and organisational

strategy. Well-implemented CSR initiatives promote social cohesion, enhance organisational reputation, support youth career development, and contribute to broader community advancement. By aligning CSR with corporate values, leveraging internal expertise, and fostering stakeholder engagement, sports organisations can increase their social impact and set a benchmark for sustainable, community-oriented practices in South Africa's sports sector.

REFERENCES

Aggarwal, A. and Saxena, N. 2023. Examining the relationship between corporate social responsibility, corporate reputation and brand equity in Indian banking industry. *Journal of Public Affairs*, 23 (1): e2838.

Akhouri, A. and Chaudhary, R. 2019. Employee perspective on CSR: A review of the literature and research agenda. *Journal of Global Responsibility*, 10 (4): 355-381.

Al-Eryani, O., Jonsson, G. and McHugh, J. 2019. Using stakeholder engagement to improve organizational performance. Bachelor Degree, Jonkoping University. Available: <https://hj.diva-portal.org/smash/record.jsf?pid=diva2%3A1321380&dswid=632> (Accessed 15 February 2023).

Ali, H. Y., Danish, R. Q. and Asrar-ul-Haq, M. 2020. How corporate social responsibility boosts firm financial performance: The mediating role of corporate image and customer satisfaction. *Corporate Social Responsibility and Environmental Management*, 27 (1): 166-177.

AmaZulu Football Club. 2022. *AmaZulu CSI*. Available: <https://amazulufc.com/tag/amazulu-csi/> (Accessed 3 May 2022).

Amondou, N. A. 2020. *Corporate socialresponsibility and law in Africa: Theories, issues and practices*. Abingdon: Routledge.

Antanaitytė, K. 2022. Expression of social responsibility in sports organization. *Humanities studies.*, Article ID(10): 47-52.

Araújo, J., Pereira, I. V. and Santos, J. D. 2023. The effect of corporate social responsibility on brand image and brand equity and its impact on consumer satisfaction. *Administrative Sciences*, 13 (5).

Arena, M., Azzone, G. and Mapelli, F. 2018. What drives the evolution of corporate social responsibility strategies? An institutional logics perspective. *Journal of Cleaner Production*, 171: 345-355.

Arevalo, J. A. and Aravind, D. 2011. Corporate social responsibility practices in India: Approach, drivers, and barriers. *Corporate Governance*, 11 (4): 399-414.

Arsić, S., Stojanović, A. and Mihajlović, I. 2017. The most important dimensions of Corporate Social Responsibility. In: Proceedings of *International May Conference on Strategic Management*. 318-336.

Asenahabi, B. M. 2019. Basics of research design: A guide to selecting appropriate research design. *International Journal of Contemporary Applied Researches*, 6 (5): 76-89.

Awa, H. O., Etim, W. and Ogbonda, E. 2024. Stakeholders, stakeholder theory and Corporate Social Responsibility (CSR). *International Journal of Corporate Social Responsibility*, 9 (1): 11.

Aylward, S. 2024. On this day: Floods of 2022 as KZN faced catastrophic natural disaster – April 12. It was one of the worst disasters in the country in the 21st century. *South Coast Herald*, 12 April 2024 Available: <https://www.citizen.co.za/south-coast-herald/news-headlines/local-news/2024/04/12/on-this-day-floods-of-2022-as-kzn-faced-catastrophic-natural-disaster-april-12/> (Accessed 12 April 2024).

Babiak, K. and Kihl, L. A. 2018. A case study of stakeholder dialogue in professional sport: An example of CSR engagement. *Business and Society Review*, 123 (1): 119-149.

Babiak, K. and Wolfe, R. 2009. Determinants of corporate social responsibility in professional sport: Internal and external factors. *Journal of Sport Management*, 23 (6): 717-742.

Badulescu, A., Badulescu, D., Saveanu, T. and Hatos, R. 2018. The relationship between firm size and age, and its social responsibility actions—Focus on a developing country (Romania). *Sustainability*, 10 (3): 805.

Bapat, S. and Upadhyay, P. 2021. Implications of CSR initiatives on employee engagement. *Social Responsibility Journal*, 17 (2): 149-163.

Barauskaite, G. and Streimikiene, D. 2020. Corporate social responsibility and financial performance of companies: The puzzle of concepts, definitions and assessment methods. *Corporate Social Responsibility and Environmental Management*, 28 (1): 278-287.

Barbu, M. C. R., Popescu, M. C., Burcea, G. B., Costin, D.-E., Popa, M. G., Păsărin, L.-D. and Turcu, I. 2022. Sustainability and social responsibility of Romanian sport organizations. *Sustainability*, 14 (2): 643.

Barchiesi, M. A. and Fronzetti Colladon, A. 2021. Corporate core values and social responsibility: What really matters to whom. *Technological Forecasting and Social Change*, 170: 120907.

Bardos, K. S., Ertugrul, M. and Gao, L. S. 2020. Corporate social responsibility, product market perception, and firm value. *Journal of Corporate Finance*, 62.

Baumann-Pauly, D., Wickert, C., Spence, L. J. and Scherer, A. G. 2013. Organizing corporate social responsibility in small and large firms: Size matters. *Journal of Business Ethics*, 115 (4): 693-705.

Bello, K. B., Jusoh, A. and Md Nor, K. 2021. Relationships and impacts of perceived CSR, service quality, customer satisfaction and consumer rights awareness. *Social Responsibility Journal*, 17 (8): 1116-1130.

Benzinger, D. and Muller-Camen, M. 2023. Professionalization and corporate social responsibility: A comparative study on German and US job requirements in CSR. *Work, Employment and Society*, 37 (4): 858-876.

Berens, G. and Popma, W. T. 2014. Creating consumer confidence in CSR communications. In: *Communicating corporate social responsibility: Perspectives and practice*. Leeds: Emerald, 383-403.

Bhandari, P. 2020. *Population vs. sample | Definitions, differences & examples* Available: <https://www.scribbr.com/methodology/population-vs-sample/> (Accessed 17 October 2022).

Bhat, A. 2024a. Data analysis in research: Types & methods. *QuestionPro* (Blog). Available: <https://www.questionpro.com/blog/data-analysis-in-research/> (Accessed 16 March 2024).

Bhat, A. 2024b. Research design: What it is, elements & types. *QuestionPro* (Blog). Available: <https://www.questionpro.com/blog/research-design/> (Accessed 16 March 2024).

Billings, A. C. and Hardin, M. 2014. *Routledge handbook of sport and new media*. New York: Routledge.

Bjorneseth, P. O. and Curt, A. 2017. Corporate social responsibility (CSR): The role of internal communication and employee engagement. Master of Science in Business Administration, Hogskolen Innlandet. Available: <https://brage.inn.no/inn-xmloi/handle/11250/2447678> (Accessed 25 October 2022).

Bouichou, S. I., Wang, L. and Zulfiqar, S. 2022. How corporate social responsibility boosts corporate financial and non-financial performance: The moderating role of ethical leadership. *Frontiers in Psychology*, 13: 871334.

Breitbarth, T., Walzel, S., Anagnostopoulos, C. and van Eekeren, F. 2015. Corporate social responsibility and governance in sport: "Oh, the things you can find, if you don't stay behind!". *Corporate Governance* 15 (2): 254-273.

Brin, P. and Nehme, M. 2019a. Historical development of the corporate social responsibility concept. *Black Sea Economic Studies*, 48 (3): 7-14.

Brin, P. and Nehme, M. N. 2019b. Corporate Social Responsibility: Analysis of Theories and Models. *EUREKA: Social and Humanities*, 5: 22-30.

Bux, H., Zhang, Z. and Ahmad, N. 2020. Promoting sustainability through corporate social responsibility implementation in the manufacturing industry: An empirical analysis of barriers using the ISM-MICMAC approach. *Corporate Social Responsibility and Environmental Management*, 27 (4): 1729-1748.

