

Knowledge Management in the Secretive Football Industry

Which factors influence and predict the accumulation, sharing and application of CSR-related knowledge in Dutch professional football clubs?

2016-2017

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Master Thesis | Strategic Management

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‘An investment in knowledge pays the best interest’

Benjamin Franklin

ACKNOWLEDGEMENT

The completion of this thesis would not have been possible without the sincere support of a certain group of people. Therefore, I would like to thank the persons who gave me guidance, motivation and encouragement through the writing of this dissertation. First of all, I would like to dedicate this research to my granddad, Jan Willem Lensink. Although he is not with us anymore, I am sure he would have been very proud to see his grandson write about *'The Beautiful Game'* he loved so much.

Furthermore, I would like to genuinely thank Dr. Peter Vaessen for his help, guidance, patience and supervision from beginning to end. Additionally, I would like to acknowledge Dr. Rick Aalbers as the second examiner of this research. Also, I would like to thank my parents, Eva Lensink and Tom Kuiper for reviewing this research multiple times and their continuous and sincere support. I am also grateful to my sister Sara Kuiper, for all her encouragement and positivity during the writing period. The same applies for my girlfriend Liza Rijk, without her, this process would have been way more difficult.

I would further like to thank Steven Jansen, Steph Jansen and Lucas Winkels for our short but revitalizing holiday in France, which provided me the final energy to finish this research. Besides, I would like to express my gratitude to Ahmed Failly, with whom I spend countless hours in the university library. Also Christian Theunissen, Steyn Gardien, Juliette Aben, Antal van Beijsterveldt, Robert Klumpenaar, Danique Timans, Noah de Groot, Rens Koene, Jasper Corzaan and Arjen Bennink had their share in knowingly- and unknowingly supporting me during the process of this research.

Kees Adzo Kuiper

October 2017

ABSTRACT

Over the past decades the attention for Corporate Social Responsibility (CSR) has been growing (Chun & Bang, 2016; Porter & Kramer, 2006). Research has shown that there are several competitive advantages that can be achieved through the implementation of CSR in the corporate strategy of an organization. In order to achieve the earlier mentioned advantages, effective CSR related knowledge management is required. This is in particular relevant for Dutch football clubs, which carry out several successful social responsibility projects (Responsiball, 2016). Effective knowledge management can result in product development and increasing team and firm performances (Arthur & Huntley, 2005; Collins & Smith, 2006; Cummings; 2004). Also, social responsibility projects can actively influence the behaviour of people (Smith & Westerbeek, 2007).

Research has been conducted on the antecedents that influence the process of knowledge sharing (Wang & Noe, 2010). However, little is known about the influence of those variables on the complete process of knowledge management. In this research the process of knowledge management is constructed out of three variables: knowledge accumulation, knowledge sharing and knowledge application. This research aimed to provide more insights on this specific topic by examining six factors that are expected to influence the process of knowledge management. Those six factors are organizational culture, management support, degree of decentralization, the tie strength in and outside an organization and the combination of those two. This resulted in the examination of twelve hypotheses. In order to test the variables, a survey ($n=46$) was distributed among all CSR employees of professional football organizations in the Netherlands. The obtained data was analysed through a stepwise regression analysis, in which the control variable are included first, followed by entering the six independent variables.

The variable collectivistic organizational culture has a significant positive influence on the complete process of knowledge management, consisting of knowledge accumulation ($\beta = .50$), knowledge sharing ($\beta = .42$) and knowledge application ($\beta = .41$). The variable management support for CSR engagement of the club has significant direct positive influence on the processes knowledge accumulation ($\beta = .49$) and knowledge sharing ($\beta = .55$) and an indirect effect on the process of knowledge application. The examination of the variables degree of decentralization and strong and weak ties did not result in significant results. Finally, the three processes of knowledge management are strongly interconnected, knowledge accumulation has a strong positive influence on knowledge sharing ($\beta = .70$) knowledge sharing has a strong positive influence on the extent of CSR-related knowledge accumulation ($\beta = .60$). Besides, knowledge sharing is acting as full mediation effect on the relation between knowledge accumulation and knowledge application.

Keywords: *knowledge management, knowledge accumulation, knowledge sharing, knowledge application, organisational culture, management support, decentralization, tie strength, CSR, football*

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1. INTRODUCTION

Over the last decades the attention for Corporate Social Responsibility (CSR) has been rising significantly (Chun & Bang, 2016). The concept CSR can be described as the responsibilities an organization has beyond profit maximization and the ways it demonstrate its accountability and commitment to the society (Carroll, 1979). Today's complex and rapidly evolving society expects from huge and influential organizations to contribute to society and actively help the less fortunate. Besides that, organizations are facing heavy pressure to consider their role in society (Walters & Tacon, 2010). Initially, social responsibility was explained as a charitable or philanthropic activity. Nowadays, it is considered to be a relevant management concept and CSR can be seen as a marketing tool that can be used to improve the corporate image (Ihlen, Bartlett, & May, 2011). Moreover, well-deployed CSR activities positively influence organizations financial results and profits (Du, Bhattacharya & Sen, 2010). Companies can achieve competitive advantage when CSR is successfully implemented in the overall corporate strategy. In this way organizations may benefit in multiple ways from actively deploying CSR activities in the right manner. Over the last years, CSR in organisations has evolved from a simple functional department, towards a complex set of principles that influences every interaction an organization has with the concerning stakeholders (Porter & Kramer, 2006).

The rising attention for CSR also reflects on the professional football industry in the Netherlands. More and more professional football clubs try to successfully implement social responsibility activities in their corporate strategy. The main reason therefore is the earlier mentioned advantages arising by effectively carrying out CSR. The football industry is a perfect landscape for those activities, some authors' even claim that it is the best suiting industry to carry out responsibility projects (Babiak & Wolfe, 2006). Professional football clubs have the ability to reach out to huge audiences, enforced by the enormous amount of media attention clubs receive. Furthermore, through the use of players as ambassadors of social responsibility projects, professional football clubs can genuinely influence people and their behaviour (Smith & Westerbeek, 2007). In this way, clubs can actively contribute and help solving complex societal problems like youth unemployment and obesity, by linking their strong brand name to responsibility projects. Although CSR can have multiple positive contributions, there is also critic on the nature of the activities. The organization's intentions, philosophies and commitments towards social engagement should be critically analysed (Wood, 1991). Some stakeholders affected by the concerning organization consider social responsibility projects as an easy way to enhance the corporate reputation, overshadowing negative sides of the business. There are multiple illustrations of companies trying to cover negative issues with a positive social responsibility act (Godfrey, 2009). This could also apply for the professional football industry; with lot of negative attention regarding issues like exorbitant player salaries, riots between rival fans and investors with a suspicious background. Another negative side can arise when CSR actions are

separated from the overall strategy and core business. In that case there is no real impact deriving from the activities (Porter & Kramer, 2006). Besides, organizations can act hypocritical and unsuccessful in communicating about responsibility values, in their acting against, or in contradiction of those values. A final concern is that most companies involved in a sponsorship with sport clubs are originating from fast food, alcohol or gambling industries. This is quite contradictory; the concerning companies support sports and their own products simultaneously. A suiting example of the previous can be found in the Eredivisie, with fast-food giant Burger King as official partner. The same applies for the Jupiler League: as the name reveals, the complete league is named after a well-known Belgian beer brand.

At this moment, Dutch football clubs play a leading role in Europe when it comes to the quality and success of CSR project in professional football (Responsiball Report, 2016). To keep their leading position, for Dutch professional football clubs and in particular their CSR departments, it is essential to carry out effective knowledge management regarding CSR knowledge. The effective management of knowledge is crucial to react adequate in a fast changing environment, like the football industry. Within knowledge management, knowledge sharing is key to achieve competitive advantage (Lin, 2006). This strategic advantage is embedded in specific information organizations possess about their specific process, product and market. This information cannot be easily copied or purchased by other organizations, because the particular information is deeply integrated in the organisation (De Man, 2003). For professional football clubs, especially in the Netherlands, it is important to achieve this competitive advantage because the whole football industry is suffering from the aftermath of the recent financial crisis and decreasing sponsor revenues (KNVB Expertise, 2016). Prior research has shown that through effective knowledge management product development, team performance and firm performance can be improved (Arthur & Huntley, 2005; Collins & Smith, 2006; Cummings, 2004). In the knowledge management literature, the factors that influence and determine effective knowledge management are widely addressed (Davenport & Probst, 2002; Wang & Noe, 2010; van den Brink, 2003). Because of the advantages deriving from successful knowledge management, it is essential to understand which factors can be considered as influential. Scholars do not clearly agree on the most important factors, but most examined are trust, social interaction and reciprocity (Chiu, Hsu & Wang, 2006). Authors do agree that most factors that affect knowledge management can be classified in three different groups: organizational, team and individual factors (Wang & Noe, 2010). The factors that are examined in this research are discussed in the second chapter of this research.

§ 1.1 Research Goal

The main goal of this research is to get insight in the factors that influence and predict the extent of effective CSR knowledge management in Dutch professional football clubs. With the insights that derive from this research, managerial recommendations for football clubs and CSR departments concerning effective knowledge management can be provided.

In this research the concept '*knowledge management*' consists up out of three main processes (Bryant, 2003). The first is the process of knowledge accumulation: a combination of knowledge creation and knowledge acquisition. The second process is knowledge sharing. The third and final process is knowledge application. Those three concepts will represent the broader concept of '*knowledge management*' in this research.

In order to deliver an answer to the main goal, a research question is constructed. According to Vennix a suitable research question must fulfil the following criteria: the research question must be in line with the main goal of the research, the research question must be specific and achievable and the question must address a knowledge question (2011, p.28). Regarding this research the following research question is constructed:

Which factors influence CSR-related knowledge management in professional football clubs in the Netherlands?

To provide a clear and comprehensive answer to the main research question three smaller questions are answered:

- 1. Which factors influence the extent of CSR-related knowledge accumulation?**
- 2. Which factors influence the extent of CSR-related knowledge sharing?**
- 3. Which factors influence the extent of CSR-related knowledge application?**

§ 1.2 Scientific and Social Relevance

Regarding the scientific relevance of this research this thesis touches upon the already existing academic research about knowledge management and CSR. Over the past decades a huge amount of academic research was conducted on the topic CSR. Furthermore, due to the rising attention from managers and scholars for the topic of knowledge management, the combination of those two topics is also widely examined. Although numerous scholars have been writing about CSR in relation to football, knowledge management and professional football is not actively addressed yet (Babiak & Wolfe, 2006; Godfrey, 2009; Walters & Tacon, 2010). This research tries to provide additional insights on the factors that explain the extent of successful CSR related knowledge management within professional football clubs in the Netherlands. In this way, this research contributes towards the already existing academic literature on factors that influence accumulation, sharing and application of knowledge within a professional organization. The theoretical framework from Wang and Noe (2015) that is been used in this research is solely focussing on the process of knowledge sharing. A significant academic contribution that this thesis is trying to realize is testing the factors from Wang and Noe also on the process of knowledge accumulation and knowledge application. In this way, the extent of

effective CSR knowledge management, consisting of knowledge accumulation, sharing and application, in professional football clubs in the Netherlands is measured. The insights can be useful for follow-up research in this field of study.

The social relevance of this research is mainly embedded in the fact that successful CSR projects can help solve social problems like unemployment and obesity under youngsters. Suiting examples are the '*Scoren met Scholing*' project, initiated by PSV Eindhoven, with the main goal to reduce dropout rates in the region of Eindhoven (PSV, 2015). Another striking example is the '*Feyenoord Jobscoor*' project, helping the local youth with a huge backlog towards the labour market through offering job experience in and around the Feyenoord stadium (Feyenoord Foundation, 2012). Those previous illustrations are clearly showing the positive social benefits CSR activities can generate, when successfully implemented by professional football clubs. It is widely recognized that it is a difficult task to measure the success of CSR projects, and make the results quantifiable (Turker, 2009, p. 411). However, according to a report constructed by consultancy firm Price Waterhouse Coopers about the social power of CSR in the football landscape, projects carried out in the Netherlands can be considered as successful and can contribute to solving complex and substantial social problems (PWC, 2015). For the success of those previous mentioned projects, effective knowledge management is essential: the projects are tailor-made and need to be continuously reinvented and adjusted to stay successful. The intention of conducting this research is to provide more insight on the factors that influence CSR knowledge management, in order to help professional football club keep carrying out successful and high qualitative social projects. Moreover, professional football clubs can use the results and implications of this research in order to further develop and improve their existing CSR related knowledge management strategies. Concluding, social responsibility activities in Dutch football clubs can be considered as an imperative issue, since it affects a huge number of people in the Netherlands. This effect is even stronger because of the attractive power professional football has on people; this makes it easier to influence people on vital and relevant topics like education, health and participation.

After the introduction, the theoretical framework of this research is explained and comprehensively described. Deriving from this theory, twelve hypotheses are stated and discussed and result in a conceptual model. Followed by the used methodology and data collection are debated. Afterwards, the retrieved data is analysed. Next, a conclusion is given based on the data analysis. Finally, the theoretical and managerial implications are assessed.

2. THEORY

The purpose of this section is to describe the theoretical framework that is used in this thesis. At first, more information about how CSR is embedded in professional football clubs in the Netherlands is provided. Second, the concept of knowledge and the elements of professional knowledge management are described. Third, there is elaborated on the processes of knowledge accumulation, knowledge sharing and knowledge application. Finally, hypotheses are drafted and the conceptual model that is guiding for this research is constructed.

§ 2.1 CSR in the Dutch Football Industry

The objective of this subsection is to provide greater insight in the landscape CSR departments of Dutch professional football clubs are manoeuvring and acting in. As mentioned before, football clubs are acting in an atmosphere with numerous, complex and unpredictable stakeholders. Professional football in the Netherlands consists of two main leagues: the Eredivisie with 18 teams, and the Jupiler League (second division) with 20 teams. Together, the Dutch professional football industry consists of 34 sport organizations (four teams in the Jupiler League are youth-teams from existing football clubs).

The Dutch football industry can be considered as huge and valuable. The value of the Dutch football industry for society was estimated to be 2.18 billion (PWC, 2015). Professional football clubs generated 1.3 billion euro: the non-professional football clubs 775 million and the Royal Dutch Football Association 83 million. Football is by far the main sport in the Netherlands and can be seen as one of the biggest social networks. The Royal Dutch Football Association, the governing body of football in the Netherlands, is currently counting 1.2 million active members. With yearly over 5 million people visiting a football game in the Netherlands, football can definitely be considered as an important social network (KNVB Annual Report, 2015). This resulted in 2004 in the foundation ‘*More Than Football*’, established by the Royal Dutch Football Association in collaboration with the Eredivisie and the Jupiler League. The purpose of this foundation was to use the power of football for a healthier and better society, together with all the football clubs in the Netherlands (Meer dan Voetbal, 2004, p.4). The foundation was a huge success, as a result multiple professional and non-professional clubs initiated social responsibility projects. The projects were focussing on core issues like: education, health and participation in the Dutch society. In 2016, the foundation was incorporated into the Eredivisie. The foundation has made a significant contribution to the awareness of the social role football has in the Netherlands. Almost every professional football club has adapted the philosophy of the foundation: all those clubs are picking up their social role. A study, carried out and composed by the independent Swiss research organization Responsiball endorses the success of CSR activities in the Dutch football industry. In this research, carried out for the fifth consecutive year, 310 football clubs out of 19 leagues are compared. The comparison is based on 50 indicators that are

related to three main CSR topics: Governance, Community and Environment. In this research, the Eredivisie was ranked first for the third consecutive year, above the Danish Superliga and the English Premier League. As main reason for the Dutch success, the small size of the football clubs was mentioned together with sustainable partnerships with private companies (Responsiball Report, 2016). A suiting example of the previous is the AZ Greenteam project (AZ, 2016). In this CSR project, which focuses on environment, local companies and renewable energy enterprises are brought together. In this way, knowledge of renewable energy can be shared and networks can be created. As a result of one of the partnerships, the AZ stadium (AFAS Stadion) is entirely running on renewable energy, generated through 1,725 solar panels constructed on the roof of the stadium. In the future the Greenteam project aims to connect more sustainable companies with citizens. The Greenteam project can be considered as prosperous and was therefore also included as good practice in last years Responsiball Report (2016). In this way, other professional football clubs can use the insights and knowledge that was generated to start similar projects at their own club. Almost every professional football club in the Netherlands has a CSR department, functioning as independent foundation or incorporated in the football organization. Below in Figure 1 is shown how a CSR department is often incorporated in the structure of a football organization:

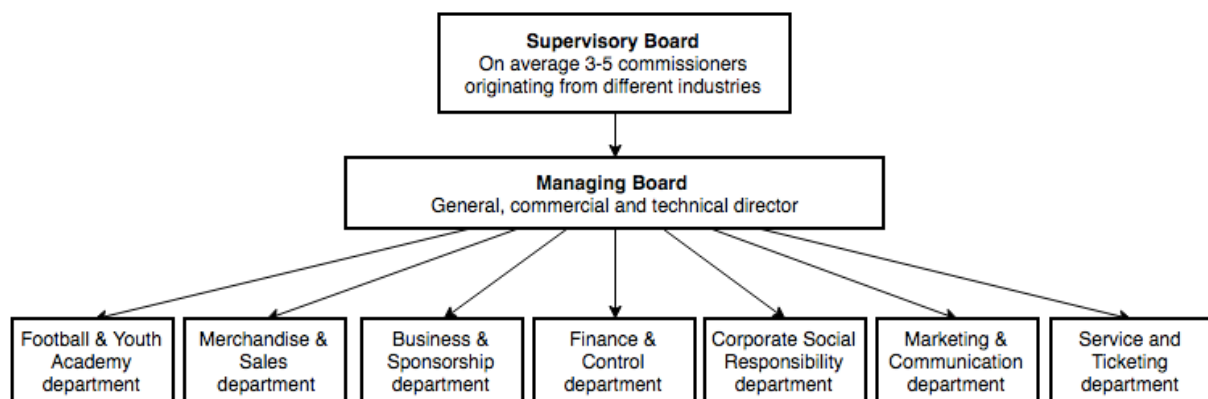


Figure 1: Organogram Football Organization

The organogram as displayed above is fictional and a simplification of reality. It is based on the combination of organizational structures obtained from multiple annual reports from Dutch professional football clubs. The order of the seven fictional departments is completely random. In a situation the CSR department is acting as an independent foundation, it has its own simple organizational structure, including a supervisory board, management team and CSR project leaders. The members of the supervisory board and the management team in an independent foundation are often working part-time, due to the small size of the foundations, and are also working for the related professional football organization. So, even when a professional football club has an independent operating CSR foundation, in reality both are always strongly intertwined.

CSR foundations that act independent often live up to their own mission and vision, an example is the mission of the Ajax Foundation, as translated into English from their annual report:

“Ajax is conscious of their example role and leadership role and find it important to take social responsibility as a Dutch top football club. The club believes it is very important to support social projects, in order to achieve this, the Ajax Foundation was established”. (Ajax Foundation, 2015, p.4).

