



The influence of sport sponsorship on employee's organisational commitment.

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Abstract

The influence of sports sponsorships on the organisational commitment of employees has the potential to critically impact the sport sponsorship decisions of companies. In periods of economic uncertainty and economic decline, companies often consider sport sponsorship a fundamental expense that has to be carefully managed and measured against the corporate objectives. Employees are a vital asset to any company, and taking into consideration which teams or sporting events employees support, may be a key contributing factor to the ensuing productivity.

This trend was investigated by conducting various research strategies in the course of compiling a final research document. These strategies included sending out electronic questionnaires to the employees of a sample company that sponsors provincial sporting teams. Statistical analysis on the results obtained culminated in in-depth conclusions that strive to theoretically answer the research question posed at the onset of this study.

The outcome of the research study showed that sports sponsorships do not contribute sufficiently to the organisational commitments of employees to justify its inclusion on the list of sports sponsorships' key objectives when making strategic decisions. However, some evidence suggests that a reverse influence may exist whereby specific sports teams prove useful in the recruitment process and/or sponsorships decisions.



Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out the research.

Pienaar Kloppers

31 September 2009

Signature

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1 Introduction to Research Problem

The aim of this research is to investigate the relationship between the sports sponsorship efforts of an organisation, employee's commitment to an organisation and the level of involvement/affiliation individuals have towards their favourite sporting team. The findings of this research will be beneficial to the marketing- and human resources departments of companies that are investigating the possibilities of sponsoring sport teams that their employees might or might not support. This will allow human resource executives and marketing executives to combine their efforts towards establishing measurable factors on which to base their sports sponsorships, thereby affecting employee's organisational commitment and influencing the recruitment of new employees.

In academia and in practice, many factors are considered when organisations decide on sport sponsorship. Many of these deal with the effect these decisions have on fulfilling the specific needs of the organisation, but the critical element of employee relevance is disregarded. Most of the sources consulted in the literature review highlight the fact that these other factors are considered the goal objectives and the bar against which the sponsorship process should be measured.

The high costs of the marketing and the downturn of the global economy cause sport sponsorships to become a vital tool available to brand managers. This is due to the

affiliation with sports teams open up numerous mediums of exposure the brand might otherwise be unable to utilise. The company's products and services are showcased and establish the company as a citizen of the society it operates in, by supporting its local sporting teams or sports individuals. With teams like Manchester United's AIG sponsorships costing \$25-million a year, and the ABSA/PSL sponsorship deal amounting to R500-million (Fin24.com; 2007), the realm of sports sponsorships becomes competitively lucrative to sponsorship companies.

E-zine Articles (2009) describe the strategic fit of a company and the potential sport sponsorship as follows:

Sport sponsors essentially require sports properties that can be valuable, effective, and make quantifiable contribution to their existing or planned advertising and marketing communication. However in order to achieve this objective, sponsors must be convinced that the sport or the sporting personality is a good fits with their brand's personality and prefer a uniqueness that is specific to their brand in order to prevent any consumer confusion.

With the 2010 South Africa Soccer World Cup imminent and the cost of sport sponsorships being tremendously high, clear and definite limitations were put on soccer sponsorships from FIFA companies in South Africa. This resulted in the question being asked - what should constitute Return on Objectives for sport sponsorships?

In 2007 alone, South Africa spent R5.53 billion on sport sponsorships (Rothschild; 2008), showing a growth rate of 19% year-on-year. This means sport sponsorship has replaced advertising expenditure (estimated at 16.5%) as the fastest growing marketing medium in South Africa. Sponsorship South Africa – an Investor’s Guide (2007) depicts this market as constituting approximately 1,000 South Africa companies that make up the sport sponsorships market.

Figure 1: Sport Sponsorship Spending



Rothschild (2008) mentions that the IEG projects that \$11.6 billion will be spent on sport sponsorships in 2009 – which implies only 1.8% growth on the 2008 numbers. This phenomenon is a direct result of the global economic slow-down. This highlights the fact that the markets although still significantly huge, needs stricter measures put in place to effectively leverage this marketing expenditure and reassess the measures of sport sponsorships return on objectives.

Randall, Schuler and MacMillan (1984) state that companies do not use human resources to gain competitive advantage in the strategic realm.