Calzon, B. 2023. Your modern business guide to data analysis methods and techniques. *The Datapine Blog* (Blog). Available: <https://www.datapine.com/blog/data-analysis-methods-and-techniques/#data-analysis-definition> (Accessed 19 July 2023).

Carlini, J. and Grace, D. 2021. The corporate social responsibility (CSR) internal branding model: aligning employees' CSR awareness, knowledge, and experience to deliver positive employee performance outcomes. *Journal of Marketing Management*, 37 (7-8): 732-760.

Carlini, J., Pavlidis, A., Thomson, A. and Morrison, C. 2021. Delivering on social good - corporate social responsibility and professional sport: A systematic quantitative literature review. *Journal of Strategic Marketing*, 33 (2): 1-14.

Carlsson, J. and Akerstom, R. 2008. Corporate social responsibility - A case study of Ohrlings Pricewaterhouse Coopers. Bachelor Thesis, Lulea University of Technology. Available: <https://www.diva-portal.org/smash/record.jsf?pid=diva2%3A1031221&dswid=-5864> (Accessed 23 October 2022).

Carroll, A. B. 1979. A three-dimensional conceptual model of corporate performance. *Academy of Management Review*, 4 (4): 497-505.

Carroll, A. B. 2015. Corporate social responsibility: The centerpiece of competing and complementary frameworks. *Organizational Dynamics*, 44 (2): 87-96.

Carroll, A. B. 2018. Corporate social responsibility (CSR) and corporate social performance. In: *The SAGE encyclopedia of business ethics and society*. Thousand Oaks, CA: SAGE, 746-754. Available: <https://sk.sagepub.com/reference/sage-encyclopedia-of-business-ethics-and-society-2e/i11483.xml> (Accessed 18 March 2024).

Carroll, A. B. 2021. Corporate social responsibility: Perspectives on the CSR construct's development and future. *Business & Society*, 60 (6): 1258-1278.

Carroll, A. B. and Brown, J. A. 2018. Corporate social responsibility: A review of current concepts, research, and issues. In: *Corporate social responsibility*. Leeds Emerald, 39-69. Available: <https://doi.org/10.1108/S2514-175920180000002002> (Accessed 23 August 2023).

Carroll, A. B. and Kolb, R. 2018. *The SAGE encyclopedia of business ethics and society*. Thousand Oaks, CA: SAGE.

Casteel, A. and Bridier, N. L. 2021. Describing populations and samples in doctoral student research. *International Journal of Doctoral Studies*, 16 (1): 339-362.

Caulfield, J. 2023. *How to do thematic analysis | Step-by-step guide & examples*. Available: <https://www.scribbr.com/methodology/thematic-analysis/> (Accessed 27 October 2022).

Chaffee, E. C. 2017. The origins of corporate social responsibility. *University of Cincinnati Law Review*, 85: 353.

Chakraborty, U. K. 2015. Developments in the concept of corporate social responsibility (CSR). *The Researchers' International Research Journal*, 1 (1): 23-45.

Chang, C.-C., Yang, H. and Hsu, K.-Z. 2022. Corporate social responsibility and product market power. *Economies*, 10 (6).

Chatzopoulou, E. and de Kiewiet, A. 2021. Millennials' evaluation of corporate social responsibility: The wants and needs of the largest and most ethical generation. *Journal of Consumer Behaviour*, 20 (3): 521-534.

Chen-Yueh, C. and Yi-Hsiu, L. 2021. Comparison between various corporate social responsibility initiatives based on spectators' attitudes and attendance intention for a professional baseball franchise. *Sport Marketing Quarterly*, 30 (2): 85-85-94.

Chen, C.-J., Hsiao, Y.-C. and Chen, K.-L. 2024. The strategic planning of corporate social responsibility: An endogenous perspective. *Journal of Management & Organization*, 31 (2): 848-866.

Chen, C.-Y. and Lin, Y.-H. 2020. Persuasion effect of corporate social responsibility initiatives in professional sport franchise: Moderating effect analysis. *PLoS One*, 15 (12): e0243579.

Chung, C. Y., Jung, S. and Young, J. 2018. Do CSR activities increase firm value? Evidence from the Korean market. *Sustainability*, 10 (9).

Cobern, W. and Adams, B. 2020. When interviewing: How many is enough? *International Journal of Assessment Tools in Education*, 7 (1): 73-79.

Cortado, F.-J. and Chalmeta, R. 2016. Use of social networks as a CSR communication tool. *Cogent Business & Management*, 3 (1): 1187783.

Crowther, D. and Seifi, S. 2021. *The Palgrave handbook of corporate social responsibility* Cham: Palgrave Macmillan. Available: <http://dx.doi.org/10.1007/978-3-030-22438-7> (Accessed 27 August 2021).

CSI Solutions. 2022. *The what and why of CSI?*. Available: <https://www.csisolutions.co.za/why-csi.php> (Accessed 1 September 2022).

D'Angelo, G. 2019. Sport and integration of migrants. Some considerations. *Journal of Mediterranean Knowledge* 4(1): 3-15.

da Silva Junior, A., de Oliveira Martins-Silva, P., Coelho, V. D. and de Sousa, A. F. 2022. The corporate social responsibility pyramid: its evolution and the proposal of the spinner, a theoretical refinement. *Social Responsibility Journal*, Article ID.

Dartey-Baah, K. and Amoako, G. K. 2021. A review of empirical research on corporate social responsibility in emerging economies. *International Journal of Emerging Markets*, 16 (7): 1330-1347.

Dawar, G. and Singh, S. 2023. Barriers to corporate social responsibility implementation in the medium size manufacturing sector: An interpretive structure modelling approach. *Journal of Entrepreneurship in Emerging Economies*, 15 (2): 447-479.

De Bock, T., Scheerder, J., Theeboom, M., Constandt, B., Marlier, M., De Clerck, T. and Willem, A. 2022. Stuck between medals and participation: an institutional theory perspective on why sport federations struggle to reach Sport-for-All goals. *BMC Public Health*, 22 (1): 1891.

DeTablan, D. and Sanders, M. 2017. Community outreach. In: Peppler, K. e. E. f. o.-o.-s. I. ed. Thousand Oaks, CA: SAGE, 105.

Diab, C. A. and Stubbs, W. 2025. Analyzing CSR Decision-Making by Multinational Corporations: An Institutional Theory Perspective. *Corporate Social Responsibility and Environmental Management*, 32 (5): 6434-6448.

Ding, H. and Wang, Z. 2025. The Influence of Institutional Pressures on Environmental, Social, and Governance Responsibility Fulfillment: Insights from Chinese Listed Firms. *Sustainability*, 17: 3982.

Dmytriiev, S. D., Freeman, R. E. and Hörisch, J. 2021. The Relationship between Stakeholder Theory and Corporate Social Responsibility: Differences, Similarities, and Implications for Social Issues in Management. *Journal of Management Studies*, 58 (6): 1441-1470.

Doidge, M., Keech, M. and Sandri, E. 2020. 'Active integration': Sport clubs taking an active role in the integration of refugees. *International Journal of Sport Policy and Politics*, 12 (2): 305-319.

Dolphins Cricket. 2025. Instagram. Available: <https://www.instagram.com/dolphinscricket/?hl=en> (Accessed 2 May 2025).

Du, S. B., C.B and Sen, S. 2009. Maximizing business returns to corporate social responsibility (CSR): The role of CSR. *International Journal of Management Reviews*, 12 (1): 8-19.

Ecovadis. 2024. *CSR activities*. Available: <https://ecovadis.com/glossary/csr-activities/> (Accessed 12 September 2024).