As mentioned earlier, football clubs, and especially their CSR departments, are acting in a dynamic environment. The needs of supporters change quickly and projects often need to be adjusted to stay attractive. Each football club has its own unique DNA through which it tries to enforce its CSR activities, this also requires a lot of flexibility and complex decision-making. Clubs also need to consider their size, in the search for new CSR activities. Huge clubs, like Ajax, Feyenoord and PSV, can reach a larger audience than small clubs, which are focussing more on a certain region in the development of their CSR projects. Besides that, each region in which a particular club is active has its own social characteristics and points of attention. Finally, flexibility is also required in case of relegation to the second division (Jupiler League). In the occurrence of this situation less money is available for the football club, also for CSR projects, and a trade-off needs to be made.

§ 2.1.1 Benefits from CSR

The benefits deriving from integrating CSR in sport organizations are widely described and examined in the existing academic literature. According to Babiak and Wolfe sport organizations are the perfect organizations when it comes to the implementation of CSR activities (2006). Smith and Westerbeek (2007) mention several distinctive points why this relationship is beneficial and sustainable. A first important point is the scope sport organizations have as well as their popularity. In this way sport organizations are able to reach huge audiences, this is enhanced by the amounts of media attention sport organizations receive (p.51). Another essential advantage is social interaction that can be stimulated by sport organizations. This will lead to integration and better understanding of different worldviews and cultures. The ‘*Mensfort United*’ project initiated by PSV Eindhoven is a perfect illustration of the previous (PSV, 2014). In this project, youngsters from Mensfort, a neighbourhood in Eindhoven with a lot of problems concerning vandalism were selected and provided with training sessions. During these training sessions, a PSV community trainer gives information about multiple social issues. Additionally, the youth worker of the municipality of Eindhoven uses the sessions to get contact with the youngsters in a more informal setting. At the end of the first season, all the participants were positive, and more important, the number of notifications of vandalism decreased extremely. The success of the ‘*Mensfort United*’ project resulted in the exportation of the project towards other problematic neighbourhoods in Eindhoven. Due to all the positivity, this project also

became a good practice in the Responsiball Report (2016). Finally, particular CSR activities can lead to increased awareness of the environment and sustainability (p.52). The AZ Greenteam example, mentioned in the previous subsection, is illustrating for this advantage. Concluding, social responsibility projects are deeply rooted in the Dutch football landscape, and can be considered as successful in fulfilling their task towards society.

§ 2.2 Knowledge and Knowledge Management

The main goal of this research is to get insight in the factors that influence and predict the extent of effective CSR-knowledge management in Dutch professional football clubs. As a precondition for providing insight into CSR-knowledge management, section 2.2.1 introduces, defines and describes the concept of '*knowledge*'. Next to that, a distinction is made between two different types of knowledge, namely tacit and explicit knowledge. Section 2.2.2 then turns to knowledge management. As an introduction into knowledge management section 2.2.3.1 presents a brief, general overview of the origination of organizational knowledge, i.e. the genesis of specific knowledge that is more commonplace in and identifies an organization. In section 2.2.3.2 to 2.2.3.3 the details in the different stages in the process of knowledge management are analyzed.

§ 2.2.1 Concept of Knowledge

The purpose of this subsection is to provide an overview about the concept of knowledge. To provide a clear answer to the research question it is useful to make clear what is meant with '*knowledge*'. Over the last decades the attention regarding the concept of knowledge has been rising significantly. Knowledge has become the primary source of economic welfare. Several scholars claim that knowledge is the foundation and the main driver of our post-industrial economy (Toffler, 1991). Additionally, Weggeman sees knowledge as the fourth production factor next to the traditional ones: land, labour and capital (2000). In the existing academic literature, knowledge is widely described in multiple ways, there is no single and clear definition of the concept of knowledge. To provide a clear overview and understanding of the concept some definitions of knowledge from different academic authors are addressed. According to Weggeman (2000) knowledge can be considered as the, partly unconscious, ability that gives someone the position to carry out a specific task. The ability is the function of the information, the experience, the skills and the attitude someone possess in a particular situation. He also claims that knowledge cannot be seen separately from the owner: the person that possesses the information (p.36). So, people themselves play a crucial role in his description of knowledge. Weggeman also constructed the following formula: $\text{Knowledge} = I * E * S * A$. Knowledge is the outcome of information multiplied with experience, skills and attitude (2000). Davenport and Prusak (1998) also recognized the value of people in the generation of knowledge. They state that it is impossible to describe knowledge in logic sentences, because knowledge is a much more complex

concept than for example information and data. Nevertheless, Davenport and Prusak did provide a working definition of knowledge:

“Knowledge is a fluid mix of framed experience, values, contextual information and expert insights that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knowers. In organizations, it often becomes embedded not only in document or repositories but also in organizational routines, processes, practices and norms” (1998, p.5).

So, knowledge can be considered as all the framed experiences, values, contextual information and expert insights that are present in the heads of employees working for CSR departments of professional football clubs in the Netherlands.

§ 2.2.2 Tacit and Explicit knowledge

In addition to the latter, it is essential to make the distinction between explicit and implicit (or tacit) knowledge. There is a significant difference between explicit and tacit knowledge. In order to get reliable and clear insights in the knowledge that is present with the employees of the CSR departments it is important to make the distinction. Furthermore, it is beneficial to explain the differences to get a clear understanding of the later discussed process of organizational knowledge creation.

According to Nonaka and Takeuchi (1995) explicit knowledge can be described as knowledge that *“...can be expressed in words and numbers and can be easily communicated and shared in the form of hard data, scientific formulae, codified procedures, or universal principles”* (p.8). So, explicit knowledge consist out of data and information embedded in documents, and is easily observable (Weggeman, 2000). An illustration of explicit knowledge in the football industry is an annual report completely dedicated to CSR. This is not common, most of the time CSR information is incorporated in the general annual report, but for instance SC Telstar made a complete CSR annual report. In this report all the responsibility projects and results are discussed (2014). In this way, knowledge is made explicit, other clubs can easily access the specific information. Explicit knowledge is no longer person dependent. It exists separately from personal knowledge, this makes implicit knowledge convenient to transfer. Explicit knowledge can be separated further into rule-based and object-based (Choo, 1998). The first, rule based is *‘codified into rules, instructions, specifications, standards, methodologies, classification systems and formulas’* (p. 112). The object based can be described as *‘strings or symbols or is embodied in physical entities like equipment, models or substances’* (p.112). It is beneficial to make this distinction between rule-based and object-based explicit knowledge in order to manage knowledge effectively in an organization.

Tacit, or implicit knowledge is another form of knowledge and is more personal, which makes it more difficult to share it with other individuals. Nonaka and Takeuchi (1995) identify implicit knowledge as ‘...*highly personal and hard to formalize*’. Subjective insights, intuitions and hunches all fall into this category of knowledge (p.8). To illustrate this with a more practical example, when an individual reads a theory, it is explicit knowledge. To make this knowledge implicit, the individual must bring the studied theory into practice. In this way the explicit knowledge becomes implicit because it is combined with experience, skills and attitude (Depassé, 2014). Tacit knowledge can be considered as personal and action oriented (Choo, 2006). Tacit knowledge is acquired in the minds of employees, this occurs through experience and over time. Employees use this tacit knowledge in problem solving and decision-making. Because tacit knowledge is challenging to capture, any attempt to capture or store tacit knowledge will result in the loss of its essential elements (Choo, 2006). However, due to the unique nature of tacit knowledge, it is likely to have the most value for an organization (Earl, 1997). The transferring of tacit knowledge is slow and expensive. The more complex and abstract knowledge is, the more costly it is for organization to create, replicate and share it (Van den Berg, 2013). The main reason for the expensiveness of tacit information is that the communication to others is difficult, because the information cannot be reduced to rules, systems or elements (Teece, 1998). The concept of tacit knowledge also includes cognitive and technical elements, deriving from synchronized engagement of mind and body (Nonaka & Takeuchi, 1995). The cognitive element exists of mental models. Mental models include individual’s image of reality, used by people to understand and make sense of specific phenomena. Mental models are constructed with deeply integrated assumptions and generalizations, and constructed over time through the process of socialization. The main purpose of mental models is to make sense and categorize the never-ending information stream people need to deal with every day (DeBono, 1991). The technical element includes solid know-how, combined with crafts and hands-on skills. The difference between cognitive and technical elements can be clarified with the following quote from Snowden: “*We can always know more than we can tell, and we will always tell more than we can write down*” (2000).

Concluding, knowledge is a complex concept consisting of different elements. In this research knowledge is seen as a fluid mix of framed experiences, values, contextual information and expert insights on the topic of CSR. Together they form a framework for the processing of new experiences and information.

§ 2.2.3 Knowledge Management

In this subsection there is elaborated on the subject of knowledge management. Also the role, elements and importance of knowledge management in organization are emphasized. Regarding this research it is essential to understand the different elements that are incorporated in knowledge management in order to provide an answer to the research question.

Knowledge management is a topic that is widely addressed and described in the existing academic literature. However, most of the knowledge processes that are described are somewhat similar. In Table 1 below three authors in the field of knowledge management are mentioned, including the number of steps they consider as relevant in the knowledge management process:

Author	Steps
Fleury (2001)	Acquisition and development of knowledge, dissemination of knowledge and memorisation of knowledge (3)
Eboli (1999)	Development of knowledge, generation of knowledge, diffusion of knowledge and application of knowledge (4)
Buoro (2005)	Knowledge identification, knowledge storage, knowledge creation, knowledge sharing, knowledge monitoring, knowledge updating and knowledge disposal (7)

Table 1: Knowledge Management

Mertins, Heisig and Vorbeck (2001) give the following definition of knowledge management: *‘The sum of procedures to generate, store, distribute and apply knowledge to achieve organizational goals’* (p.14). As shown in the table, in academic literature there are three knowledge management processes that are almost always present: knowledge accumulation, sharing and application (Bryant, 2003, p.32). Meeting the requirements for those three elements can help achieve competitive advantage (Lin, 2006). In this research those three elements will represent the concept of knowledge management, because they are expected to provide a suitable framework for knowledge management. The storing of knowledge, as earlier mentioned in the definition of Mertins et al. (2001) is not taking into account. This is mainly due to the fact that storing is focussing on huge databases, which are known to be absent in CSR departments of professional football clubs. This is mainly due to the small size of the CSR departments, which makes it too cost full to develop databases. Furthermore, the storing of knowledge in databases is not regarded as significantly important in the light of the most general knowledge management processes.

According to Bellinger (1997) knowledge management can help keep an organization focus on acquiring, storing and utilizing knowledge for problem solving, dynamic learning, strategic planning and decision making. A huge benefit deriving from successful knowledge management is that it defends intellectual assets from decay, increases firm intelligence and provides more flexibility. As described in subsection 2.1, flexibility is from crucial importance for CSR departments of professional football clubs. In the following subsections, the three earlier mentioned elements of knowledge management are discussed, starting with knowledge accumulation, followed by knowledge sharing and ending with knowledge application.

§ 2.2.3.1 Knowledge Accumulation

As stated before, in this research knowledge management consists out of three elements. The first main element of knowledge management is knowledge accumulation. In order to completely understand the concept of knowledge accumulation, it is beneficial to first elaborate on the strongly related concept of organizational knowledge creation. Nonaka and Takeuchi provide the following definition of organizational knowledge creation: “*The capability of a company as a whole to create new knowledge, disseminate it throughout the organizational, and embody it in products, services and systems*” (1995, p.3). They state that knowledge is created by individuals, and later becomes part of the organization knowledge. Other authors add that the creation of knowledge takes place during regular daily activities on the work floor, or in any other social activity or setting (Bryant, 2003). So, knowledge creation can be achieved through social ways, as in social interactions with other employees, or through technical activities like working with data sets and data mining.

In the light of organizational knowledge creation the SECI model is beneficial to mention. The SECI model was constructed by Nonaka and Takeuchi (1995) and implies that converting tacit knowledge into explicit knowledge leads to the creation of organizational knowledge. The authors state that new knowledge is mainly created in the transformation between tacit knowledge and explicit knowledge. According to Nonaka and Takeuchi organizations can create knowledge through four modes (1995). The four modes of the model are: socialization, externalisation, combination and internalisation (SECI). In these four modes explicit and tacit knowledge, as earlier described in subsection 2.2.2, are involved and interconnected. The first mode is socialization. Socialization is ‘*...the process of converting new tacit knowledge through shared experiences*’ (Nonaka, Toyama & Konno, 2000, p.9). This happens from tacit to tacit knowledge. Tacit knowledge can be created through exchange of (shared) experiences among colleagues. Combining each other’s experiences might create new knowledge and insights. The process of socialization can also occur outside of the workplace, through the interaction with consumers and suppliers and other individuals connected to the organization (p.9). In the situation of employees of CSR department, the socialization process can occur during interaction with important stakeholders, like the municipality, in the development of CSR projects.

The second mode, externalisation, is the emergence of new knowledge in the process of making tacit knowledge explicit. Tacit knowledge is made available to the entire organization. Tacit knowledge then becomes exposed to views and comments from other members of the organization. This might result in greater specification, change or supplementation of the (original) tacit knowledge. The third mode is combination, this mode can be described as ‘*...the process of converting explicit knowledge into more complex and systematic sets of explicit knowledge*’ (p.10). So, this mode emphasizes on the explicit to explicit knowledge process. The core of this mode is that different pieces of explicit knowledge are merged into a systematic whole that contains greater knowledge than the sum of its

parts. In order to disseminate the new knowledge among the members of the organisation it is essential that the members can easily get insight in the new knowledge. In the combination mode knowledge creation can for example occur through the bundling of evaluations of CSR projects in a report. In this way a new vision on CSR can be designed and constructed. The fourth and final mode is internalisation. In this process explicit knowledge is translated into tacit knowledge. In the internalisation process ‘... *explicit knowledge created is shared throughout an organisation and converted into tacit knowledge by individuals*’ (p.10). At the moment knowledge becomes internalised, individuals acquire this tacit knowledge and it becomes useful and valuable. In this way knowledge becomes suitable for knowledge application, a topic that is elaborated on in subsection 2.2.3.3.

Besides, with regards to this particular research it is important to make the distinction between the earlier described process of knowledge creation and the process of knowledge acquisition. Gamble and Blackwell describe knowledge acquisition as knowledge that organizations can acquire from external sources (2001). Because knowledge acquisition is also very relevant for employees of CSR departments through activities like: attending symposia about CSR, keep up to date on relevant CSR issues through magazines and publications and collective group training, the concept of knowledge acquisition is incorporated in organizational knowledge creation concerning this research. Through the earlier described activities employees can acquire new knowledge regarding social responsibility and keep their existing knowledge up to date. In the light of CSR projects, employees sometimes need to create knowledge through social activity with colleagues, and sometimes have to acquire knowledge through the use of external sources in the form of symposia or publications. In this research the concepts knowledge creation and knowledge acquisition are merged because of their strong connectedness. Therefore, in this research the concept ‘*knowledge accumulation*’ is used, in order to be able to cover both previous concepts. In the figure below is in a visual way shown how the latter discussed concept of ‘*knowledge accumulation*’ is constructed:

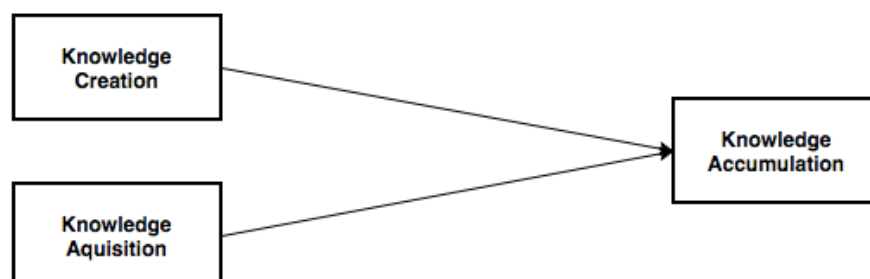


Figure 2: Concept Knowledge Accumulation

§ 2.2.3.2 Knowledge Sharing

The second element of knowledge management is knowledge sharing. In this subsection the concept of knowledge sharing is explained, starting with a definition. Next, the advantages deriving from knowledge sharing are discussed. First, some concepts regarding knowledge sharing are discussed. In the academic literature multiple concepts are used in the light of knowledge sharing like: knowledge distribution, knowledge communication and knowledge dissemination. The first concept, knowledge distribution is often used in academic literature instead of knowledge sharing (Bhatt, 2000). However, the concepts are considered to cover the same content, only different names are given to the same concept. The concept of knowledge communication is more focussing on making existing knowledge explicit, in order to communicate in through e.g. an organization. As Hendriks (1999) states, knowledge sharing is not communication, but is related to communication. The concept of knowledge communication can be considered as narrow, the main focus is on making explicit knowledge more accessible and easier to share in the form of documents and annual reports. The third concept of knowledge dissemination or diffusion is defined in the literature as the process in which organizational knowledge is shared, knowledge that exists in an explicit and formalized form (Cabrera & Cabrera, 2002). So, this differs from Nonaka and Takeuchi's approach, which focuses on knowledge sharing as antecedent to the creation of organisational knowledge (1997).

The definition of knowledge sharing that is guiding in this research derived from conducted research by Wang and Noe: *"The provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures"* (2010, p.117). In order to make knowledge valuable for the particular organization, it is important that it can be shared with colleagues. In the light of the earlier mentioned SECI-model this occurs in the externalization mode, in which tacit knowledge is combined with explicit knowledge. Externalization is the second mode as described by Nonaka and Takeuchi. In this mode the acquired knowledge from the socialization mode is converted into explicit knowledge. During this process, knowledge can be shared with other employees. This can result in new and innovative products, in the light of this research, new CSR projects (p.9). In football clubs the knowledge is made explicit in the annual reports, multiple clubs describe their social strategy, role in society and the responsibility projects they initiated during the season (AZ, 2015; NEC, 2015; Feyenoord, 2015). Through this, the acquired knowledge concerning CSR projects has been made explicit, and can be shared with other employees. The process of knowledge sharing can be considered as important in the light of effective knowledge management (Lee & Choi, 2003; Hislop, 2009). Especially in the Netherlands, where there is a huge on-going change towards a knowledge economy, in which it is crucial that individuals keep on learning and share knowledge (Kessels, 2001). An important addition to make is that authors agree on is that the process of knowledge sharing is strongly intertwined with the process of the earlier discussed knowledge creation. A suiting example is the SECI model, which is a continuously on-going

model, in which the externalisation is mainly focussing on knowledge sharing, but needs socialization, combination and internalization to complete the process of knowledge creation. Nonaka and Takeuchi (1997) state that the knowledge-sharing phase can be considered as the beginning of the knowledge creation process. Besides that, knowledge sharing can be seen as an important process of knowledge management, because it leads to the explicitness of tacit knowledge, which will result in the accumulation of new organizational knowledge (Bartol & Srivasta, 2002). Concluding, there exists a close relationship between the concepts of knowledge sharing and knowledge accumulation. The process in which knowledge is shared is crucial to organizations due to the fact that organizations have to deal with knowledge loss in the form of retirement and employee turnover. This leads to the loss of vital and relevant knowledge, which can be harmful for the organization. Regarding this research, knowledge sharing is also considering as the way CSR departments are documenting their knowledge in documents, so the knowledge can be shared easily. Furthermore, the number of collective organizational meetings concerning CSR is addressed, where employees can learn from each other. Also the employee turnover is taken into account. As mentioned before, a high employee turnover will lead to the loss of valuable information. This is in particular relevant for the Dutch football industry, which is characterized by a high employee turnover (KNVB Expertise, 2008, p.10). Moreover, because of the relatively small number of employees working in CSR departments, especially in the smaller clubs, leaving employees can cause a huge loss of specific CSR related knowledge. Due to this, it is important to take the employee turnover into account in this research regarding the knowledge sharing process.