1.1 What evidence verifies the identification of the problem?

Within the literature review, only two sets of authors, Johansson and Utterstrom (2007) and Maki & Sjostrand (2007) concluded that the employee's needs and the effect sponsorships could have on *them* should be a major consideration. Both of these studies were done on B2B companies – companies where the end user is not an individual. Most of the authors stated in the literature review that sport sponsorships is an integral part of the marketing mix of any organisation, and is therefore aimed at the *target audience*. According to this perspective, the extent to which it influences the *employees* of the organisation is not considered. Johansson & Utterström (2007) show that these stakeholders of the sponsoring company should similarly be considered in the decision-making process of a sport sponsorship.

Figure 2: Success Factors in the Decision-Making Process. Source: Mäki & Sjöstrand (2007).

This topic is relevant in South Africa particularly now because of the pending 2010 Soccer World Cup, to which South Africa is the host country. This resulted in increased emphasis placed by marketing practitioners and academics on the sport sponsorships- decisions made and the resulting capital expenditure towards sponsorships. Sport sponsorships as a medium are growing faster than advertisement expenditure and are at a 16.5% growth year-on-year rate. This results in sport sponsorship as a medium being more suitable the sporting events coinciding with the 2010 Soccer World Cup. In times of economic downturn, return on investment is a key aspect to consider for any expenditure undertaken, but in terms of sport sponsorships there is an increasing consideration of return on *objectives*.

Dolphin (2003) found that sports sponsorships have a noteworthy impact on many facets of business like increasing sales and enhancing corporate image but more importantly – it impacts on leveraging employee morale. Farrelly, Quester and Burton (1997) also found that employee morale was the lowest denominator that is currently considered in

the marketing mix when deciding on sport sponsorships. Employee's morale is a crucial aspect within any organisation and is impacted by the sponsorship decision making. It therefore needs to be included in the strategic thinking processes and the objectives of the sport sponsorships decision making process. Many companies use employee morale as justification for their sponsorships of charitable events and organizations (Tustin and Pienaar, 2005) but not many examples could be found of companies doing the same when decisions were made for sport sponsorships.

1.2 Why was the problem selected?

The following are the contexts that explored in this research study, moving the research question from a general context to specific context.

1.2.1 General contextualisation

Farzad (2007) found that internal marketing has an influence on organisational commitment. Polonsky and Speed (2001) state that sport sponsorships should be leveraged in advertising and marketing (of which internal marketing forms a part) to fully utilise the expenditure and increase the return on investment. Therefore the research proposition can be made, based on the two findings above that there could potentially be a relationship between sport sponsorships and organisational commitment.

Farrelly, Quester and Burton (1997) did a study on the North American and Australian sport sponsorship marketers to determine the key factors when sport sponsorships are considered. In both cases, the Executive Preference and Moral aspects scored the lowest – both factors relating to employees.

Figure 3: Key Factors Influencing Sports Sponsoring Decisions

The literature review will highlight the existing lack of internal focus in the current decision making process of the acquisition of sports sponsorships, whereby the employees of the relevant companies and their preferences or involvement/affiliations towards any sports teams are not being considered.



2 Literature Review

The theory comprises of a set of coherent propositions that will be used as explanations of an apparent relation of the observed phenomena, resulting from the survey feedback. The abstract or theoretical stage will attempt to understand the facts as witnessed during the execution of the research conducted, and aims to integrate these facts in order to come to an academically valid final conclusion.

The research will show the need to understand the relationship between Sport Sponsorships (SS) and Organisational Commitment (OC) and will assist the predictions stage of the research. The predictions stage will allow the process of predicting the behaviour of specific characteristics of Organisational Commitment from the knowledge of the characteristics of Sport Sponsorships.

2.1 Brief outline of theory

The literature will be analysed according the two main factors of the study and be discussed accordingly. The first part of the literature study will deal with sponsorships and specifically sport sponsorships. From the literature, all authors studied will be discussed in detail to establish the main themes they consider within the realm of sport sponsorships. This will allow for the identification of different sets of measurements that can be applied in the research process as it relates to the research question.

The second section will deal with organisational commitment. Organisational commitment is a part of organisational behaviour, and a brief outline and definition will be given. Organisational commitment is a well covered area of academia and therefore only the main authors and their findings will be assessed. The aim is to establish the main factors considered to measure organisational commitment and in doing so, to derive a tool or scale that can be implemented in the research process as it relates to the research process.