Edmonds, W. A. and Kennedy, T. D. 2017. *An applied guide to research designs: Quantitative, qualitative, and mixed methods*. 2nd ed. Thousand Oaks, CA: SAGE.

Ehie, I. C. 2016. Examining the corporate social responsibility orientation in developing countries: An empirical investigation of the Carroll's CSR pyramid. *International Journal of Business Governance and Ethics*, 11 (1): 1-20.

Ekholm, D. 2019. Sport as a means of governing social integration: Discourses on bridging and bonding social relations. *Sociology of Sport Journal*, 36 (2): 152-161.

ElAlfy, A., Palaschuk, N., El-Bassiouny, D., Wilson, J. and Weber, O. 2020. Scoping the evolution of corporate social responsibility (CSR) research in the Sustainable Development Goals (SDGs) era. *Sustainability*, 12 (14).

Endrikat, J., De Villiers, C., Guenther, T. W. and Guenther, E. M. 2020. Board characteristics and corporate social responsibility: A meta-analytic investigation. *Business & Society*, 60 (8): 2099-2135.

EThekweni Municipality. 2023. *About eThekweni*. Available: durban.gov.za/pages/government/about-ethekweni (Accessed 5 August 2024).

Fatima, T. and Elbanna, S. 2023. Corporate social responsibility (CSR) implementation: A review and a research agenda towards an integrative framework. *Journal of Business Ethics*, 183 (1): 105-121.

Feroli, M., Freitas, M. and Spulber, D. 2021. The freedom to be sustainable, from the past to the future. *Geopolitical, Social Security and Freedom Journal*, 4 (2): 59-79.

Fernández, P., Hartmann, P. and Apaolaza, V. 2022. What drives CSR communication effectiveness on social media? A process-based theoretical framework and research agenda. *International Journal of Advertising*, 41 (3): 385-413.

Ferramosca, S. and Verona, R. 2019. Framing the evolution of corporate social responsibility as a discipline (1973–2018): A large-scale scientometric analysis. *Corporate Social Responsibility and Environmental Management*, 27 (1): 178-203.

Fet, A. M. and Knudson, H. 2017. Implementing corporate social responsibility. In: Abraham, M. A. e. ed. *Encyclopedia of sustainable technologies*. Amsterdam: Elsevier, 125-130.

Fleetwood, D. 2024. What is a sample: definition, types, formula & examples. *QuestionPro* (Blog). Available: <https://www.questionpro.com/blog/sample/> (Accessed 15 March 2024).

Fourways Group. 2022. *Bowl out hunger*. Available: <https://fourwaysgroup.co.za/fourways-cares/bowl-out-hunger/> (Accessed 17 March 2023).

Galbreath, J. 2010. How does corporate social responsibility benefit firms? Evidence from Australia. *European Business Review*, 22 (4): 411-431.

Gangi, F., Mustilli, M. and Varrone, N. 2019. The impact of corporate social responsibility (CSR) knowledge on corporate financial performance: Evidence from the European banking industry. *Journal of Knowledge Management*, 23 (1): 110-134.

George, T. 2022. *Types of interviews in research | Guide & examples*. Available: <https://www.scribbr.com/methodology/interviews-research/> (Accessed 26 October 2022).

Godos-Díez, J.-L., Cabeza-García, L., Martínez-Campillo, A. and Fernández-Gago, R. 2020. The importance of firm size and development strategies for CSR formalisation. In: Andersen, T. J. and Torp, S. S. eds. *Adapting to environmental challenges: New research in strategy and international business*. Leeds: Emerald 107-131. Available: <https://doi.org/10.1108/978-1-83982-476-020200006> (Accessed 2 April 2024).

Goyal, P. and Kumar, D. 2017. Modeling the CSR barriers in manufacturing industries. *Benchmarking*, 24 (7): 1871-1890.

Graafland, J. and Zhang, L. 2014. Corporate social responsibility in China: Implementation and challenges. *Business Ethics: A European Review*, 23 (1): 34-49.

Gupta, A., Briscoe, F. and Hambrick, D. C. 2017. Red, blue, and purple firms: Organizational political ideology and corporate social responsibility. *Strategic Management Journal*, 38 (5): 1018-1040.

Gutterman, A. S. 2020. Implementing CSR Commitments. *SSRN*, Article ID.

Han, X. 2010. Corporate social responsibility and its implementation: A study of companies in the global forest sector. Master's degree, Oregon State University. Available: <http://hdl.handle.net/1957/14978> (Accessed 25 May 2023).

Harper, P. 2020. KwaZulu-Natal is emerging as a new Covid-19 epicentre. *Mail & Guardian*, 28 July 2020 Available: <https://mg.co.za/news/2020-07-28-kwazulu-natal-is-emerging-as-a-new-covid-19-epicentre/> (Accessed 10 April 2024).

HEC Paris. 2024. *What are the Sustainable Development Goals (SDGs)*. Available: <https://www.hec.edu/en/faculty-research/centers/sustainability-organizations-institute/think/so-institute-executive-factsheets/what-are-sustainable-development-goals-sdg> (Accessed 13 August 2024).

Herciu, M.-F. 2021. The evolution of corporate social responsibility and the impact on the organizations. *Ovidius University Annals, Series Economic Sciences*, 21 (2).

Hollywoodbets Dolphins. 2025. *Our vision and mission*. Available: <https://dolphinscricket.co.za/> (Accessed 17 March 2025).

Hong, L. T. T. 2023. Research on financial autonomy and financial management in public higher education. *International journal of business, economics and management*, 6 (2): 112-122.

Ihlen, Ø., May, S. and Bartlett, J. 2014. Four aces: Bringing communication perspectives to corporate social responsibility. In: *Communicating corporate social responsibility: Perspectives and practice*. Leeds: Emerald, 25-39.

Indu, P. V. and Vidhukumar, K. 2019. Research designs-an overview. *Kerala Journal of Psychiatry*, 32 (1): 64-67.

Jamali, D. R., El Dirani, A. M. and Harwood, I. A. 2015. Exploring human resource management roles in corporate social responsibility: the CSR-HRM co-creation model. *Business Ethics: A European Review*, 24 (2): 125-143.

Jansen, D. 2022. Research limitations & delimitations: What are they and how they're different (with examples). *GradCoach* (Blog). Available: <https://gradcoach.com/research-limitations-vs-delimitations/> (Accessed 15 March 2024).

Jastram, S. M., Otto, A. H. and Minulla, T. 2023. Diverse Organizational Adoption of Institutions in the Field of Corporate Social Responsibility. *Journal of Business Ethics*, 183 (4): 1073-1088.

Jermisittiparsert, K., Siam, M., Issa, M., Ahmed, U. and Pahi, M. 2019. Do consumers expect companies to be socially responsible? The impact of corporate social responsibility on buying behavior. *Uncertain Supply Chain Management*, 7 (4): 741-752.

Johannsdottir, L. and Olafsson, S. 2015. The role of employees in implementing CSR strategies. In: O'Riordan, L., Zmuda, P. and Heinemann (Eds) ed. *New perspectives on corporate social responsibility*. Cham: Springer, 383-409. Available: https://doi.org/10.1007/978-3-658-06794-6_20 (Accessed 22 October 2023).

Jubane, M. 2020. Strategies for reducing youth unemployment in South Africa. In: Proceedings of *Proceedings of the World Conference on Children and Youth*. 1-11.

Kaittäni, N. 2023. Corporate social responsibility: Where did it originate from, how has it evolved and why is it important? A literature review of the history and evolution of CSR. Bachelor's Degree, Metropolia University of Applied Sciences. Available: <https://urn.fi/URN:NBN:fi:amk-2023051811731> (Accessed 6 February 2024).