In the existing academic literature and within the corporate field there is huge attention for knowledge sharing. Al-Hawamdeh states that knowledge sharing can be considered as the most essential part of knowledge management in general (2003). This is mainly due to the advantages deriving from effective knowledge sharing. The following quote illustrates that: *'A growing body of empirical evidence indicates that organizations that are able to transfer knowledge effectively from one unit to another are more productive and more likely to survive than organizations that are less adaptive at knowledge transfer'* (Argote, McEvily & Reagans, 2003, p.573). Moreover, an effective knowledge sharing process gives organizations the opportunity to be agile and provide quick responses towards changes in the industry and market they are active in. This is in particular relevant for the market CSR departments are in, with a constantly changing need for social responsibly projects and a lot of other competitors. According to Hislop (2009) knowledge sharing can lead to some great advantages for an organization and their employees. An example of an organization level benefit is an improved group performance, which can result in an enhanced individual status. Additionally, there is an intrinsic reward in the process of knowledge sharing. Hislop also stated some shortcomings regarding knowledge sharing: the process can be time consuming and there is the risk that employees give away a source of power and proficiency to others (2009).

§ 2.2.3.3 Knowledge Application

Knowledge application is the third and final element of knowledge management. The two earlier discussed elements, knowledge accumulation and knowledge sharing, can be considered as less meaningful when they do not result in higher levels of knowledge application and finally resulting in CSR projects. With the previous elements can potentially predict which clubs have more and which clubs have less CSR projects. According to Bhatt (2001) *“Knowledge application means making knowledge more active and relevant for the firm in creating value”* (p.72). Organizations need to apply knowledge to the product they are creating; in this way new products and innovations can be achieved. In the case of CSR departments this concerns all the gained knowledge on the content, execution and evaluation of social responsibility projects. This knowledge can be obtained through mistakes or earlier experiences with the project, this knowledge is created in the earlier mentioned organizational knowledge creation process. During the application of knowledge it is important that the knowledge is considered, evaluated, selected and compared (Mertins et al. 2001, p.51). In this way the knowledge can be integrated with other information, in order to make in more active and relevant for the organization.

In the previous subsection was mentioned that knowledge accumulation could lead to sustainable competitive advantage. This also applies for the process of knowledge application. As Droge, Claycomb and Germain (2003) emphasize: *“In the long run, firms that create new knowledge at a lower cost and more speedily than competitors, and then apply that knowledge effectively and efficiently, will be successful at creating competitive advantage”* (p.544). This is in particular relevant for CSR departments in professional football clubs, since CSR is not the core business of the organization there are lot of financing problems concerning social responsibility projects. Through the achievement of the earlier mentioned competitive advantage, projects can be carried out in a more cost-efficient way.

As derived from the definition by Bhatt (2001) knowledge must be made more active and relevant for the organization. In this research, knowledge application is considered as the way employees of CSR departments use and takes advantage of knowledge that is obtained through mistakes and experiences, and how they use this new knowledge in dealing with arising problems and apply knowledge in developing new, tailor-made CSR projects. The final result of knowledge application is the development and execution of more CSR projects.

§ 2.3 Factors influencing Knowledge Management

In this subsection the factors deriving from the framework from Wang and Noe (2010) are discussed. In the existing literature on the topic of knowledge management and knowledge sharing in particular, lot of research has been done on the determinants of successful knowledge sharing (Davenport & Probst, 2002). In order to successfully share knowledge it is of significant importance for organizations to be aware of the factors that determine and create the right circumstances to improve knowledge sharing. Wang and Noe (2010) created a comprehensive framework in which they identified five areas of existing knowledge sharing research: organizational context, interpersonal and team characteristics, cultural characteristics, individual characteristics and motivational factors (p. 115). The framework is based on qualitative and quantitative studies on knowledge sharing, varying from 1999 until 2008. The framework is based on knowledge sharing between employees in an organization, which is relevant because knowledge sharing on team and organizational level is influenced by knowledge sharing between employees (Nonaka, 1995). From the extensive research of academic articles conducted by Wang & Noe (2010), which resulted in the construction of the framework of knowledge sharing research, four factors derived that positively influence the extent of knowledge sharing. The four factors can be classified in two different areas: organizational factors and team factor. All four factors are empirically tested in theory. The four factors are: organizational culture, management support (organizational factors), degree of decentralization and tie strength (team factors). Because tie strength is divided in strong ties, weak ties and the combination of them, six factors will be tested. In section 2.3.4 will be elaborated on the distinction of tie strengths. As stated before, the six factors are tested on the variable '*knowledge sharing*'. In this research it is assumed that '*knowledge management*' consists out of three main elements that strongly influences each other. Therefore, the six factors will also be tested on the variables knowledge accumulation and knowledge application, to get insight in how professional football clubs create, share and finally apply knowledge. In this way a clear overview can be given of the factors that influence and predict the extent of CSR related knowledge management in the Dutch football industry. In the following subsections the six different factors are described and twelve hypotheses are drafted.

§ 2.3.1 Organizational Culture

The first organizational factor is organizational culture. Schein describes organizational culture as '*...a pattern of shared basic assumptions learned by a group as it solved its problems of external adaption and internal integration*' (1985, p.35). According to Wang, Su and Yang (2011) a collectivistic organizational culture has a positive influence on the extent of knowledge creation. A collectivistic culture fosters cooperation and teamwork. Cooperation opens the access to and creates motivation to exchange and create knowledge (p.365). The influence of organizational culture on knowledge sharing is a topic that gained much attention of researchers over the past years (Al-Alawi, Al-Marzooqi & Mohamed, 2007; Chang & Lin, 2015). In a collectivistic organizational

culture employees are more connected with each other, in this way they are more eager to share knowledge and feel more secure to implement new knowledge in existing routines. Wang, Su and Yang (2011) stated that a collectivistic organizational culture has a positive influence all knowledge related activities, expected is that this is also applies for the extent of CSR knowledge application. This leads to the first three hypotheses regarding this factor:

H1a: Football clubs with a comparatively collectivistic culture accumulate more CSR knowledge than football clubs with an individualistic culture

We expect that the more knowledge on CSR is created and acquired by employees of a club, the more knowledge is shared among CSR employees of the club. Consequently we expect that:

H1b: Football clubs with a comparatively collectivistic culture share more CSR knowledge than football clubs with an individualistic culture

Clubs where CSR knowledge is widely shared among employees and workers are expected to be also more active in undertaking concrete CSR initiatives and projects for the benefit of their supporters and wider community. Hence we also hypothesize that:

H1c: Football clubs with a comparatively collectivistic culture apply more CSR knowledge than football clubs with an individualistic culture

§ 2.3.2 Management Support

The next organizational factor is the existence of management support in an organization. Management support regarding CSR related knowledge-management activities are from significant importance: support from the higher management positively influences the extent of knowledge creation and sharing (Laitinen, 2013). In the situation of support of the higher management, managers appreciate, involve and encourage employees to engage in knowledge management (Lin, 2007b). Furthermore, support from the higher management affects the quality and the level of knowledge sharing, by creating more commitment among employees to participate in the knowledge sharing process (Lee, Kim & Kim, 2006). There is no existing research on management support and the extent of knowledge application, but assuming positive correlation between knowledge accumulation, knowledge sharing and putting knowledge into practice this relationship is expected to be positive. This leads to the following three hypotheses:

H2a: In football clubs with strong management support for CSR engagement of their club, more CSR knowledge is accumulated than in football clubs with weaker management support for CSR engagement

H2b: In football clubs with strong management support for CSR engagement of their club, more CSR knowledge is shared than in football clubs with weaker management support for CSR engagement

H2c: Football clubs with strong management support for CSR engagement of their club apply more CSR knowledge than football clubs with weaker management support for CSR engagement

§ 2.3.3 Hierarchical Structure

The second area of factors are the team related factors, the first is hierarchical structure. Research has demonstrated that organizational unit size can influence the extent of knowledge creation and sharing (Connelly & Kelloway, 2003; Simons & Sveiby, 2002). According to Serenko, Bontis and Hardie (2007) it is proven that when the size of an organizational unit increases, the effectiveness of knowledge sharing activities decreases. Centralized structures lead to a reduction in communication and the sharing of ideas, as a result of time-consuming communication channels. Without the sharing of ideas, knowledge creation is less likely to occur (Benett & Gabriel, 1999). In a decentralized organizational structure, knowledge sharing is more likely to occur, because different employees can communicate more easily (Kim & Lee, 2006). Therefore, in a decentralized structure employees can more easily participate in the decision making process. In a decentralized structure where more knowledge is accumulated and shared, it is expected that the application of CSR knowledge is higher than in an organization with a centralized structure, because of the easier communication channels and freedom and involvement in decision-making. This leads to the following three hypotheses:

H3a: In football clubs with a decentralized structure, the extent of CSR knowledge that is accumulated is higher compared to football clubs with a centralized structure

H3b: In football clubs with a decentralized structure, the extent of CSR knowledge that is shared is higher compared to football clubs with a centralized structure

H3c: In football clubs with a decentralized structure, the extent of application of CSR knowledge is higher compared to football clubs with a centralized structure

§ 2.3.4 Social Capital

The second team factor is the existence of ties in an organization. Granovetter (1973) makes the distinction between strong and weak ties between employees. Tie strength is based on characteristics like emotional intensity, time spend with each other and mutual trust. Employees have a couple of strong ties and weak ties in an organization. Strong ties lead to bonding, which is about intensive contact with your own small group of people. On the other side, weak ties lead to bridging. Through bridging, employees get more access to new information and knowledge, which increases the degree of knowledge creation. McFadyen and Cannella (2004) confirm this by stating that strong ties among

employees are negatively related with the extent of knowledge creation (p.735). This is because employees connected through strong ties are less likely to interact with others outside their own social network. The authors tested this through the use of a sample of publications from two different universities to examine the relation between social capital and the process of knowledge creation.

From their study derived that knowledge creation is related to an early increase in the number of relations (ties), though with diminishing returns. So, the first hypothesis is expecting that the higher the number of strong ties in a football organization are, the lower the accumulation of knowledge, this is because there are less weak ties. However, previous research has showed that strong ties among individuals in social networks could enhance the quality and quantity of knowledge sharing (Chiu et. al, 2006). In a situation of strong ties between employees, can be expected a higher level of emotional closeness, which leads to easier and more knowledge sharing. In an organization where there is a high combination between weak and strong ties, there can be expected to be a higher level of application of CSR related knowledge. Concluding, the following three hypotheses are stated:

H4a: The more weak ties a CSR-department of a football club maintains, the more CSR related knowledge is accumulated within that football club

H4b: The more strong ties a CSR-department maintains within a football club, the more CSR related knowledge is shared within that football club

H4c: The stronger the combination between strong ties (within the club) and weak ties (outside the club) in a CSR-department, the higher the application of CSR related knowledge

§ 2.4 Conceptual Model

In order to provide an overview of the expected relationships between the six earlier discussed factors that influence and predict the extent of CSR related knowledge accumulation, sharing and application a conceptual model is constructed, as displayed below in figure 3:

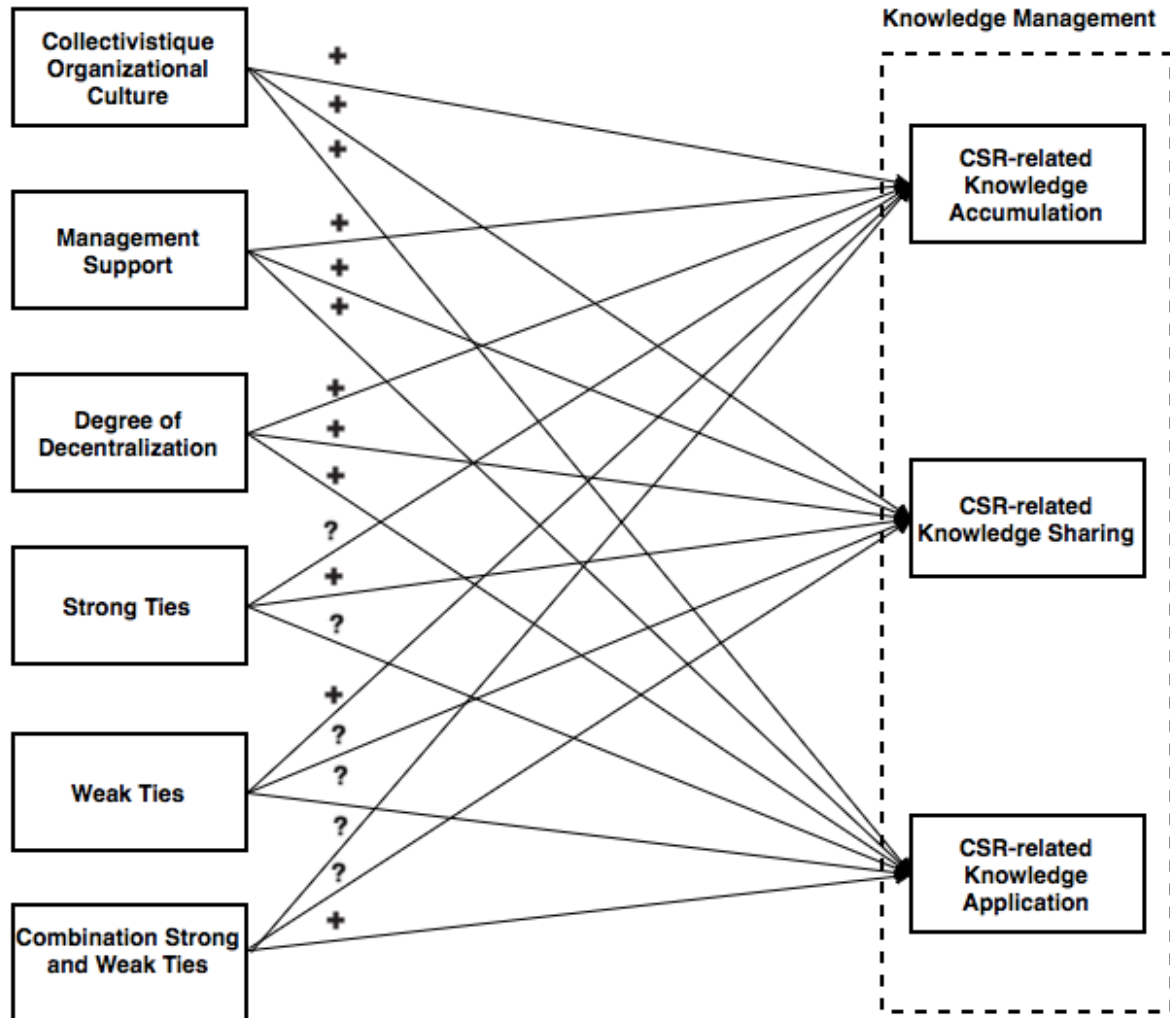


Figure 3: Conceptual Model

As displayed in the conceptual model, the dependent variables are shown on the right side. In this case the extent of CSR related knowledge accumulation, knowledge sharing and knowledge application regarding professional football clubs in the Netherlands. The three dependent variables are representing the broader concept of professional knowledge management. On the left side the six independent variables: organizational culture, management support, degree of decentralization, strong ties, weak ties and the combination of the last two. The lines represent the expected positive relationships between the three dependent variables and the six independent variables, based on the earlier stated hypotheses. In the following chapter the measurement scales regarding the dependent and the independent variables are addressed.

3. RESEARCH METHOD

The focus of this chapter is on the used research method and the argumentation for this method. Furthermore, the target group and the sample size of the respondents are described, and the variables as discussed in chapter two are explained and described. Next, the internal and external validity and the reliability of this research are addressed.

§ 3.1 Type of Research

In this research six independent factors are examined and their effect on the concept of knowledge management. Knowledge management consists out of three dependent processes expressed in three variables: knowledge accumulation, knowledge sharing and knowledge application. The aim of this research is to examine to what extent the six independent variables influence, explain and predict effective knowledge management in professional football clubs in the Netherlands. This is achieved through the examination of the earlier stated hypotheses, as drafted in the end of chapter 2.

§ 3.2 Design

In academic research a choice must be made between conducting a qualitative research, or a quantitative research. The main characteristics of a qualitative research are that it tries to go in depth on a certain concept. In this way a phenomenon is described, interpreted and explained. Due to this the phenomenon can be fully understood. Furthermore, expected relationships need no statistical proof (Vennix, 2005). The other option is quantitative research. The relationships are based on numerical information (Bleijenberg, 2012). The research method that is used in this research is quantitative. This research is used to collect measurable and useful information. The research design that is used is a cross-sectional survey. According to Baker: *“Survey research is a method of collecting data in which specifically defined group of individuals are asked to answer a number of identical questions. These answers form the dataset of the study”* (1999, p.172). Bakers also add that a survey can test specific hypotheses. Furthermore, with the results from a survey certain characteristics from the sample can be described. Besides that, with a survey a huge number of people can be reached in a short period of time, in order to collect information on a lot of indicators (Baarde & de Goede, 2006).

§ 3.3 Population

The research population consists of CSR departments of professional football clubs in the Netherlands. This research is aiming to provide insight in factors that influence the extent of CSR related knowledge management in Dutch football clubs. As mentioned before, the Dutch professional football industry consists of 38 participating football teams. However, four teams are youth teams, deriving from existing teams (Jong Ajax, Jong AZ, Jong Utrecht, Jong PSV). Almost every professional football club in the Netherlands has a CSR department, functioning as independent

foundation or incorporated in the football organization. There is currently no exact number available on the number of employees that work for such a department. However, based on the examination of annual reports and other documents, there can be estimated that every club has on average one to two employees working for social responsibility projects. Based on this estimation the number of CSR employees is around 65. The employees of the CSR departments are expected to represent the club they are employed for. Due to the fact that this research focuses on football clubs and CSR departments in the Netherlands, the survey is translated into Dutch. In this way the respondents are expected to get a better understanding of the questions in the survey. This can be considered as positive for the validity of this research.

§ 3.4 Data Collection

As stated before, the data for this research is conducted through the use of a cross-sectional survey. The survey consists of 65 questions. All the items are measured through a five-point Likert scale. The answers categories differ between 1 '*completely disagree*' and 5 '*completely agree*'. The five-point Likert scale is commonly used, and can be considered a highly reliable scale. Furthermore, it is simple to construct and easy to read and complete for participants. Only the questions regarding '*degree of decentralization*' are measured with a numerical value. This is desirable to derive to a solid conclusion regarding this variable. Due to the size of the research population, an online survey is used. The survey is constructed with the online software tool Qualtrics. This software is designed for the distribution of online surveys. One week after the survey is set out to the respondents, they will receive a reminder with the request to complete the survey if they have not participated yet. Through this reminder, it is tried to achieve the highest possible response rate, which will positively influence the reliability of this research. The collected data is analysed with the SPSS (Statistical Package for Social Science) software. The results obtained from the survey are imported in SPSS. The imported data is suitable for a variety of analysis techniques. First, the data needs to be checked for outliers and strange values. After the correction the dataset is suitable for data analysis.