Deductive reasoning will be used to arrive at a final conclusion about the research question at hand. This will be based on general premises obtained from the available literature and main theories obtained within it (Zikmund, 2002). This will assist in the building of the final argument, the research question, the propositions made and the final hypothesis that the application will test. Following this, a conclusion will be reached about the relationship between the sport sponsorships a company decides to undertake, and the organisational commitment of the employees if it has an effect on.

2.2 Origin of sport sponsorships

Carrigan and Carrigan (1997) report that sponsorship originated in the Greek and Roman era. Similarly, Masteralexis, Barr and Hums (2008) indicate that in ancient Greek Olympiads, local businesses paid charioteers to wear their business's colours when racing. The origin of the word *sponsorships* is derived from the Greek term *horigia*.

2.3 Types of sport sponsorships (Get Sponsored; 2009)

- Shirt/Team Sponsorship, e.g. Samsung Mobile and Chelsea FC.
- Squad Sponsorship, e.g. Scandia and The GB Sailing Team / Norwich Union and The GB Athletics Team.
- Athlete Sponsorship, e.g. Nike and Tiger Woods / Mark Foster and Speedo.
- Event Sponsorship, e.g. The Barclays Premiership.
- Venue/Stadium Sponsorship, e.g. The Brit Oval.
- Technology Sponsorship, e.g. The Olympic Games and Omega.
- Broadcast Sponsorship, e.g. Heineken and ITV's Rugby World Cup coverage.

In this research, only team sponsorships will be tested as the company in question would mainly be a sponsor of soccer and rugby teams in South Africa. The questionnaire only measures the *affiliation* to the sporting team and not the impact of any other of the above mentioned sponsorships.

2.4 Four dimensions of sport sponsorships

Fullerton and Merz (2008) discuss the four dimensions of sport sponsorships (See Appendix 1). They put forth the idea the fact that companies should classify themselves as:

- A sport organisation.
- Non-sport organisation that sponsors a sporting establishment.

And that product ranges consists of:

- Sport related products.
- Non-sport related products.

From there, different strategies are elaborated that may be used as leverage in sport sponsorships. The research for this proposal is conducted on a non-sporting company with non-sporting products.

2.5 Objectives for Sport Sponsorships

Farrelly, Quester and Burton (1997) conducted a study on the North American and Australian sport sponsorship marketers to determine the key factors when sport sponsorships are considered. The field of sport sponsorships highlights two distinct characteristics:

- Firstly, the question of what the decisive objectives of sport sponsorships should be. Dolphin (2003) states: “sport sponsorships have a lack of a clear theoretical definition and the difficulties in measuring the success of sport sponsorships”. Therefore it is depicted as a strategic marketing and promotional tool and not part of the traditional marketing mix.
- Secondly, the question of how to consequently measure the sport sponsorships in accordance to the objectives. Farrelly, Quester and Burton (1997) did a study on the North American and Australian sport sponsorship marketers to determine the factors that are most important when sport sponsorships are considered. In both cases, *Executive Preference* and *Moral* was the lowest scorers – both factors which relate directly to employees.

Kun (2008) indicates the following factors that would lead to the objectives for sport sponsorships. None of these include any focus on employee morale, commitment or affiliation to the organisations and its causes.

- Brand loyalty.
- Changing social priorities.
- Visibility and awareness.
- Reputation.
- Drive retail traffic and sales.

- Showcasing brand attributes.
- Entertain clients.
- Targeting and narrowcasting.
- Merchandising.
- Incentives.
- Competitive edge.
- Make a mark for less.

Johansson and Utterstrom (2007) studied B2B businesses. They were part of the few authors that conclude that one of the guiding principles of the SS decision-making is considering the employees (present or future). The reason they included employees was due to the fact that companies compete for the best employees as much as they do for market share. The final set of objective factors they considered are as follows:

- Objectives must be constant.
- Corporate objectives such as corporate image, client relations and entertainment and employee relations.
- Media objectives such as visibility, publicity and geographical reach.