Kalra, P. 2024. Corporate social responsibility and stakeholder theory: An integrated review. *Journal of Management & Entrepreneurship*, 10.

Kalu, F. A. and Bwalya, J. C. 2017. What makes qualitative research good research? An exploratory analysis of critical elements. *International Journal of Social Science Research*, 5 (2): 43-56.

Kasradze, M., Kamali Saraji, M. and Streimikiene, D. 2023. Challenges to corporate social responsibility adoption for sustainability: A picture fuzzy approach. *Integrated Environmental Assessment and Management*, 19 (5): 1254-1275.

Katamba, D., Tushabomwe-Kazooba, C., Mapisi, B., Nkiko, C., Nabatanzi-Muyimba, A. K. and Kekaramu, J. 2012. *CSR in Uganda*

Kelley, K. J., Hemphill, T. A. and Thams, Y. 2019. Corporate social responsibility, country reputation and corporate reputation: A perspective on the creation of shared value in emerging markets. *Multinational Business Review*, 27 (2): 178-197.

Keskin, H. 2006. Market orientation, learning orientation, and innovation capabilities in SMEs. *European Journal of Innovation Management*, 9 (4): 396-417.

Khatter, A. 2025. Challenges and Solutions for Corporate Social Responsibility in the Hospitality Industry. *Challenges*, 16 (1): 9.

Khuong, M. N., Truong an, N. K. and Thanh Hang, T. T. 2021. Stakeholders and Corporate Social Responsibility (CSR) programme as key sustainable development strategies to promote corporate reputation—evidence from vietnam. *Cogent Business & Management*, 8 (1): 1917333.

Khurana, R. 2024. A study of sports-based youth development programs. *Innovations in Sports Science*, 1: 11-16.

Kiessling, T., Isaksson, L. and Yasar, B. 2016. Market orientation and CSR: Performance implications. *Journal of business ethics*, 137: 269-284.

Kim, H. G., Chun, W. and Wang, Z. 2021. Multiple-dimensions of corporate social responsibility and global brand value: A stakeholder theory perspective. *Journal of Marketing Theory and Practice*, 29 (4): 409-422.

Kim, J., Song, H. J. and Lee, C.-K. 2016. Effects of corporate social responsibility and internal marketing on organizational commitment and turnover intentions. *International Journal of Hospitality Management*, 55: 25-32.

Kim, J. K., Overton, H., Hull, K. and Choi, M. 2018a. Examining public perceptions of CSR in sport. *Corporate Communications: An International Journal*, 23 (4): 629-647.

Kim, J. K., Overton, H., Hull, K. and Choi, M. 2018b. Examining public perceptions of CSR in sport. *Corporate Communications*, 23 (4): 629-647.

Kim, S. and Ferguson, M. A. T. 2018. Dimensions of effective CSR communication based on public expectations. *Journal of Marketing Communications*, 24 (6): 549-567.

Korstjens, I. and Moser, A. 2018. Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *International Journal of Social Economics*, 24 (1): 120-124.

Kucek, J. 2021. Corporate social responsibility in North American professional sports organizations as a communicative process. Doctorate, Kent State University. Available:

<https://www.proquest.com/openview/84d983132460aed0b960268436de83af/1?cbl=18750&diss=y&loginDisplay=true&pq-origsite=gscholar> (Accessed 23 May 2023).

KwaZulu-Natal Cricket Union. 2021. *Annual report*. Available: https://e.issuu.com/embed.html?d=kzncu_annual_report_2021&u=hollywoodbetsdolphins (Accessed 3 May 2022).

KwaZulu-Natal Department of Sport, A. a. C. KZN Department of Sport, A. C. 2022. *Strategic plan 2022-2025*. Pietermaritzburg: Heritage House. Available: <https://www.kzndsac.gov.za/wp-content/uploads/2024/03/Strategic-Plan-2022-2025.pdf> (Accessed 5 August 2024).

KwaZulu-Natal Department of Sport, A. a. C. KwaZulu-Natal Department of Sports, A., and Culture. 2023. *KZN Department of Sport, Arts and Culture annual report*. Pietermaritzburg: Available: https://www.kzndsac.gov.za/wp-content/uploads/2024/03/Annual-Report-2022_2023.pdf (Accessed 5 August 2024).

KwaZulu-Natal Golf Union. 2023. *KZN golf news - Development*. Available: <https://kzngolf.co.za/kzn-disabled-open-2023/> (Accessed 28 April 2025).

KwaZulu-Natal Golf Union. 2025a. *Homepage*. Available: <https://kzngolf.co.za/> (Accessed 28 April 2025).

KwaZulu-Natal Golf Union. 2025b. *Junior code of conduct*. Available: <https://kzngolf.co.za/junior/> (Accessed 17 March 2025).

KwaZulu-Natal Netball. 2025. *Aims and objectives: A detailed list of what our aims and objectives are for KZN Netball*. Available: <https://www.kznnetball.co.za/aims-and-objectives> (Accessed 17 March 2025).

Lai, C.-S., Chiu, C.-J., Yang, C.-F. and Pai, D.-C. 2010. The effects of corporate social responsibility on brand performance: The mediating effect of industrial brand equity and corporate reputation. *Journal of Business Ethics*, 95: 457-469.

Latapí Agudelo, M. A., Jóhannsdóttir, L. and Davídsdóttir, B. 2019. A literature review of the history and evolution of corporate social responsibility. *International Journal of Corporate Social Responsibility*, 4 (1).

Leavy, P. 2017. *Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches*. New York, NY: The Guilford Press.

Lee, H. Y., Kwak, D. W. and Park, J. Y. 2017. Corporate social responsibility in supply chains of small and medium-sized enterprises. *Corporate Social Responsibility and Environmental Management*, 24 (6): 634-647.

Lester, J. N., Cho, Y. and Lochmiller, C. R. 2020. Learning to do qualitative data analysis: A starting point. *Human Resource Development Review*, 19 (1): 94-106.

Lin, L.-W. 2020. Mandatory corporate social responsibility legislation around the world: Emergent varieties and national experiences. *University of Pennsylvania Journal of Business Law*, 23: 429.

Lindgreen, A., Swaen, V. and Maon, F. 2009. Introduction: Corporate Social Responsibility Implementation. *Journal of Business Ethics*, 85 (2): 251-256.

Lock, I. and Schulz-Knappe, C. 2018. Credible corporate social responsibility (CSR) communication predicts legitimacy: Evidence from an experimental study. *Corporate Communications*, 24 (1): 2-20.

López-Pérez, M. E., Melero, I. and Javier Sese, F. 2017. Management for sustainable development and its impact on firm value in the SMEcontext: Does size matter? *Business Strategy and the Environment*, 26 (7): 985-999.

Loureiro, S. M., Sardinha, I. M. D. and Reijnders, L. 2012. The effect of corporate social responsibility on consumer satisfaction and perceived value: The case of the automobile industry sector in Portugal. *Journal of Cleaner Production*, 37: 172-178.

Loviscek, V. 2020. Triple bottom line toward a holistic framework for sustainability: A systematic review. *Revista de Administração Contemporânea*, 25: e200017.

Luo, X. and Du, S. 2015. Exploring the relationship between corporate social responsibility and firm innovation. *Marketing Letters*, 26: 703-714.

Maak, T., Pless, N. M., Orlitzky, M. and Sandhu, S. 2022. *The Routledge companion to corporate social responsibility*. New York: Routledge.

Mahmood, A., Naveed, R. T., Ahmad, N., Scholz, M., Khalique, M. and Adnan, M. 2021. Unleashing the Barriers to CSR Implementation in the SME Sector of a Developing Economy: A Thematic Analysis Approach. *Sustainability*, 13 (22).