§ 3.4.1 Measurement Dependent Variables

The survey is constructed out of the following measurement instruments for the three dependent variables knowledge accumulation, sharing and application. These three dependent variables together represent the concept of knowledge management in this research:

§ 3.4.1.1 Knowledge Accumulation (KAc)

In subsection 2.2.3.1 the process of knowledge creation, which is incorporated in the concept of knowledge accumulation, is mainly described throughout the use of the SECI model. However, the four modes deriving from the SECI model are highly conceptual and are often criticized due to the lack of missing practical value (Gourlay, 2006). Also, the model is nowhere concretely

operationalized, and is not found to be effective to aid managerial decision-making (Gourlay & Nurse, 2005). In the SECI model the four modes are clearly identified and demarcated, but in reality all the modes are dynamic and interacting, and it is difficult to draw clear borders between the modes. Therefore, the choice has been made to not operationalize the SECI model, but use another measurement scale to provide insights in the variable of organizational knowledge creation. In order to measure the variable knowledge creation, the measurement instrument KEYS from Amabile et. al (1996) is used. The KEYS instrument is used to provide a valid and reliable assessment of perceptions that are likely to influence the generation and development of creative ideas (Amabile et. al 1996). The KEYS instrument is of scientific quality and has been used multiple times in academic research. The original KEYS questionnaire consists of 78 items. To reduce this number, in this research eight selected items are used. The eight items are selected from a research conducted by Rosello and Tran (2012). The items are tested to provide reliable insights in the extent of creation of new ideas and need to be tested on a five-point Likert scale (p.589). As described in subsection 2.2.3.1 the concept of '*knowledge creation*' is combined with the concept of '*knowledge acquisition*' because of their high interconnectedness and relevance regarding this research. Together the two concepts form the concept of '*knowledge accumulation*'. Therefore, three items are added relevant for knowledge acquisition. The items are: employees' knowledge acquisition through training, reading relevant CSR publications and visiting CSR related symposia and congresses. Besides that, the respondent is asked to rate his or hers club regarding current available CSR expertise. In total twelve items measure the extent of knowledge accumulation. In appendix A1 the operationalization of this variable is displayed.

§ 3.4.1.2 Knowledge Sharing (KS)

In order to measure the extent of CSR related knowledge sharing, an existing scale constructed by Connelly and Kelloway (2003) is used. The scale consists of five items, which are measured on a five-point Likert scale. The scale is validated and is expected to provide a clear overview of the extent of knowledge sharing in an organization. In order to get more reliable results on this variable, four other items are added. Those items measure the number of CSR related meetings in the organization, the way knowledge is documented, the extent to which knowledge is dispersed and the employee turnover. In total this variable is measured through nine items. The operationalization of this variable can be found in appendix A2.

§ 3.4.1.3 Knowledge Application (KAp)

To measure the extent of CSR related knowledge application an existing scale from Gold, Malhotra and Segars (2001) is used. The scale measures the extent of knowledge application on six different items, measured on a five-point Likert scale. Furthermore, the number of current and on-going CSR projects is asked, to get better insight in the total knowledge application in the form of tangible projects. The latter is considered to be the final result of successful knowledge application in a football

organization. The operationalization of the items measuring knowledge application can be found in appendix A3.

§ 3.4.2 Measurement Independent Variables

This research further consists of six independent variables. The variables are measured as follows in the next subsections.

§ 3.4.2.1 Organizational Culture (OC)

The hypothesis regarding this variable is that the higher the existence of a collectivistic culture, the higher the extent of knowledge creation and sharing, resulting in a higher degree of CSR related knowledge application. To measure the degree of collectivistic culture the '*Collectivism Scale*' from Triandis and Gelfland (1998) is used, consisting of four items measuring the degree of a collectivistic culture. The items are measured on a five-point Likert scale. The operationalization is showed in appendix B1.

§ 3.4.2.2 Management Support (MS)

As described in the hypothesis, the expectation is that when more management support for CSR engagement is present, the extent of knowledge creation, sharing and finally application is higher. In the existing literature there is no clear scale available for the measurement of existing management support. However, Lin (2007b) states that the encouragement, involvement and appreciation from managers for knowledge management are essential. Concluding, these concepts are operationalized resulting in five items measuring the extent of management support (Appendix B2). The items in this research are focussing on the management support towards CSR engagement, in the questionnaire is clearly pointed out that the questions are directly related to the respondents' manager or supervisor, in order to get reliable and representative results.

§ 3.4.2.3 Degree of Decentralization (DD)

The expectation is that the structure of a football organization influences the accumulation, sharing and application of CSR-related knowledge. In decentralized organizational structure knowledge creation and sharing is more likely to occur, because different employees can communicate more easily and are more involved in the decision making process (Kim & Lee, 2006). To measure the degree of decentralization, three items are used which measure the number of: pay scales, function levels and decision levels in the organisation. The lower these numbers, the more decentralized the organisation can be considered. In order to provide an answer to the stated hypotheses, the three scales measuring this variable are inversed before the multivariate analysis is conducted. In the survey it is important to emphasize on the fact that the questions are about all the current employees of the football clubs, and not solely the CSR department the respondents are working for. In this way the

answers can be considered as representative for the entire football organization. The operationalization of this variable can be found in appendix B3.

§ 3.4.2.4 Tie Strength (ST, WT & ST*WT)

As stated in the hypotheses in chapter two, the greater the number of weak ties, the more knowledge is accumulated in comparison with organizations with more strong ties. However, the higher the number of strong ties within social networks is expected to have a positive influence of the extent of knowledge sharing and application in comparison to organizations with more weak ties. The higher the combination of both is expected to lead to more CSR related knowledge application. Ties among employees are often measured through closeness. Marsden and Campbell (1984) state that closeness is the only indicator, which can determine the strength of a relationship, because it is independent of other predictors. To measure strong ties in this research, closeness is operationalized in three dimensions: trust, issues involved in the conversations and connectedness with colleagues. In order to get reliable results and ensure the validity of the measurement instrument, the questions are asked on individual level as well on organizational level. This results in nine items, which are measured, on a five-point Likert scale. Furthermore, two items are added on the size of the ties, this information is relevant to provide a solid answer to the hypotheses as stated in subsection 3.4.2.4. The respondent is asked to answer with a numerical value. To measure weak ties in this research, seven validated items are included. The items are measured on a five-point Likert scale. Summarizing, nine items are used to measure strong ties, two items are used to measure tie size and finally seven items are used to measure weak ties. The operationalization of this variable can be found in appendix B4.

§ 3.4.3 Control Variable (CAP)

In order to derive to reliable insights regarding the relationship between the independent and the dependent variables, the control variable ‘CSR capacity’ is added in the multivariate analysis (CAP). This variable consists of three variables: The available CSR budget (in season 16-17), the current number of employees working for the club and the current number of CSR employees. The budget could be of influence on the number of CSR projects a club carries out. Organizational size can influence knowledge management, the more employees an organization has, the more possibilities to obtain new knowledge (Thornhill, 2006). Through the inclusion of this control variable, there can be checked to what extent a possible relationship between the dependent and the independent variables can be explained through the control variable. The control variable consists out of three variables, all of them are of metric measurement level, and so no dummy variables need to be included. The used scales in the control variable ‘available CSR budget’ and ‘current number of employees working for the club’ are adjusted before the multivariate analysis; each budget group or employee group is assigned a number from 1 to 10. Additionally, the respondents were asked about their gender, age and

level of education. The results of those questions will not be taken into account in the multivariate analysis.

§ 3.5 Quality

In empiric research it is essential that the quality requirements are ensured and checked. Those requirements fulfil a huge role in the assessment of the quality of the research (Swanborn, 1999). Therefore, the construct, internal and external validity are addressed. External validity is related with the generalizability of the results deriving from the survey, with regards to other organisations. The focus of this research lies on all the professional football clubs in the Netherlands. So, the results of this research can be generalized towards football clubs in other countries, because all Dutch clubs are taken into account in this research. Because of the specific characteristics of the football industry the generalizability towards other (non-football) Dutch organizations can be considered as low. The football industry can be characterized as fast moving, dynamic and unpredictable. Construct validity is related with the translation of theoretical concepts towards measureable variables. Thus, in order to guarantee the construct validity, reliable measurement instruments must be used. The measurement scales regarding the dependent variables already exist and are tested and validated in previous research. The same applies for the measurement scales of the independent variables, except for the variables '*management support*' and '*degree of decentralization*'. These variables are operationalized without an existing scale. Concluding, this needs to be considered when interpreting the final research results. Overall, the construct validity regarding this research can be considered as sufficient. Regarding the reliability of this research, every employee, regardless of club or division, will receive the same questions as well as the same answer categories.

§ 3.6 Research Ethics

While conducting academic research the research ethics as stated by the American Psychological Association must be taken into consideration. All the collected data from the survey was treated with the highest possible care and was not shared with other persons or organizations. Also respondents were informed about the duration and the purpose of the survey. Furthermore, no personal information like names, telephone numbers or e-mail addresses were asked in the survey. All the respondents remained completely anonymous; this was also communicated to them in the e-mail in which the survey link was distributed. Next to that, the respondents had the opportunity to provide feedback to the researcher, because the contact information of the researcher was also available to the respondents. There was also the opportunity for respondents to leave their e-mail address in order to receive the results after the completion of this research. Concluding, this research complied with the standards of research ethics by guaranteeing anonymity, transparency and discreteness.

4. RESULTS

The aim of this chapter is to present and analyse the results that derived from the multivariate data analysis, after the survey was completed by the respondents. The first subsection covers and discuss the response statistics. Next, the internal validity and the assumptions regarding a regression analysis are addressed. Finally, the twelve earlier stated hypotheses are examined through the use of a hierarchical regression analysis.

§ 4.1 Response

In total 47 respondents completed the survey. The survey was distributed to 65 different e-mail addresses from CSR employees of professional football clubs in the Netherlands. The e-mail addresses are obtained from the websites of all the relevant clubs, no distinction was made in the function level of the CSR employees. Some clubs received more invitations to complete the survey, because they had more active CSR employees. The response rate is 72.3%. The fact that the survey was distributed during the holiday season could have been influencing the response rate. One response was deleted, because the number of missing data was too high. According to the characteristics of the respondents in Table 1, more men than women finished the survey (68% vs. 32%), this emphasizes the idea that the professional football industry can be considered as masculine. The mean age of the respondents is 36 years old. Besides, in the overview is displayed that 27% of the respondents went to university, 53% of the respondents went to HBO and 18% of the respondents had a background in vocational education. Furthermore, the number of carried out CSR-projects in the last season is shown. The average number of social responsibility projects carried out by a professional football club is 8. The minimum score was 3 projects and the maximum score 12 projects. The sample specifics are shown in Table 1:

Table 1: Characteristics Respondents

Age	Mean	
Age	35.9	
Gender	N	% of total
Male	31	68%
Female	15	32%
Educational Background	N	% of total
Secondary School	1	2%
MBO (Vocational Education)	8	18%
HBO (Applied Science)	24	53%
WO (University)	12	27%
Number of CSR Projects (16/17)	Mean	
Projects	8.04	

Respondents (n=46)

Additionally, five more questions were added to the survey related to CSR in specific. The results of the CSR specific questions are shown below:

Table 2: Characteristics CSR-departments

Available CSR Budget	N	N	N	% of total
(16/17)	ERE	JPL	TOTAL	
0 – 50.000	1	4	5	10.9%
50.000 – 100.000	0	7	7	15.2%
100.000 – 150.000	6	4	10	21.7%
150.000 – 200.000	3	2	5	10.9%
200.000 – 250.000	7	1	8	17.4%
250.000 – 300.000	4	0	4	8.7%
300.000 – 350.000	3	0	3	6.5%
350.000 – 400.000	1	0	1	2.2%
400.000 – 450.000	0	0	0	0.0%
450.000 – 500.000	1	0	1	2.2%
>500.000	2	0	2	4.3%
Number of Employees	N	N	N	% of total
(Club)	ERE	JPL	TOTAL	
0 -50	9	14	23	50%
50 - 100	9	4	13	28.3%
100 - 150	6	0	6	13%
150 – 200	2	0	2	4.3%
200 – 250	1	0	1	2.2%
>250	1	0	1	2.2%
Active Division (16/17)			N	% of total
Eredivisie			28	60.9%
Jupiler League			18	39.1%
Formally Started				
(CSR)				
Mean			2008	
Min			2000	
Max			2016	
Number of Employees				
(CSR)				
Mean			4	
Min			1	
Max			11	

Respondents (n=46)

The majority of the CSR departments are deriving from a club in the Eredivisie (60.9%). The most CSR departments (21.7%) derived from a club with a last seasons' available CSR budget between 100.000 and 150.000 euro. Furthermore, the differences in available CSR budgets between the Eredivisie and the Jupiler are clearly visible in Table 2. Most CSR departments are incorporated in a club with 0-50 employees (50%). On average, clubs started formally with CSR in 2008. Interesting is that more than a third of all the CSR departments formally started their formal CSR policy in the year 2010. This means that CSR in football can still be considered as a relatively new phenomenon, this also has its implications for knowledge management. The average number of CSR employees in a football club is 4. Most clubs in the Eredivisie and the Jupiler League have between 2-4 employees working on CSR, in the function of program coordinator, coach, teacher or manager.

§ 4.2 Variable Construction

In the measurement model of this research nine variables are included. The dependent variable knowledge accumulation (KAc) measured the creation and acquiring of new and relevant CSR-related knowledge. The dependent variable knowledge sharing (KS) measures the willingness, availability and ability of employees to share knowledge with each other. It further measures how well knowledge is documented and widespread through the organization. The dependent variable knowledge application (KAp) measures to what extent employees make CSR knowledge active and relevant for the organization. It further measures how well CSR knowledge is accessible and used in the club. The variable organizational culture (OC) measures to what extent a collectivistic culture is present in the organization. The variable management support (MS) measures in what way the management and board of a club support CSR engagement and in what way they are involved in the CSR projects that are carried out by the CSR department. The variable degree of decentralization (DD) measured the decision layers, function levels and number of pay scales in an organization. The variable strong ties (ST) measures to what extent employees are connected, trust each other and discuss personal issues during working hours. Finally, the variable weak ties (WT) measure the extent in which a club is active in a '*small world*' and the connectedness and familiarity of their business partners. In Appendix D1 a more detailed overview of the construction of those variables is displayed, also the extraction for each item is given.

The different items connected to the nine variables are first tested on reliability; in order to test the reliability the Cronbach's alpha score was computed with SPSS for each measurement scale used. According to Field (2013) Cronbach's alpha provides a clear indication of the internal consistency of the scales. When Cronbach's alpha is higher than 0.8, reliability of a measure is guaranteed and the constructs can be considered as reliable. Regarding five variables the computed Cronbach's alpha's scores are higher than 0.80, so internal consistency is assessed. The Cronbach's alpha for the variable knowledge sharing was .598, in order to increase this the last item measuring this variable was deleted

(question 3.9) the new Cronbach's alpha score is .707, this can be considered as a significant improvement of the internal reliability. The same applies for the variable knowledge application, which had a score of .583. One item was deleted (question 4.7) resulting in a significant better Cronbach's alpha score (.840). For the variable strong tie strength two items were deleted (8.10 and 8.11). The variable decentralization has a problematic low Cronbach's alpha score .404 this needs to be taken into account during the interpretation of the results. The low score could be the result of the use of a not validated and existing scale, in combination with a low number of items (3 items).

In Table 3 below all the computed Cronbach's alpha results regarding all variables are showed:

Table 3: Internal consistency

Variable	Number of Items	Cronbach's Alpha
Knowledge Accumulation	12	0.796
Knowledge Sharing	8	0.707
Knowledge Application	6	0.840
Organizational Culture	4	0.805
Management Support	5	0.844
Decentralization	3	0.404
Strong Tie Strength	8	0.856
Weak Tie Strength	7	0.849

§ 4.3 Univariate and Bivariate Analysis

Table 4 below provides an overview of the means and standard deviations of the eight variables used in this research. Those are knowledge accumulation (KA_c), knowledge sharing (KS), knowledge application (KA_p), collective organizational culture (OC), management support (MS), degree of decentralization (DD), strong ties (ST), weak ties (WT) and the combination of the last two (STWT). Furthermore, the capacity for CSR (CAP) is included. The Pearson correlation coefficients of the variables are also given:

Table 4: Pearson Correlation Coefficient (n=46)

	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.
1.KA_c	1									
2.KS	.576**	1								
3.KA_p	.589**	.555**	1							
4. OC	.581**	.568**	.570**	1						
5. MS	.650**	.744**	.557**	.530**	1					
6. DD	-.116	-.076	-.181	-.090	-.012	1				
7. ST	.420**	.494**	.536**	.350*	.485**	-.231	1			
8. WT	-.411*	-.459*	-.375*	-.463*	-.396*	.301*	-.523*	1		
9. STWT	-.227	-.237	-.092	-.322*	-.044	.199	.007	.445**	1	
10. CAP	.207	.051	.177	.225	.101	-.007	.104	.088	.192	1
MEAN	38.7	30.4	30.9	16.5	19.0	10.4	34.0	16.5	551	9.9
SD	6.4	4.0	4.6	2.3	3.5	2.3	4.9	4.7	143	4.9
MIN	17	16	18	6	10	6	19	8	272	3
MAX	48	39	36	20	25	17	42	25	800	28

(*p<0.10, **p < 0.05, *** p < 0.01)

As shown in Table 4 there are no problematic values that indicate multicollinearity. In Table 4 the Pearson correlation coefficients are given, this coefficient is a standardized measure of the strength of a relationship between two variables. The value implies that when one variable changes, the other variable changes in the same direction in the same amount as the value, in the situation of a positive score. In the situation of a negative score the other variable changes in the opposite direction as the Pearson coefficient (Field, 2013). In the light of Table 3 can be concluded that there are 24 significant relationships between variables: 2 of them are positive weak, 14 are moderate positive and 6 are positive strong. Note that the three dependent variables show strong relationships with each other, a

change in one dependent always means a positive change in another dependent variable. Furthermore, there are significant relationships between the three dependent variables and the independent variables. This indicates that there exist relationships between them. Finally, it is remarkable that the control variable 'CAP' does not have any significant relationship with one of the dependent variables. Especially for the dependent variable 'knowledge application' was expected that the control variable 'CAP' would be positively related. In subsection 4.4 there will be elaborated on the relationships, after the hierarchical regression analysis is conducted.

§ 4.4 Multivariate Analysis

Before the hierarchical regression analysis is conducted, there are four basic assumptions that have to be fulfilled. The four basic assumptions to conduct a reliable regression analysis are normality, linearity, homoscedacity and multicollinearity (Field, 2013). The first basic assumption is normality. The assumption of normality is addressing of the variables are normally distributed. In the situation variables are non-normal distributed relationships can be misleading (Field, 2013). To address this assumption the histogram is plotted. Deriving from the results of the histograms, there can be concluded that the data is normally distributed. The second assumption is linearity. This assumption assesses the relationships between the independent and the dependent variable. In the situation the variables are not linear, the results deriving from the regression analysis will underestimate the strength and nature of the relationship. In order to check the data for linearity, the plot of the standardized errors by the regression standardized predicted value needs to be examined (Field, 2013). The scatterplot plots the residual values against the values of the outcome; the scatterplot needs to be checked for unusual patterns. In this way the third assumption of homoscedacity can also be checked. A strange pattern, a horn or an upward movement are indicators of homoscedacity. The scatterplot shows no odd patterns, so the assumptions regarding linearity and homoscedacity are fulfilled. The fourth and final basic assumption for conducting a regression analysis is multicollinearity. This assumption is in particular relevant in the case of conducting a multiple regression analysis, with more independent variables. In this research this is the case, there are four independent variables. Multicollinearity checks if there exists a strong correlation between two or more predictors. To check this assumption the correlation among independent variables is examined (Table 3). According to Field (2013) a correlation above 0.7 can be considered as problematic multicollinearity. Furthermore, the tolerance values are assessed, which needs to be above 0.95. Also the variance inflation factor (VIF) values need to be <10 . The correlations do not show values above 0.7, the tolerances values are correct and the VIF values are below 2.5, which indicate that there is no reason to believe that the assumption of multicollinearity is violated. In order to conduct solid regression analysis it of significant importance that the assumptions are not violated. In the case of violation of one or more assumptions the purity and the efficiency of the results is harmed (Field, 2013).

The interpretation of the data is carried out with the support of the following tables obtained from SPSS: ‘*model summary*’ and ‘*coefficients*’. Those tables show the F-score, R-square and adjusted R-square, the significance and the standardized β -score. The R-square stands for the percentage of explanation of the independent variable in relation to the dependent variable. In order to provide a reliable answer to the earlier stated hypotheses the level of significance (of the variable) and the β will be examined. When the variable is significant ($p < 0.05$) the independent variable has a significant influence on the dependent variable and a relationship between those two variables can be expected. Additionally, in the situation of a significant result, the β -score will be addressed. The β -score measures the influence of the independent variable on the dependent variable (Field, 2013). With the regression analysis the dependent variable can be predicted through an independent variable, also the positive or negative nature of the examined relationship can be checked.

§ 4.4.1 Knowledge Accumulation

In Table 5 the four independent variables: collectivistic organizational culture (OC), management support for CSR (MS), degree of decentralization (DD), Weak Ties (WT) are tested on the dependent variable: knowledge accumulation (KAc). Furthermore, two control variables are checked for: The capacity for CSR (CAP) consisting out of the available CSR budget and the number of CSR employees and club employees. Besides, there is checked for the size of the external network of the CSR-department (SIZ). In the regression analysis the variables are added stepwise, in order to get better understanding of the individual effects:

Table 5: Results Knowledge Accumulation

CSR-related knowledge accumulation (Beta's)					
	Model 1	Model 2	Model 3	Model 4	Model 5
Control					
CAP	.31**	.09	.15	.15	.15
SIZ	.26*	.19	.11	.11	.11
Independent					
OC		.50***	.23	.22	.21
MS			.49***	.49***	.48***
DD				-.04	-.03
WT					-.04
F-score	4.76**	8.29***	11.78***	9.26***	7.56***
R²	.18	.37	.54	.54	.54
R² adjusted	.14	.33	.50	.48	.47

(* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$)

At first, only the two control variables are added to the model. According to the statistics, Model 1 (Table 5) explains a significant proportion of the variance ($R^2 = .14$, $F(2,43) = 4.76$, $p < 0.01$). Both control variables have a positive significant effect on the extent of CSR-related knowledge accumulation. The control variable capacity for CSR, consisting out of the available CSR budget and the number of CSR employees and club employees, does have a significant positive influence on the extent of CSR-related knowledge accumulation ($\beta = .31$, $p < .01$). So, the higher the capacity for CSR, the higher the knowledge accumulation and CSR knowhow exists in that CSR department. Besides, the greater the size of the external network of the CSR department, the more knowledge is accumulated ($\beta = .26$, $p < .05$).

In Model 2 (Table 5) the independent variable collectivistic organizational culture is added to the model. Model 2 explains a significant proportion of the variance ($R^2 = .33$, $F(3,42) = 8.29$, $p < 0.01$). A collectivistic organizational culture has a significant positive effect on the extent of CSR-related knowledge accumulation ($\beta = .50$, $p < .01$). This means *Hypothesis 1a is accepted*. The more collectivistic a club is, the more CSR-related knowledge is accumulated and available within that club. The club does not only have a positive collectivistic attitude towards its members, but also towards the society. This is also beneficial for the society. According to Model 2 (Table 5) there can also be concluded that a collectivistic organizational culture is more important for CSR-related knowledge accumulation than the capacity for CSR and the size of the external network of a CSR department. After adding the independent variable, both control variables are no longer of significant influence on the extent of CSR-related knowledge accumulation. This suggests that even small clubs, with a collectivistic culture, accumulate more CSR knowledge than for example bigger clubs with a larger capacity for CSR, a more individualist's culture and a more extended external network.

In Model 3 (Table 5) the independent variable management support for CSR engagement is added to the model. This independent variable has a positive significant effect on the extent of CSR-related knowledge accumulation ($\beta = .49$, $p < .01$). So, *Hypothesis 2a is also accepted*. The more the management of a club is involved in CSR activities and actively encourages CSR engagement, the higher the level of CSR know how and knowledge accumulation in that club. The positive effect of a collectivistic culture is mainly dependent of the CSR engagement of a club. This implies that a collectivistic nature of a club only advances knowledge accumulation when the management of the club actively encourages this. This is due to the fact that the independent variable collectivistic culture becomes insignificant after adding CSR engagement to the model (Model 3, Table 5).

In Model 4 (Table 5) the independent variable degree of decentralization is added to the model. Model 4 explains a significant proportion of the variance in the dependent variable ($R^2 = .48$, $F(5,40) = 9.26$,

$p < 0.01$). The independent variable degree of decentralization is not found to have a significant relationship with the extent of CSR-related knowledge accumulation ($\beta = -.04$, $p > .10$). A positive effect was expected, but not discovered. *Hypothesis 3a is rejected*. Important to add to this finding is that the variable decentralization was measured with only three items and a low internal consistency (.404).

Finally, in Model 5 (Table 5) the variable external weak ties is included in the model. Model 5 (Table 5) still explains a significant proportion of the variance ($R^2 = .47$, $F(6,39) = 7.56$, $p < 0.01$). The expectation was that the more weak ties a CSR-department of a club maintained, the more CSR-related knowledge was accumulated within that club. This effect is not found to be significant ($\beta = -.04$, $p > .10$). *Hypothesis 4a is rejected*. However, after performing an additional analysis with only the control variables and the variable external weak ties, a significant negative effect is found ($\beta = -.298$, $p < .05$). So, the more the network is dominated by strong ties the more CSR-knowledge is accumulated in the club compared to a network dominated by weak ties. So, on their own weak ties appear not sufficient for CSR-related knowledge accumulation within a club. A possible explanation for this negative effect is that in an external network one-sidedly consisting of many indirect linkages, information is not circulating very well when the external network simultaneously is not accompanied with strong external ties for discussing and processing the information. However, the negative effect of a personal business network consisting of many weak external ties upon CSR-knowledge accumulation is dependent on the collectivistic organizational culture and the management support for CSR engagement. Those two variables tend to suppress the discovered negative relationship.

Concluding, both capacity for CSR and the external size of the network of a CSR department have a positive relationship with the extent of CSR-related knowledge accumulation. These positive relationships become insignificant after adding collectivistic organizational culture to the model. A positive relationship was found between a collectivistic organizational culture and the extent of CSR-related knowledge accumulation. After adding the variable management support for CSR engagement, the earlier significant relationship between collectivistic organizational culture and knowledge accumulation becomes insignificant. Next, no significant relationship was found between the degree of decentralization and the extent of CSR-related knowledge accumulation. This was also the case for the number of weak ties outside the CSR department on knowledge accumulation. However, regarding this last variable a negative relationship was discovered. This implies that the more a network of a CSR department is dominated by strong ties the more CSR-knowledge is accumulated in the club compared to a network dominated by weak ties

§ 4.4.2 Knowledge Sharing

Next, a stepwise regression analysis was conducted to examine if the four independent variables: collectivistic organizational culture, management support for CSR, degree of decentralization and strong ties explained the variable knowledge sharing (Table 6). Also, two control variables were added: the clubs' CSR capacity and knowledge accumulation. From the earlier discussed literature derived that the three elements of knowledge management (accumulation, sharing and application) are strongly related and affect each other. This was emphasized by the fact that the three dependent variables had a strong and significant Pearson correlation score (Table 4). In order to test this effect the variable knowledge accumulation is included in the model as control variable, with dependent variable knowledge sharing. The steps in which the variables are added, and the results will be discussed stepwise

Table 6: Results Knowledge Sharing

CSR-related knowledge Sharing (Beta's)					
	Model 1	Model 2	Model 3	Model 4	Model 5
Control					
CAP	.04	-.09	.01	.00	.00
KAc	.70***	.49***	.19*	.18*	.19*
Independent					
OC		.42***	.26**	.26**	.27**
MS			.55***	.56***	.48***
DD				-.08	-.06
ST					.11
F-score	21.93***	22.00***	33.70***	27.28***	22.90***
R²	.51	.61	.71	.77	.78
R² adjusted	.48	.58	.74	.75	.75

(*p<0.10, **p < 0.05, *** p < 0.01)

At first, only the two control variables are added to the model. According to the statistics, Model 1 (Table 6) explains a significant proportion of the variance ($R^2 = .48$, $F(2,43) = 21.23$, $p < 0.01$). The control variable capacity for CSR, consisting out of the available CSR budget and the number of CSR employees and club employees, does have not a significant influence on the extent of CSR-related knowledge sharing ($\beta = .04$, $p > .10$). Furthermore, the former dependent variable knowledge accumulation was included in Model 1 as control variable, this was done because from the theory derived that the processes of knowledge management are strongly interconnected. This variable does have a significant positive influence on the extent of CSR-related knowledge sharing ($\beta = .70$, $p < .01$). So, knowledge accumulation is positively related to knowledge sharing. The more CSR-related knowledge is accumulated within a club, the more CSR-related knowledge is shared in that specific club. This definitely makes sense, the more CSR knowhow exists in a club, the more knowledge there is to be shared. This makes it easier for employees to share CSR-related knowledge, because they possess a lot of this specific kind of knowledge. Besides that, high levels of knowledge accumulation

in a club indicate that there is often CSR related group training and visiting of CSR congressed. Through activities like these, employees are involved in activities where CSR knowledge can actively be shared. Concluding, high levels of knowledge accumulation support a club to effectively share CSR-related knowledge.

In Model 2 (Table 6) the independent variable collectivistic organizational culture is added to the model. Model 2 explains a significant proportion of the variance ($R^2 = .58$, $F(3,42) = 22.00$, $p < 0.01$). A collectivistic organizational culture has a significant positive effect on the extent of CSR-related knowledge sharing ($\beta = .42$, $p < .01$). This means *Hypothesis 1b is accepted*. So, as expected in the academic literature, a strong collectivistic culture facilitates the sharing of CSR-related knowledge. When employees are concerned about the wellbeing of their co-workers and feel good spending time with them, they are more willing to share knowledge. In this situation employees have a better connection with each other, and are so more trusted and motivated to share knowledge. Employees will probably have a more positive attitude towards each other, which stimulates the sharing of CSR-related knowledge.

In Model 3 (Table 6) the independent variable management support for CSR engagement is added to the model. Model 3 explains a significant proportion of the variance in the dependent variable ($R^2 = .74$, $F(4,41) = 33.7$, $p < 0.01$). This independent variable has a positive significant effect on the extent of CSR-related knowledge sharing ($\beta = .49$, $p < 0.01$). So, *Hypothesis 2b is also accepted*. The more the management or direction of a club encourages CSR activities and are actively involved, the more CSR-related knowledge is shared within that club. In a club where the importance of CSR is acknowledged by the higher management, employees of CSR departments probably feel more need and motivation to share CSR-related knowledge. The earlier found positive effect of knowledge accumulation on knowledge sharing is mainly dependent on the management support for CSR within a club. The effect of the control variable knowledge accumulation weakens after adding CSR engagement as independent variable (Model 3, Table 6). Concluding, a club can accumulate high levels of knowledge, this knowledge is only shared in a situation of active management support for CSR related activities and projects. This makes sense, CSR-related knowledge can exist in the minds of employees and actively acquired, but when the employees are not motivated and encouraged to use this knowledge, it will not be shared among other employees.

In Model 4 (Table 6) the independent variable degree of decentralization is added to the model. Model 4 explains a significant proportion of the variance in the dependent variable ($R^2 = .75$, $F(5,40) = 27.28$, $p < 0.01$). The independent variable degree of decentralization is not found to have a significant relationship with the extent of CSR-related knowledge sharing ($\beta = -.08$, $p > .10$). *Hypothesis 3b is rejected*. Beforehand, a positive effect was expected of decentralization on the extent of CSR-related

knowledge sharing. Important to add to this finding is that the variable decentralization was measured with only three items and has a low Cronbach's Alpha score, addressing internal reliability of the scale.

Finally, in Model 5 (Table 6) the variable internal strong tie is included in the model. Model 5 (Table 6) still explains a significant proportion of the variance ($R^2 = .75$, $F(6,39) = 22.90$, $p < 0.01$). Deriving from the theory, the expectation was that the higher the number of strong ties within a CSR department a professional football club, the more CSR-related knowledge was shared. This was mainly based on the expectation that in a situation when employees deeply trust each other and are highly connected they are more eager and secured to share knowledge. However, no significant effect was found ($\beta = .11$, $p > .10$). *Hypothesis 4b is rejected*. But, in an additional analysis this variable was included in a model with only the control variables. In that situation there is a significant positive effect of number of strong ties on the extent of CSR-knowledge sharing ($\beta = .60$, $p < .01$). This makes sense, employees of CSR departments emphasize the fact that they are working in a 'small world', in which everybody knows each other and talks about each other. In this situation, the significant positive effect of number of strong ties is dependent from the existence of a collectivistic organizational culture and management support for CSR engagement. These variables are acting as suppressors on the effect of number of strong ties on the extent of CSR-related knowledge sharing. A suppressor variable is a variable that conceals or reduces a relationship between other variables.

Concluding, no significant relationship was discovered between the capacity for CSR and the extent of CSR-related knowledge sharing. However, a strong significant effect between knowledge accumulation and knowledge sharing was found. Next, a collectivistic organizational culture was found to be positively related with the extent of CSR-related knowledge sharing. Also, management support for CSR engagement has a positive significant influence on the extent of knowledge that is shared. No relationship was found between the degree of decentralization and the extent of CSR-related knowledge sharing. Lastly, the extent of strong ties within a CSR department is not significant related to the extent of knowledge sharing. However, when this variable is included in the model together with only the control variables, a positive effect exists. The variables collectivistic organizational culture and management support for CSR engagement are acting as suppressors on this relationship between strong ties and the extent of CSR-related knowledge sharing.

§ 4.4.3 Knowledge Application

Finally, a stepwise regression analysis was conducted to examine if the four independent variables: collectivistic organizational culture (OC), management support for CSR (MS), degree of decentralization (DD) the combination of strong and weak ties (ST*WT) explain the variable knowledge application (Table 7). Knowledge application concerns the way employees of football clubs apply and use the CSR-related knowledge that is accumulated and shared in the earlier two processes of knowledge management. The process of knowledge application can be seen as the most important in the broader concept of knowledge management, because it is the final outcome of the complete knowledge management process. Also, the earlier processes of knowledge accumulation and knowledge sharing can be considered as less meaningful when they do not result in the application of more CSR-related knowledge. Also, three control variables were added: knowledge accumulation (KAc), knowledge sharing (KS) and the clubs' CSR capacity (CAP). The steps in which the variables are added, and the results will be discussed stepwise:

Table 7: Results Knowledge Application

	CSR-related knowledge Application (Beta's)					
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Control						
KAc	.22	.19	.19	.14	.10	.10
KS	.60***	.47**	.48**	.28	.15	.15
CAP		.12	.10	-.01	.00	.00
Independent						
ST		.21	-.34	-.02	-.26	-.25
WT		.03	-1.01	-.77	-.79	-.78
ST*WT			.89	.75	.73	.73
OC				.41**	.39**	.39**
MS					.24	.24
DD						-.01
F-score	32.00***	14.00***	11.65***	13.48***	12.27***	10.62***
R²	.60	.64	.64	.71	.73	.73
R² adjusted	.58	.59	.59	.66	.67	.66

(*p<0.10, **p < 0.05, *** p < 0.01)

At first, the two former dependent variables, knowledge accumulation and knowledge sharing, are included as control variables in the model. Model 1 (Table 7) explains a significant proportion of the variance ($R^2 = .58$, $F(2,43) = 32.00$, $p < 0.01$). Knowledge accumulation does not have a significant relationship with the extent of CSR-related knowledge application ($\beta = .22$, $p > .10$), while knowledge sharing has ($\beta = .60$, $p < .01$). However, this does not imply that knowledge accumulation is not relevant for knowledge application. Remember that knowledge accumulation significantly affects knowledge sharing (Table 6). This combination of findings suggests that knowledge accumulation affects knowledge application not directly, but rather indirectly through knowledge sharing. A

mediator analysis confirms this inference statistically (Figure 4). Furthermore, there is a difference between a full mediator and a partial mediator. In a situation when a mediator fully mediates a relationship, the relationship between the independent and dependent variable drops when the mediator is included. Partial mediation is the case when the direct relationship between the independent variable and the dependent variable is still significant, after the inclusion of the mediator (Field, 2013). As showed in Figure 4 knowledge sharing is acting as full mediator: the earlier significant relationship (see Table 4) between knowledge accumulation and knowledge application becomes insignificant ($p > .10$).

This finding also suggests that CSR knowledge accumulation by a football club is only of limited social value if it is not accompanied with substantial knowledge sharing within the club. Stated differently, for being socially effective the CSR-department needs to be firmly embedded within the club instead of being an isolated or separated club component. Simultaneously, these findings suggest that forces that contribute to knowledge accumulation, indirectly also foster CSR knowledge application. In particular we think of CSR-capacity, size of the organizational network, organizational culture and management support (see Table 5). In the following we investigate to what extent these and other factors affect knowledge application in a direct way.

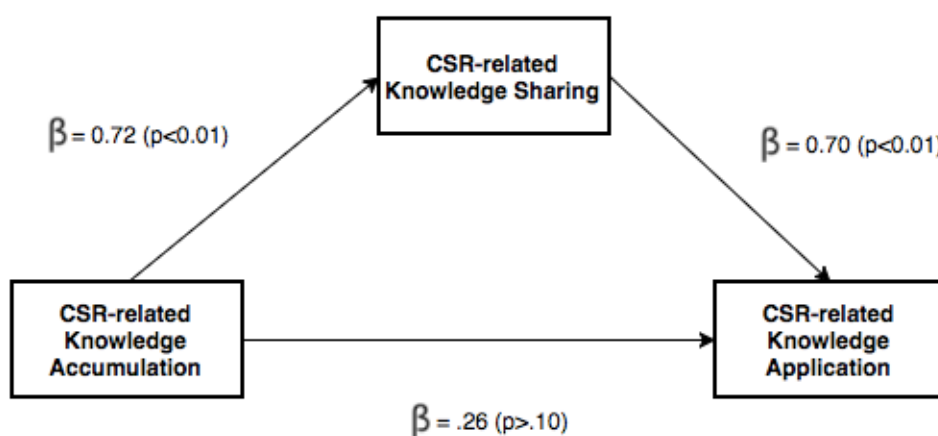


Figure 4: CSR knowledge accumulation, sharing and accumulation: an interrelated analysis

The next step for identifying direct determinants of knowledge application is to include the control variable capacity for CSR in the model, together with the variables strong and weak ties. Model 2 (Table 7) explains a significant proportion of the variance ($R^2 = .59$, $F(5,40) = 14.00$, $p < 0.01$). The available capacity for CSR does not have a direct effect on the dependent variable CSR-related knowledge application ($\beta = .12$, $p > .10$). This suggests that CSR community value of a club is not dependent on the mere size of the club or the size of its CSR-department. Rather qualitative club attributes appear to be of greater relevance. However, as examined earlier, knowledge accumulation

has a strong indirect effect on knowledge application. This implies that variables, which do not directly influence knowledge application but do influence knowledge accumulation, are indirectly influencing knowledge application. This is also the case for capacity for CSR, which has an indirect effect on the extent of knowledge application. This effect was tested through an additional mediation analysis (Figure 5). In this mediation analysis capacity for CSR is the independent variable, knowledge application the dependent variable and the combined means of knowledge accumulation and knowledge sharing act as the mediator. Figure 5 shows that the combined means of knowledge accumulation and knowledge sharing act as a mediator on the relationship between capacity for CSR and the extent of CSR-related knowledge application. Capacity for CSR indirectly affects knowledge application through knowledge accumulation and knowledge sharing.