Maki-Soini, K. 2021. Corporate social responsibility from the perspective of limited liability companies. Bachelor's Thesis, Arcada University of Applied Science. Available: <https://www.theseus.fi/handle/10024/499507> (Accessed 15 March 2023).

Mamo, Y., Agyemang, K. J. and Andrew, D. P. 2021. Types of CSR initiatives and fans' social outcomes: The case of professional sport organizations. *Sport Marketing Quarterly*, 30 (2): 146-160.

Mandina, S. P., Maravire, C. V. and Masere, V. S. 2014. Effectiveness of corporate social responsibility in enhancing company image. *Journal of Applied Business and Economics*, 16 (3): 152-170.

Marco-Lajara, B., Zaragoza-Sáez, P., Falcó, J. M. and Millan-Tudela, L. A. 2022. Corporate social responsibility: A narrative literature review. *Frameworks for Sustainable Development Goals to Manage Economic, Social, and Environmental Shocks and Disasters*, Article ID.

Matten, D. and Moon, J. 2020. Reflections on the 2018 Decade Award: The meaning and dynamics of corporate social responsibility. *Academy of Management Review*, 45 (1): 7-28.

McCombes, S. 2021. *What Is a research design | Types, guide & examples* Available: <https://www.scribbr.com/methodology/research-design/> (Accessed 19 October 2022).

McNoe, B. M., Marsh, L., Venter, N., Morgaine, K. C., Reeder, A. I. and McLean, R. M. 2023. National sporting organisation policies: A health promotion opportunity? *Health promotion journal of Australia*, 34 (2): 480-487.

Mersham, G. M. and Skinner, C. 2016. South Africa's bold and unique experiment in CSR practice. *Society and Business Review*, 11 (2): 110-129.

Miles, C. 2023. *The challenges of implementing social responsibility*. Available: <https://charitymiles.org/social-responsibility/> (Accessed 30 October 2023).

Miller, A. R. and Balsam, J. S. 2018. Guest editors' introduction to JLAS special issue on athlete activism and sports social responsibility. *Journal of Legal Aspects of Sport*, 28 (2).

Mohajan, H. K. 2018. Qualitative research methodology in social sciences and related subjects. *Journal of economic development, environment and people*, 7 (1): 23-48.

Molokanoviene, D., Andriukaitiene, R. and Bilohur, V. 2022. Social responsibility practise application in sports organisation. *Humanities studies.*, 11 (88).

Moyo, T. 2019. The impact of corporate social responsibility programmes on the marketing performance of professional sport organisations in South Africa. Doctoral thesis, Cape Peninsula University of Technology.

Moyo, T., Duffett, R. and Knott, B. 2020. Environmental factors and stakeholders influence on professional sport organisations engagement in sustainable corporate social responsibility: A South African perspective. *Sustainability*, 12 (11).

Moyo, T., Knott, B. and Duffett, R. 2021. Exploring the relationship between corporate social responsibility and the marketing performance of professional sport organisations in South Africa. *Sport in Society*, 25 (12): 2415-2433.

Munro, V. 2020a. CSR historical and emerging themes and related terms. In: *CSR for purpose, shared value and deep transformation*. Leeds: Emerald, 15-51.

Munro, V. 2020b. The future of CSR and the new ecosystem for CSR 4.0. In: *CSR for purpose, shared value and deep transformation*. Leeds: Emerald, 203-229.

Nagel, S., Schlesinger, T., Bayle, E. and Giauque, D. 2015. Professionalisation of sport federations – a multi-level framework for analysing forms, causes and consequences. *European Sport Management Quarterly*, 15 (4): 407-433.

Nikolopoulou, K. 2022. *What Is non-probability sampling? | Types & examples*. Available: <https://www.scribbr.com/methodology/non-probability-sampling/> (Accessed 26 October 2022).

Nikolopoulou, K. 2023. *Inclusion and exclusion criteria | Examples & definition*. Available: <https://www.scribbr.com/methodology/inclusion-exclusion-criteria/> (Accessed 8 June 2023).

Nowell, L. S., Norris, J. M., White, D. E. and Moules, N. J. 2017. Thematic Analysis. *International Journal of Qualitative Methods*, 16 (1).

Osagie, E. R., Wesselink, R., Blok, V., Lans, T. and Mulder, M. 2014. Individual competencies for corporate social responsibility: A literature and practice perspective. *Journal of Business Ethics*, 135 (2): 233-252.

Osagie, E. R., Wesselink, R., Blok, V., Lans, T. and Mulder, M. 2016. Individual Competencies for Corporate Social Responsibility: A Literature and Practice Perspective. *Journal of Business Ethics*, 135 (2): 233-252.

Pahwa, M., Cavanagh, A. and Vanstone, M. 2023. Key informants in applied qualitative health research. *Qualitative Health Research*, 33 (14): 1251-1261.

Pal, S. K., Sarker, P. C. and Odhikari, S. C. 2022. Raising perceptions on corporate social responsibility for achieving sustainable development goals. *Business and Economic Research*, 12 (1).

Paramio-Salcines, J. L., Babiak, K. and Walters, G. 2013. *Routledge handbook of sport and corporate social responsibility*. London: Routledge

Pedersen, M. P. and Thibault, L. 2024. *Contemporary sport management (CSM) sport industry sectors model*. Available: <https://us.humankinetics.com/blogs/excerpt/contemporary-sport-management-csm-sport-industry-sectors-model#:~:text=The%20sport%20industry%20includes%20three.services%2C%20programs%2C%20and%20facilities>. (Accessed 11 December 2023).

Pérez, A., García de los Salmones, M. d. M. and Liu, M. T. 2020. Information specificity, social topic awareness and message authenticity in CSR communication. *Journal of Communication Management*, 24 (1): 31-48.

Podgorodnichenko, N., Edgar, F., Akmal, A. and McAndrew, I. 2021. Sustainability through sensemaking: Human resource professionals' engagement and enactment of corporate social responsibility. *Journal of Cleaner Production*, 293: 126150.

Porter, M. and Kramer, M. R. 2011. *Creating shared value*. Boston, MA: FSG.

Postelnyak, M. 2023. Two-way communication: Importance and best practices. *Contact Monkey* (Blog). Available: <https://www.contactmonkey.com/blog/two-way-communication> (Accessed 4 January 2022).

Quantilope. 2024. Data saturation in qualitative research. *Quantilope* (Blog). Available: <https://www.quantilope.com/resources/glossary-data-saturation-in-qualitative-research> (Accessed 15 March 2024).

Rahi, S. 2017. Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Management Sciences*, 06 (2).

Rahman, M., Rodríguez-Serrano, M. Á. and Lambkin, M. 2017. Corporate social responsibility and marketing performance. *Journal of Advertising Research*, 57 (4): 368-378.

Riserbato, R. 2022. What is market share & how do you calculate it? Available: <https://blog.hubspot.com/marketing/how-to-calculate-market-share> (Accessed 4 Januray 2024).

Risi, D., Vigneau, L., Bohn, S. and Wickert, C. 2022. Institutional theory-based research on Corporate Social Responsibility: Bringing values back in. *International Journal of Management Reviews*, 25.

Robertson, J., Rochelle, E. and Westerbeek, H. 2019. Community sports clubs: are they only about playing sport, or do they have broader health promotion and social responsibilities? *Annals of Leisure Research*, 22 (2): 215-232.

Rodriguez-Gomez, S., Arco-Castro, M. L., Lopez-Perez, M. V. and Rodríguez-Ariza, L. 2020. Where does CSR come from and where does it go? A review of the state of the art. *Administrative Sciences*, 10 (3).