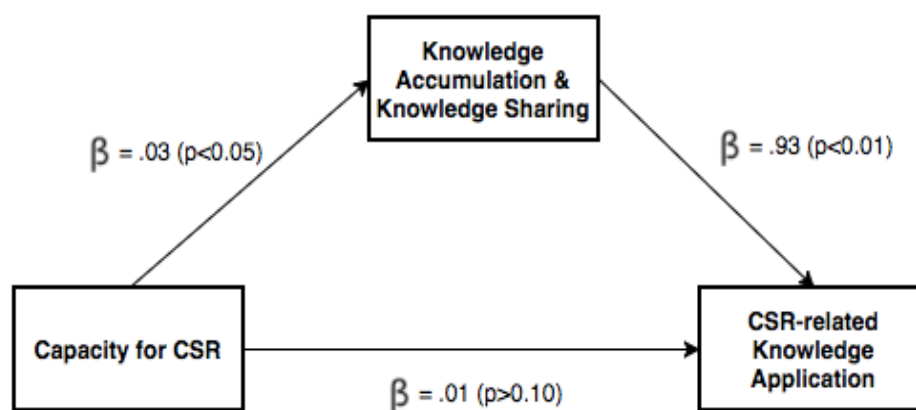


Figure 5: CSR Capacity, sharing and accumulation and application: an interrelated analysis

Model 3 (Table 7) still explains a significant proportion of the variance ($R^2 = .59$, $F(6,39) = 11.65$, $p < 0.01$). In this model the interaction effect is included between strong internal ties and weak ties external ties. No significant relationship was found between the interaction effect and the dependent variable CSR-related knowledge application ($\beta = .89$, $p > .10$). So, *Hypothesis 4c is rejected*. The expectation was that the stronger the combination between strong ties within the club, and weak ties outside the club of a CSR department, the higher the extent of CSR-related knowledge application. Since it was found in section 4.4.1 that a negative linear connection exists between external weak ties and knowledge accumulation rather than a positive one, it does not come as a surprise that the Hypothesis 4c is not corroborated.

In Model 4 (Table 7) the variable organizational culture is included. Model 4 still explains a significant proportion of the variance ($R^2 = .66$, $F(7,38) = 13.48$, $p < 0.01$). The variable organizational culture does have a significant effect on the extent of CSR-related knowledge application ($\beta = .41$, $p < .01$). This means *Hypothesis 1c is accepted*. In a situation when a football club obtains a collectivistic

culture, the higher the application of CSR-related knowledge. Another remarkable finding is that the effect of the variable knowledge sharing weakens after adding the variable collectivistic organizational culture. The earlier found positive effect of knowledge sharing is mainly dependent on the existence of a collectivistic organizational culture. Organizational culture to a great extent allows shared knowledge to be converted into knowledge application. This result suggests for example that even if CSR knowledge is widespread in a club with an individualistic culture this will not to a great extent lead to application of this knowledge. After all it is not too bold to assume that knowledge application demands interpersonal cooperation.

Model 5 (Table 7) addresses the influence of management support for CSR engagement. The model explains a significant proportion of the variance ($R^2 = .67$, $F(8,37) = 12.27$, $p < 0.01$). No significant direct effect is discovered between management support and the extent of CSR-related knowledge application ($\beta = .24$, $p > .10$). No proof was found for a direct positive relation between management support for CSR engagement and the actual degree of CSR-related knowledge application. This is noteworthy because the two earlier processes of knowledge management (accumulation and sharing) were actively influenced by the presence of management support for CSR engagement. However, for the final step, the application of the acquired and shared knowledge, management support is not found to have a significant influence. But, remember that knowledge accumulation has a strong indirect effect on knowledge application. This implies that variables, which do not directly influence knowledge application but do influence knowledge accumulation, are indirectly influencing knowledge application. This suggests that there is an indirect effect of management support on the extent of knowledge application. An additional mediation analysis was conducted and showed that there exists an indirect effect of management support on the extent of knowledge accumulation. This implies that *Hypothesis 2c is accepted*. There exists an indirect effect of management support on the extent of CSR-related knowledge application. This effect was tested through an additional mediation analysis (Figure 6). In this mediation analysis management support for CSR is the independent variable, knowledge application the dependent variable and the combined means of knowledge accumulation and knowledge sharing act as the mediator. Figure 6 shows that the combined means of knowledge accumulation and knowledge sharing act as a mediator on the relationship between management support and the extent of CSR-related knowledge application. So, management support indirectly affects knowledge application through knowledge accumulation and knowledge sharing.

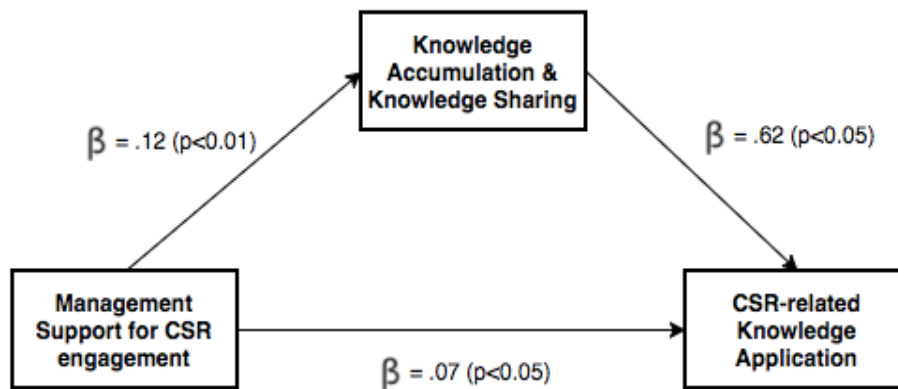


Figure 6: Management Support, sharing and accumulation and application: an interrelated analysis

Finally, in Model 6 (Table 7) the variable degree of decentralization is included in the model. The model is still significant ($R^2 = .66$, $F(9,36) = 10.62$, $p < 0.01$). The variable degree of decentralization does not have a significant relationship with the extent of CSR-related knowledge application ($\beta = -.01$, $p > .10$). This means *Hypothesis 3c is rejected*. Deriving from the existing theory, a positive relationship was expected between decentralization and knowledge application, but no proof was found for this assumption. However, it is crucial to add to this finding that the internal reliability of this scale was low (.404) and the variable was only measured with three items. This is important to keep in mind in the interpretation of this finding.

Concluding, knowledge sharing has a positive significant influence on the extent of CSR-related knowledge application. The effect of the control variable knowledge accumulation was not found to be significant, however, because of the earlier found positive effect of knowledge accumulation on knowledge sharing, the variable knowledge sharing as mediator was examined. Knowledge sharing is acting as a full mediator on the relationship between knowledge accumulation and knowledge sharing. Next, no direct effect between capacity for CSR and knowledge application was found, after an additional mediation analysis an indirect significant effect was discovered. No relationship was found between the interaction between strong and weak ties and the extent of CSR-related knowledge application. The variable collectivistic organizational culture has a direct significant positive relation on the extent of CSR-related knowledge application. Management support had no direct effect on knowledge application, but through a mediator analysis an indirect effect of management support on knowledge application was discovered. The degree of decentralization did not have any significant relationship with the extent of CSR-related knowledge application.

§ 4.5 Summary

In this subsection the direct and indirect findings regarding this research will be discussed. First the direct effects will be reviewed. From the results of the multivariate analysis there can be concluded that the capacity for CSR and the size of the external network of a CSR-department positively influence the extent of CSR-related knowledge accumulation. The same applies for the variables collectivistic organizational culture and management support for CSR engagement. The positive effect of a collectivistic organizational culture mainly depends on the existence of management support for CSR engagement. Regarding the variables degree of decentralization and the existence of weak ties, no significant effect was found in their relation to the extent of CSR-related knowledge accumulation. Next the variable CSR-related knowledge sharing was tested; knowledge accumulation has a positive relationship with this variable. The same applies for the existence of a collectivistic organizational culture and management support for CSR-engagement. The variables degree of decentralization and the existence of strong ties within the CSR-department did not show any significant relationship with the extent of CSR-related knowledge sharing. Finally, the variable CSR-related knowledge application was examined. Knowledge sharing has a positive influence of the extent of knowledge application. This is also directly the case for a collectivistic organizational culture and indirectly for management support for CSR. The variables degree of decentralization and the interaction effect of strong and weak ties did not have an effect on the extent of CSR-related knowledge application. In Table 8 a complete overview of all the twelve tested hypotheses is given.

Furthermore, some indirect effects were discovered during the examination of the results of the multivariate analysis. During an additional analysis in which only the control variables were included in the model, a negative relationship was found between the existence of weak ties and the extent of knowledge accumulation. This implies that the higher the number of weak ties in the external network the less knowledge accumulation is taking place. The higher the number of strong ties in the internal network the more knowledge is accumulated compared to weak ties. Considering the sharing of CSR-related knowledge an additional analysis was conducted regarding the existence of strong ties. No significant effect was found in the original model, but after adding only the control variables a significant effect of strong ties on knowledge sharing was found. This positive effect is suppressed by the existence of a collectivistic organizational culture and management support for CSR engagement. Furthermore, in the original model a positive effect of knowledge accumulation on knowledge sharing was found, and a positive relation of knowledge sharing on knowledge application. However, no significant effect was discovered between knowledge application and knowledge accumulation. In order to get better insights in this relationship, an additional analysis was conducted. This analysis suggests that knowledge accumulation has no direct effect on knowledge application, but rather an indirect effect through knowledge sharing. Because of this indirect effect, variables that did not directly influence knowledge application, but do influence knowledge accumulation, can be of indirect effect on knowledge application. This applies for capacity for CSR and management support.

Table 8: Overview Hypotheses

H1a	Football clubs with a comparatively collectivistic culture accumulate more CSR knowledge than football clubs with an individualistic culture	Accepted
H1b	Football clubs with a comparatively collectivistic culture share more CSR knowledge than football clubs with an individualistic culture	Accepted
H1c	Football clubs with a comparatively collectivistic culture apply more CSR knowledge than football clubs with an individualistic culture	Accepted
H2a	In football clubs with strong management support for CSR engagement of their club, more CSR knowledge is accumulated than in football clubs with weaker management support	Accepted
H2b	In football clubs with strong management support for CSR engagement of their club, more CSR knowledge is shared than in football clubs with weaker management support	Accepted
H2c	Football clubs with strong management support for CSR engagement of their club applied more CSR knowledge than football clubs with weaker management support	Accepted
H3a	In football clubs with a decentralized structure, the extent of CSR knowledge that is accumulated is higher compared to football clubs with a centralized structure	Rejected
H3b	In football clubs with a decentralized structure, the extent of CSR knowledge that is shared is higher compared to football clubs with a centralized structure	Rejected
H3c	In football clubs with a decentralized structure, the extent of application of CSR knowledge is higher compared to football clubs with a centralized structure	Rejected
H4a	The more weak ties a CSR-department of a football club maintains, the more CSR related knowledge is accumulated within that football club	Rejected
H4b	The more strong ties a CSR-department maintains within a football club, the more CSR related knowledge is shared within that football club	Rejected
H4c	The stronger the combination between strong ties (within the club) and weak ties (outside the club) in a CSR-department, the higher the application of CSR related knowledge	Rejected

5. CONCLUSIONS AND DISCUSSION

The aim of this chapter is to provide a conclusion based on the analyses of the obtained survey data. Also, an overview of all the twelve tested hypotheses is given. This is followed by the discussion, in which the meaning of the results is assessed in light of the existing academic literature. Next, the practical implications of this research are addressed, resulting in several managerial implications which can be useful for policy makers concerned with CSR in the football industry. Finally, the limitations and possibilities for further research are discussed.

§ 5.1 Conclusion

The aim of this research was to provide insight in the factors that influence and predict CSR-related knowledge management in professional football clubs in the Netherlands. Knowledge management was constructed out of three processes: knowledge accumulation, knowledge sharing and finally knowledge application. Six factors are tested on the broader concept of knowledge management: organisational culture, management support, degree of decentralization, strong tie strength, weak tie strength and the interaction of the last two. In order to answer the research question a survey was conducted including all the CSR departments related to professional football clubs in the Netherlands ($n=46$). The data was analysed through the use of a stepwise regression analysis, in which the control variables were added first. Afterwards the independent variables were added to the model. In order to answer the main research question, three earlier stated questions regarding the three dependent variables in this research will be answered and discussed, starting with the first stated question:

1. Which factors influence the extent of CSR-related knowledge accumulation?

The first process of knowledge management is CSR related knowledge accumulation. This process is constructed out of the combination of the following two concepts: knowledge creation and knowledge acquisition (see §2.2.3.1). The definition of this process that is used in this research is: *'The creation and acquiring of new relevant knowledge'* (Amabile et al. 1996).

Four factors are tested on this dependent variable. The first is the existence of a collectivistic organizational culture, which has a significant positive effect on the extent of CSR-related knowledge accumulation. This is in line with research done by Wang, Su and Yang (2011) who stated that a collectivistic organizational culture positively influences the motivation to create new knowledge and fosters corporation and teamwork. This is confirmed by this research. Next, the effect of management support on CSR-related knowledge accumulation was found to be strongly positive, more knowledge is accumulated in football clubs with strong management support for CSR engagement. This was earlier examined by Latinen (2013) emphasizing the fact that support from the higher management has a positive influence on knowledge accumulation. The effect of a collectivistic culture is mainly

dependent from the management support for CSR engagement. Besides, the factor degree of decentralization was tested on the extent of knowledge accumulation, no significant effect was found. This result is contradictory with the existing academic literature, in which is stated that decentralization has a positive effect on knowledge creation (Connelly & Kelloway, 2003). However, the results of this research should be interpreted carefully, because of the low internal validity and number of items of this variable concerning this research. Finally, the existence and size of weak ties was tested on the variable knowledge accumulation, no significant effect was found. This is not in line with the existing literature on social capital. The more weak ties employees have outside the organization, the more access to new information and knowledge they have. This latter process is referred to as bridging and is positively related with the extent of knowledge creation and acquisition (Granovetter, 1973). This research rejected the assumption that was made beforehand, which was drafted mainly based on the social capital theory. However, after conducting an additional analysis a significant negative relationship was found. The less strong ties dominate the external network, the more CSR-related knowledge is accumulated within that club. Two control variables are tested on knowledge accumulation, the organizational CSR capacity and the size of the external networks of the CSR department. Both of them were of significant influence on the dependent variable knowledge accumulation. The higher the capacity for CSR, the more CSR-related knowledge is accumulated within that club. Furthermore, the greater the size of the external networks of the CSR department, the higher the degree of CSR-related knowledge accumulation.

Concluding, the extent of CSR-related knowledge accumulation is positively influenced through the following two factors: collectivistic organizational culture and management support for CSR-related activities. No evidence was found for a positive relation between the degree of decentralization of a football club and the extent of CSR-related knowledge accumulation in that club. Also, the expected positive relationship between the number of weak ties and the extent of CSR-related knowledge accumulation was rejected. Finally, both the CSR capacity and the size of the external networks of a CSR department are of significant influence on the extent of knowledge accumulation.

2. Which factors influence the extent of CSR-related knowledge sharing?

The second process of knowledge management is the sharing of CSR-related knowledge in a football organization. This concerns the extent to which employees are willingly to share new knowledge and the way knowledge related to social responsibility (projects) is dispersed and widespread in the football organization.

The four earlier discussed factors are tested on this dependent variable. The first is the existence of a collectivistic organizational culture, which has a significant positive effect on the extent of CSR-related knowledge sharing. In the existing academic literature this relationship has been widely

examined by researchers and also found to be positive. According to the literature in a collectivistic organizational culture employees are strongly connected with each other, because of this they are more eager to share existing and new knowledge (Al-Alawi, Al-Marzooqi & Mohamed, 2007; Chang & Lin, 2015). This research, in which a significant positive effect of collectivistic organizational culture was found on the extent of CSR-related knowledge sharing, confirmed this expected relationship. Furthermore, the influence of management support for CSR engagement on knowledge sharing was tested; this relationship was also discovered to be significant in a positive direction. According to Lee, Kim and Kim (2006) management support leads to more commitment among employees to participate in the knowledge sharing process. This is confirmed in this research, in which a strong positive effect was found. Besides, the degree of decentralization was tested on the extent of CSR-related knowledge sharing in a football organization, no significant effect was found. As mentioned earlier, the findings regarding this variable need be interpreted carefully; further research needs to examine this relationship through the use of more items measuring the degree of decentralization. Finally, the existence and size of strong ties was examined on the extent of CSR-related knowledge sharing. In this research no significant effect was discovered. This is contradictory with existing academic research from Chiu et al. (2006), in which was elaborated that the existence of strong ties lead to a higher level of emotional closeness, resulting in easier and more knowledge sharing, those earlier findings are not confirmed in this research. However, after conducting an additional analysis a significant positive effect was found on the number of strong ties on the extent of CSR-related knowledge sharing. This significant effect is dependent from the existence of a collectivistic organizational culture and the presence of management support for CSR engagement, acting as suppressors on the variable strong ties. Furthermore, the control variables organizational CSR capacity and knowledge accumulation were tested on the dependent variable knowledge sharing. For CSR capacity no significant effect was found. Knowledge accumulation does have a significant positive effect on the extent of CSR-related knowledge sharing. The more knowledge is accumulated within a club, the more knowledge is shared. This is in line with previous research, in which is emphasized on the fact that the processes of knowledge management are strongly interconnected (Mertins, Heisig & Vorbeck, 2001; Bellinger, 1997). This positive effect is mainly dependent of the presence of management support within a club.

Regarding the variable knowledge sharing there can be concluded that the factors collectivistic organizational culture and management support for CSR engagement have a positive influence on the extent of CSR-related knowledge sharing in a football organization. In this research no significant relation was found between decentralization and the existence of strong ties on the extent of CSR-related knowledge sharing. Furthermore, the extent of CSR-related knowledge accumulation has a strong positive influence on the extent of CSR-related knowledge sharing; this effect is dependent of the management support for CSR engagement. Management support needs to be present within the club; otherwise the earlier accumulated knowledge will not be shared.

3. Which factors influence the extent of CSR-related knowledge application?

The third and final process of knowledge management is the application of CSR-related knowledge. This process has the following definition in this research: *“Knowledge application means making knowledge more active and relevant for the firm in creating value”* (Bhatt, 2001, p.72). Knowledge application concerns the way employees of football clubs apply the CSR-related knowledge that is accumulated and shared in the earlier two processes of knowledge management. The ultimate result of the application of this knowledge is the execution of more and new CSR projects. The process of knowledge application can be seen as the most important in the broader concept of knowledge management, because it is the final outcome of the complete knowledge management process. Also, the earlier processes of knowledge accumulation and knowledge sharing can be considered as less meaningful when they do not result in the application of more CSR-related knowledge.

Four factors were tested on the process of knowledge application. The first is the existence of a collectivistic organizational culture, which is found to have a significant positive relationship with the extent of CSR related knowledge application in a football organization. In the existing academic literature no specific research was available on the effect of organizational culture on the extent of knowledge application. However, according to Wang, Su and Yang (2011) a collectivistic organizational culture positively influences all knowledge related activities. In this research was expected that when clubs accumulate and share knowledge among employees, they are also more active in undertaking concrete CSR projects, this assumption is confirmed in this research. Also the existence of strong management support towards CSR engagement was examined on the extent of knowledge application in a football club, an indirect significant effect was discovered. The combination of knowledge accumulation and knowledge sharing mediate this relationship. This relationship was never examined in the existing academic literature, so no comparison with earlier findings can be made. Furthermore, the relationship between decentralization and knowledge application was examined, this did not lead to significant results. But, the existing academic literature emphasized the fact that a decentralized structure has a positive influence on knowledge application, because employees can communicate more easily and are more involved in the decision-making process (Connelly & Kelloway, 2003). Those earlier results are not confirmed in this research. The final factor that was tested was the interaction of strong and weak ties on the extent of knowledge application. A positive relationship was expected because of the combination of bonding (strong ties) and bridging (weak ties). However, no significant relationship was found. In the stepwise regression analysis the control variables available CSR capacity and former dependent variable knowledge sharing were tested on the extent of CSR-related knowledge application. An indirect significant effect was found for the organizational CSR capacity. The combination of knowledge accumulation and knowledge sharing mediate this relationship. The process of knowledge sharing has a significant positive influence on the extent of CSR-related knowledge application. The more knowledge is shared

within an organization, the more knowledge is applied. Knowledge accumulation was also examined and had no direct relationship with knowledge application. However, knowledge accumulation affects knowledge application but not directly, but rather indirectly through knowledge sharing. Knowledge sharing is acting as full mediator on the relationship between knowledge accumulation and knowledge application. This confirms earlier research, in which is stated that the processes of knowledge management are strongly interconnected.

Concluding, the variables collectivistic organizational culture (direct effect) and management support for CSR engagement (indirect effect) have a significant positive influence on the extent of CSR related knowledge application. No significant effect was found for a relationship between decentralization and the combination of strong and weak ties on the extent of CSR-related knowledge application. Capacity for CSR has an indirect effect on CSR-related knowledge application. The process of knowledge sharing does have a positive effect on the extent of CSR-related knowledge application. The process of knowledge accumulation has an indirect effect on knowledge application; the process of knowledge sharing mediates this effect. Based on the answers derived from the three sub-questions, the main research question can be addressed:

Which factors influence CSR-related knowledge management in professional football clubs in the Netherlands?

First, organizational CSR capacity was included as control variable. A positive direct effect was found on the extent of knowledge accumulation ($\beta = .31$). The higher the capacity for CSR, the more CSR-related knowledge is accumulated within that club. An indirect effect was found between capacity for CSR and the extent of CSR-related knowledge application. Furthermore, the three processes of knowledge were tested on each other. Knowledge accumulation has a positive influence on knowledge sharing ($\beta = .70$) knowledge sharing has a positive influence on the extent of CSR-related knowledge application ($\beta = .60$). Knowledge accumulation has an indirect positive influence on knowledge application; in this relationship the variable knowledge sharing is acting as full mediator.

The variable collectivistic organizational culture is of significant positive influence on the extent of knowledge accumulation ($\beta = .50$) knowledge sharing ($\beta = .42$) and knowledge application ($\beta = .41$). Organizational culture has a significant positive relationship with all the three processes of knowledge management as defined in this research. Based on the latter, clubs with a collectivistic organizational culture can be expected to score high on all knowledge management processes. The positive effect of a collectivistic organizational culture on knowledge accumulation, the first process of knowledge management, is mainly dependent on the presence of support for CSR engagement.

The factor management support for CSR engagement within the club has a direct significant positive influence on the processes knowledge accumulation ($\beta = .49$) and knowledge sharing ($\beta = .55$). The variable does have an indirect significant influence on the extent of knowledge application. Because knowledge accumulation and knowledge application indirectly influence each other, factors that are related to knowledge accumulation, can be of indirect effect on knowledge application. That is the clarification for the indirect relationship between management support for CSR engagement and knowledge application.

The degree of decentralization has no significant relationship with the variables knowledge accumulation, knowledge sharing and knowledge application. Although the existing literature states otherwise, no proof was found for this relationship in this research. However, the results regarding the degree of decentralization should be interpreted carefully, because of the low internal validity and the low number of items concerning this variable.

The existence and number of strong (internal) and weak (external) ties was examined but has no significant relationship with the variables knowledge accumulation, knowledge sharing and knowledge application. However, a relationship was found between the higher the number of strong ties in an external network, the more CSR-related knowledge is accumulated within that club in comparison to weak ties. Besides, after an additional analysis in a positive relationship was found between the number of strong ties and the extent of knowledge sharing. This effect is suppressed by the independent variables collectivistic organizational culture and management support CSR engagement.

Concluding, capacity for CSR has a direct effect on the extent of CSR-related knowledge accumulation and an indirect effect on knowledge application. The variables collectivistic organizational culture and management support for CSR engagement are the only two variables that influence the complete process of knowledge management as defined in this research. The factor degree of decentralization has no influence on knowledge management. Finally, strong ties, weak ties, and the interaction of them have no influence on the process of knowledge management. The three processes of knowledge management are strongly interconnected: knowledge accumulation influences knowledge sharing and knowledge sharing influences knowledge application. Besides, knowledge accumulation has an indirect effect on knowledge application through knowledge sharing, which is acting as full mediation variable on this relationship.

This together indicates that six of the twelve earlier stated hypotheses are accepted (Table 8).

§ 5.2 Practical Implications

As mentioned before, the social responsibility projects currently carried out by professional football clubs in the Netherlands can be considered as effective and of high quality (Responsiball, 2016). With CSR projects, people's behaviour can actively be influenced and changed. Currently, the Eredivisie is ranked first in the Responsiball Report, which compares nineteen leagues with each other on their efforts and success of CSR projects (2016). In order to keep this leading position in the European football industry, effective CSR-related knowledge management is necessary. In this way project development and team performance can be improved. Out of the results of this research derived several recommendations useful for policy makers concerned with the CSR actions of their club; they will be addressed below:

As discussed in this chapter, a collectivistic organizational culture has a significant positive influence on the complete process of knowledge management (knowledge accumulation, sharing and application). So, for professional football clubs in the Netherlands, and especially their CSR departments, it is beneficial to foster and improve the collectivistic organizational culture in their workplace. In a collectivistic organizational culture, employees are loyal to their organization. It is the responsibility of the organization to create stability in the organization. However, this could be difficult in the fast changing football industry. Furthermore, the 'we' culture should be fostered and supported. In order to do so, employee's opinions should be taken into account during important decision-making processes. In this way group consensus can be achieved and employees feel rewarded, heard and appreciated by the organization. When this is carried out successfully, this will result in more knowledge accumulation, knowledge sharing and finally knowledge application.

From the results of this research also derived that strong management support for CSR engagement has a positive influence on the processes of knowledge accumulation and sharing, and indirectly on knowledge application. This effect is found to be really solid. For professional football clubs in the Netherlands it is important that the complete organization, from top to bottom, encourages social responsible behaviour. This could be difficult, because the core business of football clubs is not their CSR behaviour. However, there are some ways in which management support for CSR engagement could be improved. In the situation when a CSR department is acting as an independent foundation, it should be incorporated within the football organization. In this way CSR is really integrated in the corporate strategy of the football organization and not acting as an independent unit. Furthermore, the yearly-distributed annual reports of football clubs should contain a specific part or chapter with relevant information about their CSR projects and involvement in the society. In this way all the clubs' employees, including the management, get involved and informed with the achievements concerning CSR. Additionally, managers should organize meetings in the football club about CSR, in which all the departments are represented. In this way the value of CSR for the football club becomes clearer for

all departments of the organization. Finally, the top management should act involved and concerned about social responsibility projects, and provide more freedom to the CSR employees regarding the way they carry out their work. The findings indicate that management support is absolutely necessary in the preliminary knowledge phases before application. In this way management support for CSR engagement indirectly influences the application of CSR knowledge. So, management support has the most influence on the application of knowledge when it fosters the conditions for knowledge accumulation and knowledge sharing.

Tie strength was examined and had no significant relationship with the extent of knowledge accumulation. However, a relationship was found between the lower the number of strong ties in an external network, the more CSR-related knowledge is accumulated within that club. The higher the existence and size of weak ties in CSR department, the more knowledge is accumulated within that football organization. This has some useful implications for CSR policy makers. As mentioned before, employees of CSR departments emphasize the fact that they are working in a '*small world*', in which everybody knows each other and talks about each other. In order to create and acquire new CSR-related knowledge, it is beneficial for employees to take a look outside their organization and not only focus on CSR in football. For example, it could be really useful to see how corporate companies structure their CSR activities and take their role in society. There are a lot of influential Dutch companies with a distinctive CSR policy, like DSM, Heineken and Unilever. In this way, knowledge related to social responsibility can be created and shared among employees originating from different industries. Furthermore, the management of the clubs should motivate and inspire employees to visit CSR related symposia and read general CSR literature. In this way employees have more opportunities to extent their existing knowledge, and keep up to date with national and international developments in the field of CSR.

Moreover, the capacity for CSR and the size of the external network have a direct positive influence on the extent of knowledge accumulation, and an indirect effect on knowledge application. An important remark to add to this is that a collectivistic organizational culture is more important for CSR-related knowledge accumulation than the capacity for CSR and the size of the external network of a CSR department. This provides opportunities for small clubs. More capacity for CSR is not necessarily needed, as long as a collectivistic culture is present. Clubs with a collectivistic culture accumulate more CSR knowledge than larger clubs with a higher capacity for CSR. CSR-related knowledge can be accumulated and shared, but in the end money and people are needed to fund and execute the projects. The accumulation and sharing of CSR-related knowledge can be considered as less valuable when it does not result in more or qualitative better CSR projects. Because in this situation the acquired and shared knowledge, cannot be applied. The CSR knowledge only becomes valuable when the knowledge is applied. The availability of funds and people can be problematic,

especially in the football industry where the budgets are tight. In this light, it is really essential for CSR policy makers to look for other ways to find funds and employees for the execution of their current and new social responsibility projects. There should be focused on powerful partnerships with municipalities and corporate companies. In this way, costs can be divided and more different resources are available. Also, current club sponsors should be more actively involved. A perfect example is Qurrent, main sponsor of Feyenoord Rotterdam since 2017, and well known as a green and sustainable energy provider. This provides perfect opportunities for Feyenoord to carry out a believable social responsible message. Currently, there are some national CSR projects, and some club specific projects. It could be beneficial to divide social responsibility projects in the three categories as used by Responsiball: Governance, Community and Environment. In this way there can be more easily communicated about the different projects, and it is easier for potential sponsor or partners to recognize the differences among the projects and identify the area in which they can be of added value, and do not get lost in the broad scale of projects most Dutch football clubs have to offer.

Finally, the three processes of knowledge management strongly interrelated with each other. Knowledge accumulation has a positive influence on knowledge sharing, knowledge sharing has a positive influence on knowledge application. Also, knowledge accumulation has an indirect effect on knowledge application, mediated by the sharing process of CSR-related knowledge. This indicates for example that an indicator that fosters knowledge accumulation, indirectly also influences knowledge application. The same applies for factors that contribute to knowledge sharing, have direct influence on knowledge application. These findings are important to keep in mind for CSR policy makers.

§ 5.3 Limitations and Further Research

The first main limitation regarding this research is that the data collected through the online survey is only obtained from the employees of the CSR departments, because the knowledge that is topic of interest in this research is related to social responsibility projects. The CSR employees were asked about knowledge management and the factors that were expected to be of influence on this process. Although the CSR employees are evidently well informed about CSR knowledge, there might be differences in how other employees working for different departments perceive CSR related knowledge management. Of course not only CSR employees are using CSR knowledge in their daily activities; the developed social projects need to be promoted (marketing department) and funded (finance department). This limitation could lead to '*single source bias*'. In order to prevent this in conducting future research, all the employees of the different departments of football clubs should be included in the research population. In this way also group differences between departments can be examined. Besides that, not only football clubs are involved in the development and implementation of social responsibility projects, also municipalities and various health organizations are concerned. Those institutions also possess CSR related knowledge, in future research they could be taken into

account in the research population to see how they accumulate, share and apply this knowledge together with the professional football clubs.

Another limitation of this study is that it merely focuses on the factors that influence knowledge management in the context of professional football clubs. The football industry has its own unique characteristics (Babiak & Wolfe, 2006), which implies that the results of this research are not generalizable towards other industries. In order to address this in further research it would be recommendable to perform the same research in different organizational contexts. There could be examined how organizational culture, management support, degree of decentralization and tie strength influence CSR related knowledge management in NGO's, market organizations, non-profit organizations and governments.

The final limitation of this research is that it addresses only six predictors of professional knowledge management. In order to derive at better insights and results, more predictors could be added to the research model. For example, the distinction between cultures could be of influence on the knowledge management process (Hofstede, 1994). To test this, a similar research could be conducted in for example Belgium, Germany or France. Also, management support was measured in this research. However, no distinction was made in leadership types. The existence of a transformational or transactional leadership style can be of influence on the accumulation, sharing and application of knowledge (Chen & Huang, 2007). Besides, the degree of decentralization was tested in this research; however, prior research found that also the degree of formalization of an organization could be of influence the extent of knowledge accumulation, sharing and application (Damanpour, 1991). In future research those variables could be examined in order to get a better understanding of possible factors that are of influence on the broader knowledge management process.

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APPENDIX

A1: Knowledge Accumulation

Dependent variable	Definition	Items	Reference
Knowledge Accumulation (12 items)	<i>'The creation and acquiring of new relevant knowledge'</i> (Amabile et al. 1996).	1. New CSR related ideas are encouraged in this organization	KEYS Instrument. Stimulant Scale for organizational knowledge creation (Amabile et. al, 1996).
		2. People are recognized for creative work in this organization	
		3. People are rewarded for creative work in this organization	
		4. People are willing to help each other in my organization	
		5. The budget for my CSR related projects is adequate	
		6. Resources we need for our CSR-projects are easily to obtain	
		7. Our CSR-unit has the freedom to decide how I carry out my CSR projects	
		8. Our CSR-unit has the freedom to decide what CSR project we are working on next	
		9. In the football club we often have group trainings about CSR	
		10. Our CSR unit visits congresses about developments concerning CSR	
		11. Our CSR unit reads magazines and publications about new CSR developments	
		12. Please give your club a rating related to CSR expertise that is currently available in your club	

A2: Knowledge Sharing

Dependent Variable	Definition	Items	Reference
Knowledge Sharing (9 items)	<i>"The provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures"</i> (Wang & Noe, 2010, p.117).	1. Employees in this organization keep their best idea's to themselves	(Connelly & Kelloway, 2003)
		2. Employees in this organization are willing to share knowledge and ideas with other team members	
		3. Employees in this organization share their ideas openly	

		4. Employees in this organization with a certain expertise are prepared to help others	
		5. This organization is good in the use of knowledge and ideas of employees	
		6. There are meetings about CSR within the organization in which all departments are represented	
		7. CSR knowledge of the management team is documented	
		8. To what extent is CSR knowledge in this organization widespread beyond the CSR-unit of your club	
		9. Many employees leave each year, resulting in the loss of valuable and specific CSR knowledge	

A3: Knowledge Application

Dependent Variable	Definition	Items	Reference
Knowledge Application (7 items)	<i>“Knowledge application means making knowledge more active and relevant for the firm in creating value”</i> (Bhatt, 2001, p.72).	1. Our organization applies CSR knowledge learned from mistakes	Gold et. al (2001).
		2. Our organization applies CSR knowledge learned from experiences	
		3. Our organization uses CSR knowledge to solve new problems	
		4. Our organization makes CSR knowledge accessible to those who need it	
		5. Our organization uses advantages of new CSR knowledge	
		6. Our organization uses CSR knowledge in the development of new products/services	
		7. How many CSR projects did your club carry out the last season? (2016-2017)	

B1: Collectivistic Organizational Culture

Independent Variable	Definition	Items	Reference
Collectivistic Organizational Culture (4 items)	<i>‘...A pattern of shared basic assumptions learned by a group as it solved its problems of external adaption and internal integration’</i> (Schein, 1985, p.35)	1. If a co-worker gets a prize, I would feel proud 2. The well-being of my co-workers is important to me 3. To me, pleasure is spending time with others 4. I feel good when I cooperate with others	Collectivism Scale. Triandis and Gelfland (1998).

B2: Management Support

Independent Variable	Definition	Items	Reference
Management Support (5 items)	<i>“The degree to which (top) managers encourage, appreciate and are involved in the work of their employees”</i>	1. The management of this club encourages me in my CSR work activities 2. The management of this club encourages me to develop myself 3. The management of this club is involved in my CSR projects 4. The management of this club appreciates my own input in CSR projects 5. The management of this club appreciates my results	Lin, 2007b.

B3: Degree of Decentralization

Independent Variable	Definition	Items	Reference
Degree of Decentralization (3 items)	<i>“Decentralization is the process of redistributing or dispersing functions, powers, people or things away from a central location or authority”</i> (BusinessDictionary, 2017).	1. How many decision-making layers does your organization have? 2. How many function levels does your organization have? 3. How many pay scales does your organization have?	

B4: Tie Strength

Independent Variable	Definition	Dimension	Items	Reference
Tie Strength	<i>“The strength of a tie is a probably linear combination of the amount of time, the emotional intensity, the intimacy and the closeness which</i>	Strong Ties	1. I trust my colleagues 2. There is a high level of trust in our organization 3. I can discuss important issues with my colleagues	Marsden & Campbell (1984).

	<i>characterize the tie” (Granovetter, 1973, p.1361).</i>		4. I can discuss personal issues with my colleagues 5. Personal issues can be discussed in our football club 6. I feel highly connected with my colleagues 7. There is a high level of connectedness in our football club 8. I see colleagues outside work hours 9. How many colleagues do you see in a week outside work hours?	
Tie Strength		Tie Size	1. With how many organizations do you have ‘one on one’ contact (in one week), at your office or at the external organization? 2. With how many organizations do you have contact (telephone, e-mail, face-to-face) in one week?	
Tie Strength		Weak Ties	1. Our club is active in a ‘small world’ when it comes to external relations 2. We are not familiar with the partners of our partners 3. A lot of our partners also conduct mutual business 4. We are not in contact with the partners of our partners 5. We are familiar with the partners of our partners 6. We are not active in business with partners from our partners 7. Although we do not conduct business with them, we do have contact with the partners of our partners	

C1: E-mail to respondents

Onderwerp: *Onderzoek MVO in Nederlands Betaald Voetbal*

Beste medewerker,

Via deze e-mail wil ik u vragen deel te nemen aan een survey voor mijn afstudeeronderzoek aan de Radboud Universiteit Nijmegen. Het onderwerp van mijn onderzoek is het beleid binnen Nederlandse BVO's ten aanzien van Maatschappelijk Verantwoord Ondernemen (MVO). Om deze reden ontvangt u een uitnodiging om deel te nemen aan dit onderzoek.