Rondganger, L. 2023. July 2021 Unrest: Lessons for a nation striving to rebuild. *IOL*, 8 July 2023: 1. Available: <https://www.iol.co.za/news/south-africa/kwazulu-natal/july->

[2021-unrest-lessons-for-a-nation-striving-to-rebuild-0b65fc1c-3342-4f9a-8646-e4bbb0165448](#) (Accessed 10 April 2024).

Ruihley, B. and Li, B. 2021. An Introduction to Sport Organizations. In.

Saleh, Y. A. B. 2022. Using the concept of precedence as an approach to explain the logical interaction and interrelationships among corporate social responsibilities: Battal's CSR train VS. Carroll 's CSR pyramid. *Universal Journal of Business and Management*, 2 (1): 1-37.

Santos-Jaén, J. M., Madrid-Guijarro, A. and García-Pérez-de-Lema, D. 2021. The impact of corporate social responsibility on innovation in small and medium-sized enterprises: The mediating role of debt terms and human capital. *Corporate Social Responsibility and Environmental Management*, 28 (4): 1200-1215.

Sarkar, S. and Searcy, C. 2016. Zeitgeist or chameleon? A quantitative analysis of CSR definitions. *Journal of Cleaner Production*, 135: 1423-1435.

Saunila, M. 2020. Innovation capability in SMEs: A systematic review of the literature. *Journal of Innovation & Knowledge*, 5 (4): 260-265.

Saxton, G. D. 2018. CSR Communication tactics and the micro-accumulation of reputational capital. SSRN Article ID.

ScienceDirect. 2024. *Professionalization*. Available: <https://www.sciencedirect.com/topics/psychology/professionalization> (Accessed 11 December 2023).

Servaes, H. and Tamayo, A. 2013. The impact of corporate social responsibility on firm value: The role of customer awareness. *Management science*, 59 (5): 1045-1061.

SharksRugby. 2022. *Hands of hope*. Available: <https://sharksrugby.co.za/hands-of-hope/> (Accessed 8 June 2022).

Sharma, L. R., Jha, S., Koirala, R., Aryal, U. and Bhattarai, T. 2023. Navigating the research landscape: A guide to the selection of the right research design. *International Research Journal of MMC*, 4 (1): 64-78.

Shen, L., Govindan, K. and Shankar, M. 2015. Evaluation of barriers of corporate social responsibility using an analytical hierarchy process under a fuzzy environment—A textile case. *Sustainability*, 7 (3): 3493-3514.

Shen, R., Tang, Y. and Zhang, Y. 2016. Does firm innovation affect corporate social responsibility? 25 June 2024).

Shopify. 2022. What is brand equity? Definition and guide. *Shopify* (Blog). Available: <https://www.shopify.com/za/blog/what-is-brand-equity> (Accessed 4 January 2023).

Sidharth, G. 2023. Research designs for contemporary social science research: An overview. *International Research Journal of Management, Sociology & Humanities*, 14 (1): 381-392.

Singal, A. K. 2021. CSR initiatives and practices: Empirical evidence from Indian metal and mining companies. *SAGE Open*, 11 (3).

Singh, H. and Shareef, S. 2024. Qualitative interview: What it is & how to conduct one. *QuestionPro* (Blog). Available: <https://www.questionpro.com/blog/qualitative-interview/> (Accessed 15 March 2024).

Singh, K. S. D., Islam, M. A., Ahmed, E. R. and Amran, A. 2019. An empirical investigation into the major drivers of corporate social responsibility. *Opción: Revista de Ciencias Humanas y Sociales*, 21: 1076-1090.

Sinthupundaja, J., Chiadamrong, N. and Kohda, Y. 2019. Internal capabilities, external cooperation and proactive CSR on financial performance. *The Service Industries Journal*, 39 (15-16): 1099-1122.

Sjostrand, N. 2010. Do companies attract quality work force through CSR - Experience of two Swedish MNCs. Masters Degree, Lulea University of Technology. Available: <https://www.diva-portal.org/smash/get/diva2:1021100/FULLTEXT01.pdf> (Accessed 21 July 2023).

sportanddev.org. 2024. *The UN's perspective on sport and development*. Available: <https://www.sportanddev.org/sport-and-development/uns-perspective-sport-and-development> (Accessed 11 December).

Strittmatter, A.-M., Hanstad, D. V. and Skirstad, B. 2021. Facilitating sustainable outcomes for the organization of youthsports through youth engagement. *Sustainability*, 13 (4): 2101.

Szutowski, D. and Ratajczak, P. 2016. The Relation between CSR and Innovation. Model Approach. *Journal of Entrepreneurship, Management and Innovation*, 12 (2): 77-94.

Tabar, L. 2021. *The Social Impact of CSR Activities in Sports—A Case Study from Germany*.

Taherdoost, H. 2022. What are different research approaches? Comprehensive review of qualitative, quantitative, and mixed method research, their applications, types, and limitations. *Journal of Management Science & Engineering Research*, 5 (1): 53-63.

Testarmata, S., Fortuna, F. and Ciaburri, M. 2018. The communication of corporate social responsibility practices through social media channels. *Corporate Board: Role Duties and Composition*, 14 (1): 34-49.

Trendafiova, S., Ziakas, V. and Sparvero, E. 2017. Linking corporate social responsibility in sport with community development: An added source of community value. *Sport in Society*, 20 (7): 938-956.

Triologue. 2024. *What is CSI?* Available: <https://trialogueknowledgehub.co.za/learning-library-what-is-csi/> (Accessed 3 January 2024).

Troise, C. and Camilleri, M. A. 2021. The use of digital media for marketing, CSR communication and stakeholder engagement. In: Camilleri, M. A. e. ed. *Strategic corporate communication in the digital age*. Leeds: Emerald, 161-174.

Tshabalala, N. 2024. *Definition of corporate social investment: CSI vs CSR*. Available: <https://www.bstudies.co.za/role/csr/definition-corporate-social-investment/> (Accessed 3 January 2024).

Tumen-Akyildiz, S. and Ahmed, K. H. 2021. An overview of qualitative research and focus group discussion. *International Journal of Academic Research in Education*, 7 (1): 1-15.

Valeri, M. 2019. *Corporate social responsibility and reporting in sports organizations* Cham: Springer.

Viererbl, B. and Koch, T. 2022. The paradoxical effects of communicating CSR activities: Why CSR communication has both positive and negative effects on the perception of a company's social responsibility. *Public Relations Review*, 48 (1).

Walzel, S., Robertson, J. and Anagnostopoulos, C. 2018. Corporate social responsibility in professional team sports organizations: An integrative review. *Journal of Sport Management*, 32 (6): 511-530.

Wang, D. H.-M., Chen, P.-H., Yu, T. H.-K. and Hsiao, C.-Y. 2015. The effects of corporate social responsibility on brand equity and firm performance. *Journal of Business Research*, 68 (11): 2232-2236.

Wickert, C., Scherer, A. G. and Spence, L. J. 2016. Walking and talking corporate social responsibility: implications of firm size and organizational cost. *Journal of Management Studies*, 53 (7): 1169-1196.

Yosa, Vega, Prasiska, Bunga, Pertiwi, Yosi and Nabila, R. 2023. Systematic Literature Review on the Effects of Corporate Social Responsibility (CSR) on Company Image. *Journal of Business and Management Studies*, Article ID.

Yuen, K. F. and Lim, J. M. 2016. Barriers to the implementation of strategic corporate social responsibility in shipping. *The Asian Journal of Shipping and Logistics*, 32 (1): 49-57.

Zahari, A. R., Esa, E., Rajadurai, J., Azizan, N. A. and Tamyiez, P. F. M. 2020. The effect of corporate social responsibility practices on brand equity: An examination of Malaysia's top 100 brands. *The Journal of Asian Finance, Economics and Business*, 7 (2): 271-280.