Het invullen van de enquête duurt maximaal 10 minuten. De enquête bestaat uit gesloten en enkele open vragen, waar u gevraagd wordt een waarde aan toe te kennen. De resultaten van dit onderzoek zijn uitsluitend bedoeld voor het uitvoeren van dit onderzoek en dus volledig anoniem.

Ik wil u bij voorbaat hartelijk bedanken voor het invullen van de enquête!

Door op de volgende link te klikken wordt de enquête gestart: qualtrics.nl/enquête

Nogmaals hartelijk bedankt en veel succes het aankomende seizoen!

Met vriendelijke groet,

Kees Kuiper

Radboud Universiteit Nijmegen

C2: Survey

Ter introductie drie vragen over geslacht, leeftijd en opleidingsniveau:

1.1 Wat is uw geslacht?

- Man
- Vrouw

1.2 Wat is uw leeftijd?

- 16-25
- 26-35
- 36-45
- 46-55
- 56-65
- 65+

1.3 Wat is uw hoogst behaalde diploma?

- Basisonderwijs
- Mavo/VMBO
- MBO
- Hogeschool of Universiteit
- Anders, namelijk... (open antwoordcategorie)

Nu volgen er twee vragen over uw werkzaamheden binnen de voetbalclub:

1.4 Wat is uw functie binnen de club:

1.5 Omschrijf kort uw taken binnen de club ten aanzien van MVO projecten:

Nu volgen vijf vragen, wanneer u het antwoord niet exact weet probeer dan alstublieft een zo goed mogelijke schatting te maken:

1.6 Welk budget is er per seizoen beschikbaar voor MVO projecten?

(antwoordcategorie budgetklasse per €50.000)

1.7 Sinds welk jaar is uw club formeel met MVO bezig?

(antwoordcategorie jaren)

1.8 Hoeveel medewerkers zijn er werkzaam binnen uw club?

(antwoordcategorie klasse per 50 FTE)

1.9 Hoeveel MVO medewerkers zijn er werkzaam binnen uw club?

(1 t/m 10, FTE)

1.10 In welke competitie is uw club komend seizoen (2017-2018) actief?

- Eredivisie
- Jupiler League

Bij de volgende stellingen heeft u heeft de keuze uit de volgende antwoordmogelijkheden: 1 (volledig mee oneens), 2 (mee oneens), 3 (neutraal), 4 (mee eens), 5 (volledig mee eens). Met medewerkers en collega's wordt al het kantoorpersoneel (niet voetbaltechnisch) binnen uw voetbalclub bedoeld. Geef aan in hoeverre u het eens bent met de volgende stellingen:

2.1 'Het bedenken van nieuwe ideeën omtrent MVO wordt aangemoedigd in deze voetbalclub'

2.2 'Medewerkers worden gewaardeerd voor creativiteit in deze voetbalclub'

2.3 'Medewerkers worden beloond voor creativiteit in deze voetbalclub'

2.4 'Medewerkers helpen elkaar in deze voetbalclub'

2.5 'Het budget voor mijn MVO gerelateerde projecten is toereikend'

2.6 'Middelen die ik nodig heb voor mijn MVO projecten zijn eenvoudig te verkrijgen'

2.7 'Ik heb de vrijheid te beslissen op welke wijze ik mijn werk uitvoer'

2.8 'Onze afdeling heeft de vrijheid te beslissen welk MVO project we als volgende uitvoeren'

2.9 'Er vinden binnen de voetbalclub veelvuldig groepstrainingen over MVO plaats'

2.10 'Onze afdeling bezoekt congressen over ontwikkelingen op MVO gebied'

2.11 'Onze afdeling leest magazines en publicaties over nieuwe MVO ontwikkelingen'

2.12 'Geef een rapportcijfer met betrekking tot aanwezige MVO-expertise in uw voetbalclub'

(antwoordcategorie cijfers 1 t/m 10, waarin 1 staat voor 'achterblijvers op MVO gebied' en 10 voor 'voorlopers op MVO gebied')

Bij de volgende stellingen heeft u heeft de keuze uit de volgende antwoordmogelijkheden: 1 (volledig mee oneens), 2 (mee oneens), 3 (neutraal), 4 (mee eens), 5 (volledig mee eens). Geef aan in hoeverre u het eens bent met de volgende stellingen:

3.1 'Medewerkers in deze voetbalclub houden de beste ideeën voor zichzelf'

3.2 Medewerkers in deze voetbalclub zijn bereid om kennis en ideeën met andere teamleden te delen'

3.3 'Medewerkers in deze voetbalclub delen hun ideeën openlijk'

3.4 'Medewerkers in deze voetbalclub met specifieke vakkennis zijn bereid anderen te helpen'

3.5 'Deze voetbalclub is goed in het gebruik van kennis en ideeën van medewerkers'

3.6 'Er vinden binnen de voetbalclub vergaderingen over MVO plaats waarbij alle afdelingen vertegenwoordigd zijn'

3.7 'Kennis aanwezig bij het managementteam over MVO is gedocumenteerd'

3.8 'Kennis over MVO is in deze voetbalclub wijd verspreid'

3.9 'Door het vertrek van medewerkers gaat er elk jaar veel MVO gerelateerde kennis verloren die nauwelijks of slechts zeer moeizaam te compenseren is'

De volgende zes vragen hebben betrekking op het toepassen van MVO gerelateerde kennis. Denk hierbij bijvoorbeeld aan het aanpassen, verbeteren of veranderen van huidige of nieuwe MVO projecten, door het gebruik van nieuw opgedane kennis: Geef aan in hoeverre u het eens bent met de volgende stellingen:

4.1 'Onze voetbalclub past vanuit fouten geleerde MVO kennis toe'

4.2 'Onze voetbalclub past MVO kennis toe, opgedaan uit eerdere ervaringen'

4.3 'Onze voetbalclub gebruikt MVO kennis om nieuwe problemen op te lossen'

4.4 'Onze voetbalclub maakt MVO kennis beschikbaar voor mensen die deze nodig hebben'

4.5 'Onze voetbalclub haalt voordeel uit nieuwe kennis omtrent MVO'

4.6 'Onze voetbalclub gebruikt nieuw opgedane kennis in de ontwikkeling van MVO projecten'

Nu volgt er een open vraag:

4.7 'Hoeveel MVO projecten heeft uw voetbalclub het afgelopen seizoen (2016-2017) uitgevoerd of zijn nog in uitvoering?'

(antwoordcategorie cijfers)

De volgende stellingen hebben betrekking op vier verschillende factoren. Met medewerkers en collega's wordt al het kantoorpersoneel bedoeld binnen uw voetbalclub, inclusief het bestuur. U heeft de keuze uit de volgende antwoordmogelijkheden: 1 (volledig mee oneens), 2 (mee oneens), 3 (neutraal), 4 (mee eens), 5 (volledig mee eens). Geef aan in hoeverre u het eens bent met de volgende stellingen:

5.1 'Als een college een promotie ontvangt, voel ik mij trots'

5.2 'Het welzijn van mijn collega's is belangrijk voor mij'

5.3 'Voor mij is het prettig tijd door te brengen met collega's'

5.4 'Ik voel mij goed als ik samenwerk met collega's'

Bij de volgende vragen heeft u de keuze uit de volgende antwoordmogelijkheden: 1 (volledig mee oneens), 2 (mee oneens), 3 (neutraal), 4 (mee eens), 5 (volledig mee eens). Geef aan in hoeverre u het eens bent met de volgende stellingen: De volgende stellingen hebben betrekking op uw leidinggevende(n), probeer de vragen dus ook op deze manier te interpreteren. Geef aan in hoeverre u het eens bent met de volgende stellingen:

6.1 'Het management van de club moedigt mij aan in mijn MVO werkzaamheden'

6.2 'Het management van de club moedigt mij aan mezelf te ontwikkelen'

6.3 'Het management van de club is betrokken bij mijn MVO werkzaamheden'

6.4 'Het management van de club waardeert mijn eigen inbreng in mijn MVO werkzaamheden'

6.5 'Het management van de club waardeert mijn resultaten'

Bij de volgende vragen wordt u gevraagd om een cijfer in te vullen bij de stelling, mocht u het antwoord niet exact weten, probeert u dan alstublieft een schatting te maken:

7.1 'Hoeveel beslissingslagen kent u voetbalclub?' (van directeur tot uitvoerende en ondersteunende medewerkers)

7.2 'Hoeveel functieniveaus kent u voetbalclub?' (van directeur tot uitvoerende en ondersteunende medewerkers)

7.3 'Hoeveel verschillende loonschalen zijn er op uw voetbalclub?' (van directeur tot uitvoerende en ondersteunende medewerkers)

Met medewerkers en collega's wordt al het kantoorpersoneel bedoeld binnen uw voetbalclub, inclusief het bestuur. U heeft de keuze uit de volgende antwoordmogelijkheden: 1 (volledig mee oneens), 2 (mee oneens), 3 (neutraal), 4 (mee eens), 5 (volledig mee eens). Geef aan in hoeverre u het eens bent met de volgende stellingen:

8.1 'Ik vertrouw mijn collega's'

8.2 'In het algemeen heerst er groot onderling vertrouwen binnen de club'

8.3 'Ik kan belangrijke zaken betreffende MVO gemakkelijk bespreken met mijn collega's, de directie van de club inbegrepen'

8.4 'Ik kan persoonlijke zaken bespreken met mijn collega's'

8.5 'In het algemeen kunnen persoonlijke zaken goed worden besproken in onze voetbalclub'

8.6 'Ik voel mij sterk verbonden met mijn collega's'

8.7 'Over het algemeen heerst er binnen onze club een sterk gevoel van onderlinge verbondenheid'

8.8 'Met grote regelmaat ga ik ook met collega's van de club om in de privésfeer, buiten werktijd (samen sporten, borrels, evenementen etc.)

8.9 'Buiten werktijd ga ik met collega's van de club om, van hoog tot laag, inclusief leden van het bestuur en het management'

Bij de volgende twee vragen wordt u gevraagd een cijfer in te vullen. Mocht u het antwoord niet exact weten, probeer dan alstublieft een schatting te maken:

8.10 'Met hoeveel verschillende organisaties heeft uzelf in de loop van een week 'een op een' ontmoetingen/afspraken, hetzij buitenshuis of bij u op kantoor?'

(antwoordcategorie cijfers)

8.11 'Kruis het aantal verschillende organisaties aan waarmee uzelf in de loop van een week over en weer contact heeft' (*telefonisch, schriftelijk, e-mail, face-to-face ontmoeting*)

- 0
- 1-2
- 3-5
- 6-8
- 9-11
- 12-14
- ≥ 15

8.12 'In sommige branches/sectoren kun je zeggen dat je met je externe relaties 'in een klein wereldje' leeft: je spreekt voortdurend over elkaar en je hoort voortdurend over elkaar spreken, zowel over elkaars goede als slechte prestaties. In welke mate verkeert uw eigen club met z'n relaties in zo'n 'klein wereldje'?

1. In zeer geringe mate
2. In geringe mate
3. Neutraal
4. In hoge mate
5. In zeer hoge mate

De volgende vragen gaan over zakenpartners buiten de voetbalclub, waar u in verband met uw MVO-werkzaamheden direct of indirect contact mee heeft. Denk aan de gemeente, de KNVB, andere voetbalclubs, belangenverenigingen, sponsors e.v.a. Bij de volgende vragen heeft u de keuze uit de volgende antwoordmogelijkheden: 1 (volledig mee oneens), 2 (mee oneens), 3 (neutraal), 4 (mee eens), 5 (volledig mee eens). Geef aan in hoeverre u het eens bent met de volgende stellingen:

8.13 'Wij kennen de partners van onze partners niet'

8.14 'Veel van onze partners doen ook onderling zaken'

8.15 'Met de partners van onze partners onderhouden wij geen contact

8.16 'De partners van onze partners zijn ons bekend'

8.17 'Met de partners van onze partners doen wij geen zaken'

8.18 'Hoewel wij er geen zaken mee doen hebben wij wel contact met de partners van onze partners'

Dit is het einde van deze survey, mochten er belangrijke zaken zijn die u niet kwijt kon in deze survey is hier de mogelijkheid een opmerking toe te voegen, van welke aard dan ook:

(antwoordcategorie open antwoordmogelijkheid)

Hartelijk bedankt voor het invullen van de enquête!

Mocht u benieuwd zijn naar de resultaten kunt u [hier](#) uw e-mail adres achterlaten, u ontvangt dan mijn thesis na afronding.

D1: Construction Variables

Knowledge Accumulation (KAc)

Item	Description	Extraction
2.1	New CSR related ideas are encouraged in this organization	.572
2.2	People are recognized for creative work in this organization	.659
2.3	People are rewarded for creative work in this organization	.523
2.4	People are willing to help each other in my organization	.625
2.5	The budget for my CSR related projects is adequate	.715
2.6	Resources we need for our CSR-projects are easily to obtain	.662
2.7	Our CSR-unit has the freedom to decide how I carry out my CSR projects	.697
2.8	Our CSR-unit has the freedom to decide what CSR project we are working on next	.589
2.9	In the football club we often have group trainings about CSR	.639
2.10	Our CSR unit visits congresses about developments concerning CSR	.395
2.11	Our CSR unit reads magazines and publications about new CSR developments	.655
2.12	Please give your club a rating related to CSR expertise that is currently available in your club	.464

No further mutations were made regarding the measurement of this construct; all questions have a positive nature, no items were deleted. The minimum score is 1 and the maximum 5 (Likert scale), except for question 2.12 with maximum 10.

Knowledge Sharing (KS)

Item	Description	Extraction
3.1	Employees in this organization keep their best idea's to themselves	.722
3.2	Employees in this organization are willing to share knowledge and ideas with other team members	.729
3.3	Employees in this organization share their ideas openly	.497
3.4	Employees in this organization with a certain expertise are prepared to help others	.534
3.5	This organization is good in the use of knowledge and ideas of employees	.768
3.6	There are meetings about CSR within the organization in which all departments are represented	.495
3.7	CSR knowledge of the management team is well documented	.771
3.8	To what extent is CSR knowledge in this organization widespread beyond the CSR-unit of your club	.405

Item 3.9 was deleted from the items measuring knowledge sharing, because of the high increase in Cronbach's alpha. Item 3.1 is recoded; the answers are inverted, because the original question is asked negative. The minimum score is 1 and the maximum 5 (Likert scale).

Knowledge Application (KAp)

Item	Description	Extraction
4.1	Our organization applies CSR knowledge learned from mistakes	.649
4.2	Our organization applies CSR knowledge learned from experiences	.721
4.3	Our organization uses CSR knowledge to solve new problems	.834
4.4	Our organization makes CSR knowledge accessible to those who need it	.785
4.5	Our organization uses advantages of new CSR knowledge	.848
4.6	Our organization uses CSR knowledge in the development of new products/services	.661

Item 4.7 was deleted from the items measuring knowledge application, because of the high increase in Cronbach's alpha. No further adjustments were made in order to measure this construct; all the questions were asked positive. The minimum score is 1 and the maximum 5 (Likert scale).

Organizational Culture (OC)

Item	Description	Extraction
5.1	If a co-worker gets a prize, I would feel proud	.522
5.2	The well-being of my co-workers is important to me	.726
5.3	To me, pleasure is spending time with others	.635
5.4	feel good when I cooperate with others	.733

No adjustments were made for the measurement of the variable organizational culture. The minimum score is 1 and the maximum 5 (Likert scale).

Management Support (MS)

Item	Description	Extraction
6.1	The management of this club encourages me in my CSR work activities	.752
6.2	The management of this club encourages me to develop myself	.580
6.3	The management of this club is involved in my CSR projects	.632
6.4	The management of this club appreciates my own input in CSR projects	.499
6.5	The management of this club appreciates my results	.624

No adjustments were made for the measurement of the variable management support, all the items are positive. The minimum score is 1 and the maximum 5 (Likert scale).

Degree of Decentralization (DD)

Item	Description	Extraction
7.1	How many decision-making layers does your organization have?	.821
7.2	How many function levels does your organization have?	.711
7.3	How many pay scales does your organization have?	.880

Items 7.1, 7.2 and 7.3 are recoded; the answers are inverted, because the original question is asked negative. The higher the score on the original question the more decision, function and pay scales an organization has, so the more centralized it is. In order to measure decentralization the questions are recoded.

Tie strength (Strong Ties)

Item	Description	Extraction
8.1	I trust my colleagues	.641
8.2	In general there is a high level of trust in this club	.651
8.3	I can discuss important things concerning CSR with, including the management of this club	.672
8.4	I can discuss personal issues with colleagues	.590
8.5	In general, personal issues can be discussed in this football club	.564
8.6	I feel strongly connected with my colleagues	.656
8.7	In general, there is a high level of interconnectedness in this club	.599
8.8	With regularity, I see colleagues outside working hours (doing sports together, drinks, events etc.)	.804
8.9	Outside working hours I spend time with colleagues, including members of the management	.744

Items 8.10 and 8.11 were deleted because this resulted in a higher Cronbach's alpha. No further adjustments were made regarding the items measuring strong ties; all the questions are asked positive. The minimum score is 1 and the maximum 5 (Likert scale).

Tie strength (Weak Ties)

Item	Description	Extraction
8.12	Our club is active in a 'small world' when it comes to external relations	.857
8.13	We are not familiar with the partners of our partners	.468
8.14	A lot of our partners also conduct mutual business	.694
8.15	We are not in contact with the partners of our partners	.517
8.16	We are familiar with the partners of our partners	.565
8.17	We are not active in business with partners from our partners	.779
8.18	Although we do not conduct business with them, we do have contact with the partners of our partners	.554

Items 8.12, 8.14, 8.16 and 8.18 are recoded; the scores are inverted, because the original items were negatively asked. The combination of strong and weak ties is measured through the combination of the items for the both separated constructs. The minimum score is 1 and the maximum 5 (Likert scale).

CSR budget 16/17 (BUD)

Item	Description	Extraction
1.6	What was the available budget for your CSR department in season 16/17?	.807

The available CSR budget is measured through 1 item, respondents had the choice out of 10 different answer categories, from 0-50.000 to >500.000. No adjustments had to be made for this control variable for including it in the multivariate analysis as control variable.

Number of employees (CLU)

Item	Description	Extraction
1.8	How many employees were working for your club in season 16/17?	.539

Concerning the number of employees in the club the respondents had the choice out of 6 different answer categories. No adjustments had to be made for this control variable.

Number of CSR employees (DEP)

Item	Description	Extraction
1.9	How many employees were working for the CSR department of your club in season 16/17?	.724

For the measurement of the number of CSR employees in a club, 1 item was used. Respondents had the choice between 12 answer categories.