Zeimers, G., Lefebvre, A., Winand, M., Anagnostopoulos, C., Zintz, T. and Willem, A. 2021. Organisational factors for corporate social responsibility implementation in sport federations: A qualitative comparative analysis. *European Sport Management Quarterly*, 21 (2): 173-193.

Zhang, M. and Hartley, J. L. 2018. Guanxi, IT systems, and innovation capability: The moderating role of proactiveness. *Journal of Business Research*, 90: 75-86.

Zhang, P. and Kakabadse, N. 2022. A conceptual approach to exploring board effect on CSR responsiveness. *Journal of Corporate Governance, Insurance, and Risk Management*, 9 (2): 302-315.

Zhang, Q., Oo, B. L. and Lim, B. T. H. 2019. Drivers, motivations, and barriers to the implementation of corporate social responsibility practices by construction enterprises: A review. *Journal of Cleaner Production*, 210: 563-584.

Zhu, Q., Zou, F. and Zhang, P. 2019. The role of innovation for performance improvement through corporate social responsibility practices among small and medium-sized suppliers in China. *Corporate Social Responsibility and Environmental Management*, 26 (2): 341-350.

Zou, Z., Liu, Y., Ahmad, N., Sial, M. S., Badulescu, A., Zia-Ud-Din, M. and Badulescu, D. 2021. What prompts small and medium enterprises to implement CSR? A qualitative insight from an emerging economy. *Sustainability*, 13 (2).

Майнка, М. К., Мельніченко, О., Цибровський, А., Сідельніков, Д., Ніценко, В. and Захарін, С. 2023. Strategies of socially responsible marketing of companies in the sphere of sports. *Financial and Credit Activity Problems of Theory and Practice*, 2 (49): 435-444.

ANNEXURES

Annexure A: FREC Approval



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

27 March 2024

Student No: 21217501

Date of FRC Approval: 30 November 2023

Dear Ms NN Hlatshwayo

MASTERS IN MANAGEMENT SCIENCES: PUBLIC RELATIONS & COMMUNICATIONS MANAGEMENT

TITLE: THE INFLUENCE OF ORGANISATIONAL FACTORS ON CORPORATE SOCIAL RESPONSIBILITY IN KWAZULU-NATAL'S SPORTS ORGANISATIONS.

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: **Provisional approval subject to minor changes to the satisfaction of the FREC chair-Level 2.**

- You have been given extensive feedback. Please follow the Reviewer's Feedback and return your amended Proposal to the FREC.
- Ensure that in addition to the amendments requested above, please complete the Ethics checklist as follows:
Q6: Should this be 'YES'?
Q20 Comments: rephrase
Q24: amend to N/A
Include request for Gatekeeper's Letter
- All amendments undertaken must be **underlined** to follow with ease.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's. Please note

that ANY amendments in the approved proposal requires the approval of the FREC as outlined in the FREC SOP's

Yours sincerely

S Singh

Prof Shalini Singh

Chairperson: Faculty Research Ethics Committee

Annexure B: Letter of Information



LETTER OF INFORMATION

Title of research study: Exploring the organisational factors that facilitate or impede the implementation of Corporate Social Responsibility (CSR) in four sports organisations based in eThekweni.

Principal investigator: Nomndeni Ntandenhle Hlatshwayo

Brief introduction and purpose of Study:

My name is Nomndeni Ntandenhle Hlatshwayo, a master's in management sciences student specializing in Public Relations at the Durban University of Technology. I would like to invite your sports organisation to participate in my research study. Sport has a special significance in South African society, serving as an important function for its ability to promote cooperation, solidarity, tolerance, understanding, social inclusion and health at different levels as a tool for education, development, and peace. These positive aspects of sport can be used as a tool to implement corporate social responsibility. Subject to approval by the Institutional Research Ethics Committee (IREC), I wish to conduct my master's thesis on the influence organisational factors have on CSR implementation in KZN sports organisations. Understanding these factors will allow for better strategies in CSR implementation, reducing the challenges and enhancing the benefits, which is advantageous to both the organisation and communities of KwaZulu-Natal.

Aim and objectives:

This study aims to investigate which organisational factors influence CSR implementation in KwaZulu-Natal's sports organisations. To achieve its aim the following objectives have been set:

- To investigate the extent to which KwaZulu-Natal's sports' organisations engage in CSR initiatives.
- To determine how CSR strategy is used by sports organizations.
- To identify the possible benefits and challenges faced by KZN sports organisations in planning and implementing CSR initiatives.
- To ascertain the role of CSR communication in CSR implementation.

Outline and the procedures:

At a mutually agreeable time and date, the researcher will conduct semi-structured interviews with staff members involved and in charge of the sports organisations' CSR activities (public relations, communication managers or other relevant individuals involved in the sport's organisations' CSR implementation).

Risk of Discomforts to the participants:

There is no anticipated, expected or known risk to you as a participant of this research.

Possible Benefits:

The results of this study will serve as a foundation for improving sports organisations' CSR strategies, in turn strengthen an organisations' CSR initiatives for a bigger impact, which could be advantageous to both the organisation and communities of KwaZulu-Natal. The results may also be used as a reference for the sports industry.

Reasons to withdraw:

You may decide to withdraw from this study at any given time without any bad/ negative consequences by telling the researchers that they wish to discontinue participating.

Remuneration:

You will not receive any remuneration or compensation.

Cost of study:

You will not cover any costs for this study.

Confidentiality:

All information provided by you will be kept confidential. Your name will not appear in any thesis or research paper resulting from this study. My supervisor and I will be the only individuals with access to the data provided.

Related Injuries

This research does not pose any known danger to the participants.

Persons to Contact in the Event of Any Problems or Queries:

Researcher:

Nomndeni Ntandenhle Hlatshwayo

nomndenih@dut.ac.za

078 183 8605

Supervisor:

Dr Sameera Banu Hussain

sameerah@dut.ac.za

Co-Supervisor:

Dr Paulene Naidoo

paulene@dut.ac.za

Intitutional Research Ethics Administrator:

031 373 2900

General

Participating in this study is voluntary and you may withdrawal at any time without experiencing any negative consequence, should there be any questions regarding this study or would like additional information. Please contact me on the details mentioned above. A copy of this information will be made available to you.

Thank You

Nomndeni Ntandenhle Hlatshwayo

Signature: 

Date: 18 August 2023

Annexure C: Consent Letter



Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, Nomndeni Ntandenhke Hlatshwayo 21217501 about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: _____,
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant_____ **Date**_____ **Time**_____ **Signature**_____

I, _____ (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Full Name of Researcher:

Date:

Signature:

Full Name of Witness (If applicable):

Date:

Signature:

Full Name of Legal Guardian (If applicable): Date:

Signature:

Annexure D: Gatekeepers Approval Letters



KWAZULU-NATAL GOLF UNION

39 MENSTON ROAD, DAWNCLIFFE, WESTVILLE 3629
TELEPHONE: (031) 202-7636
EMAIL: kznqu@kzngolf.co.za FAX/EMAIL: 0865707222

PO BOX 373
HILLCREST
3650



12th August, 2024

TO WHOM IT MY CONCERN

This letter serves to confirm that authority has been given to Nomndeni Ntandenhle Hlatshwayo (21217501) by the KZN Golf Union to conduct her research titled "To Explore Organisational Factors That Facilitate or Impede the Implementation of Corporate Social Responsibility (CSR) in four sports organisations based in eThekweni". I believe she will make use of correct information relating to the Union for her study purposes.

Regards,

Colin Burger
Golf Operations Administrator
KZN Golf Union
071 525 4179



KwaZulu Natal Cricket Union
P.O. Box 47266, Greyville, 4023,
Kingsmead Stadium

2 Kingsmead Way,
off Masabalala Yengwa Avenue,
Durban 4001

Telephone: 031 335 4200
Fax: 031 332 5288
Playing Affairs Fax: 031 335 5288
Email: dolphins@cricket.co.za

VAT No: 4760101461

13 August 2024

To Whom It May Concern

This letter confirms that Miss N Hlatshwayo (21217501) has been granted permission to conduct her research titled To explore organisational factors that facilitate or impede the implementation of corporate social responsibility (CSR) in four sports organisations based in eThekweni at KZNCU.

Heinrich Strydom
CEO
KZNCU

KWAZULU-NATAL TENNIS ASSOCIATION

Affiliated to Tennis South Africa

NPO Registration: 240 836



Westridge Park, 100 King Cetshwayo Highway, Mayville
P.O. Box 30136, Mayville 4058
T 031 261 3661
F 036 211 0983
E info@kzn tennis.co.za
www.kzn tennis.co.za



13 August 2024

To Whom it may Concern

This letter confirms that Miss N Hlastwayo (21217501) has been granted permission to conduct her research titled To Explore Organisational Factors That Facilitate or Impede the Implementation of Corporate Social Responsibility (CRS) in four sport organisations based in eThekweni at KZNCU.

Mr. Debashan Reddy

KZN Tennis Association Development Officer



President: Gugu Ngema
E-mail: president@kznnetball.co.za
067 775 5446
Kings Park Rugby Stadium, Gate 1: 43 Isalah Ntshangase Road,
Jacko Jackson Lane, Durban, South Africa
www.kznnetball.co.za Reg No: 2018/076693/08 NPC

Administrator: Bongumusa Mtambo
E-mail: admin@kznnetball.co.za
Cell: 031 303 1738 | +27 64 079 2868

14 August 2024

To Whom It May Concern,

RE: CONFIRMATION GATEKEEPER'S LETTER

This letter confirms that Miss N. Hlatshwayo (21217501) has been granted permission to conduct her research titled *"To explore organisational factors that facilitate or impede the implementation of corporate social responsibility (CSR) in four sports organisations based in eThekweni"* at KZN Netball.

Miss Hlatshwayo's research has been reviewed, and we believe it will contribute valuable insights into the organizational dynamics within the context of corporate social responsibility in sports. We are supportive of this academic endeavor and will facilitate her work within the scope of our organization.

Should any further information be required, please contact the administrator, Bongumusa Mtambo at admin@kznnetball.co.za or 031 303 1738.

Yours in Sport,

Gugu Ngema,

**PRESIDENT
KZN NETBALL**

Annexure E: Interview Schedule

About the study

The study looks at how corporate social responsibility is implemented in four sports organisations based in the eThekweni municipality region. This main aim of this study is to explore organisational factors that facilitate or impede the implementation of corporate social responsibility (CSR) in each sports organisation.

Estimated time of each interview: 45 Mins

Section A: General Information: *General information about the organisation and interviewee will be gathered in this section.*

1) Which of the following sporting codes is your organisation affiliated with?

Football/Soccer	
Rugby	
Cricket	
Netball	
Other (Please specify)	

2) Which of the following sporting sectors does your sports organisation fall under?

Public	
Non- Profit	
Commercial	

3) What is your position within the sports organisation, and how long have you been in this position within the sports organisation?

4) Are you actively involved in your sports organisation's CSR planning and strategy?

Section B: CSR implementation in sports organisations: *This section focuses on the CSR strategy used by sports organisations in the implementing CSR.*

- 1) How would you define Corporate Social Responsibility?
- 2) Is your sports organisation currently engaged in any CSR activities?

Yes	
No	
We are in the process of putting an initiative together	

- 3) Which department manages your CSR efforts in the sports organisation?

CSR/CSI department	
Public relations department	
Human resources department	
Marketing department	
General management	
Other (Please specify)	

- 4) When implementing CSR activities are there any clear goals, instruments or guidelines given to you by the sports organisation?
- 5) Do you feel the CSR activities your sports organisation engages in align with the organisation's core values.
- 6) Overall, what are the steps involved in the implementation process of CSR in your sports organisation?
- 7) Which are the main areas of focus for your sports organisation's CSR initiatives?

Economic development	
Environmental development	
Philanthropic initiatives	

Youth sports programs	
Health programs	
Mental health	
Other (Please specify)	

- 8) How does a sports organisation determine which initiatives or communities to support? Please explain how the selected communities are approached and communicated with.

Section C: Organisational factors and their role in CSR implementation: *This section focuses on specific organisational factors that have been identified as impacting a sports organisation ability to implement CSR.*

Six organisational factors that have been identified as potentially affecting CSR implementation in sports organisations. These are:

- Organisation size
- Staff involvement in the board
- Professionalism of individuals
- Financial autonomy
- Innovative capacity
- Knowledge of CSR.

- 1) In what way do you think the organisational factors hinders the implementation of CSR initiatives in your sports organisation?
- 2) Please explain in detail.
- 3) What has been your experience in your organisation considering CSR initiative implementation?

Section D: The benefits & challenges of CSR implementation: *This section focuses on the benefits and challenges of CSR implementation for sports organisations.*

- 1) How has your sports organisation benefited from engaging in CSR initiatives?
- 2) What are some of the challenges faced by your sports organisation in implementing CSR?

Section E: CSR communication in sports organisations: This section focuses on communication of CSR initiatives and the channels used to reach both internal and external stakeholders.

- 1) Where does CSR communication/messaging come from within the sports organisation?

Directly from the CEO	
Top level management	
The marketing department	
Human resources department	
CSR/CSI department	
Unsure	
Other (Please specify)	

- 2) How does communication work between individuals, teams or departments involved in implementing CSR?

Weekly meetings	
Emails	
Newsletters	
Other (Please specify)	

- 3) How important is efficient and effective communication to external stakeholders for successful CSR implementation?

- 4) How does your organisation communicate about their CSR initiatives to external stakeholders (i.e. supporters, sponsors, the community etc)

Corporate website	
Social media (X, Facebook Insta etc)	
Print media (Newspapers, magazines etc)	
Radio, Television, YouTube ads	
Email communication	

Other (Please specify)	
------------------------	--

- 5) Which of these communication channels do you feel is most effective and why?
- 6) How is feedback obtained from:
 - Internal stakeholders?
 - External stakeholders?
- 7) How is feedback obtained from the community on the effectiveness of CSR initiatives?
- 8) Are changes or improvements made after every campaign?
- 9) Is there any information you'd like to add?

THANK YOU

Annexure F: Editing Certificate

DR RICHARD STEELE

BA HDE MTech(Hom)

HOMEOPATH

Registration No. A07309 HM

Practice No. 0807524

Freelance academic editor

Associate member: Professional Editors' Guild, South Africa

154 Magenta Place

Gxarha [Morgan Bay]

5292

Eastern Cape

082-928-6208

rsteele@vodamail.co.za

rsteele201@outlook.com

EDITING CERTIFICATE

Re: NOMNDENI NTANDENHLE HLATSHWAYO

DUT master's dissertation: EXPLORING THE ORGANISATIONAL FACTORS THAT FACILITATE OR IMPEDE THE IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY (CSR) IN FOUR SPORTS ORGANISATIONS BASED IN ETHEKWINI

I confirm that I have edited this dissertation and the references for clarity and language. I returned the document to the author with track changes so correct implementation of the changes and clarifications requested in the text and references is the responsibility of the author. I am a freelance editor specialising in proofreading and editing academic documents. My original tertiary degree which I obtained at the University of Cape Town was a B.A. with English as a major and I went on to complete an H.D.E. (P.G.) Sec. with English as my teaching subject. I was a part-time lecturer in the Department of Homoeopathy at the Durban University of Technology for 13 years and supervised many master's degree dissertations during that period.

Dr Richard Steele

13 July 2025

per email