Similarly, Maki and Sjostrand (2007) list their final list of sport sponsorships objectives as follows:

- Employee relationships.
- Goodwill.
- Organisation image.
- Increase public awareness – geographic reach.
- Increase organisation involvement.
- Integration of sport sponsorships into effective marketing strategies.

Figure 4: The Matrix of Sport Sponsorship

Kleyn and Goldman (2008) state that the following factors should be measured when the decision is made of what sponsorship to consider:

- Strategy of sponsorship.
- Sponsorships objectives.
- Licensing and merchandising options.

- Budget for advertising spent.
- Roles and responsibility.
- Does it involve ambush marketing?
- Performance measures.
- What efforts have been made for internal support from advertising managers, sales managers and public relations?

The last point focuses on the impact of the internal support, not only from executives but also from the employees and signifies how sport sponsorships should be measuring the impact of SS-decisions on the employees of the sponsoring company.

Polonsky and Speed (2001) state that sport sponsorships should be leveraged in the advertising and marketing internal marketing forms part of, in order to fully utilise the expenditure and increase the return on SS investment.

Kleyn and Goldman (2008) in *The Art of Sponsorship* state the following: "... it (sport sponsorships) need to be meaningful. Meaningfulness relates to the central theme or focus of the sponsorship, its coherent and consistent interpretation and relevant of the sponsorship. It includes sponsorship-customer relevance ..."

In the study by Maki and Sjostrand (2007) they found that B2B businesses use sport sponsorships to enhance the business relationship with their employees. They also show

the importance of the stage of determining the critical success factors *before* being able to evaluate the effectiveness of sport sponsorship:

Regarding the primary objective of enhancing employee relations, companies emphasize the importance of how employees feel about the organisation that they work for. This is because a happy employee is a productive employee. When an employee is satisfied with their employer, they will most likely talk positive about the organisation to their friends and family, and when the word gets around that the organisation takes responsibility and cares about their employees, future employments and recruitments will be much easier.

Davies (2008) found some empirical evidence through which the employer can promote his brand internally to employees (Hickerman, 2005), and finds that sports sponsorship can be used as a tool to also influence employees by employing a reputation manager (Davies 2002) to manage all internal and external marketing.

Speed and Thomson (2000) found that personal linking with the event or element sponsored, does create higher levels of regards for the sponsorship organisation. This fact can be true for consumers and employees alike.

Meenaghan and Shipley (1999) identify commercial sponsorships as a tool to establish a brand image of the organisation, and states that in commercial sponsorships, the message and all media elements are connected and should be a factor to consider when sport sponsorships decisions are made.

Ami and Slack (1999) evaluate a central theme – sport sponsorships can be a strong communicative tool to communicate competitive advantage towards customers and thereby increase perceived value. The idea that sport sponsorships should be used in numerous ways across the organisation is more valuable than just using it for an external, singular advertising message. This leads to the belief that it could be used as a factor to influence organisational commitment for a dual purpose together with external marketing properties.

Sport sponsorships are an integral part of the marketing mix as stated by the majority of authors on the subject of sport sponsorships. Polonsky and Speed (2001) support the idea that sport sponsorships should be leveraged in advertising and sales promotions to derive as much benefit as possible from the sponsorship. They also discuss the fact that companies do not presently calculate, or have a tool to with which to calculate the total return on investment for sport sponsorships. Similar findings are made by Farrelly, Quester and Burton (1997).

Bosshoff and Gerber (2008) state that the primary goal of marketing is to create and preserve brand awareness (Macdonald & Sharp; 2000) and that sponsorships present multiple opportunities for enhancing this awareness (Gwinner, 1997). This relies on brand recall and sport sponsorships indeed enhance 'unaided brand recall'. Quester (1997) found that companies use sport sponsorships as an awareness-related objective, but it is subject to the risk of ambush marketing.

Sport sponsorships have a cognitive effect on consumers (Hoek & Gendall; 2003). Findings were that it does not necessarily *change* the consumption behaviours of consumers, but it does increase the attractiveness of the existing brand that could have been established by other parts of the marketing mix. This reiterates the fact that sport sponsorships should be leveraged in advertising and sales promotions to increase visual stimuli of the brand.

Fahy, Farrelly and Quester (2004) state that sport sponsorships are a source of competitive advantage when one considers the relationship between sponsorship-related resources and superior performance in the marketplace. One of the sponsorship-related resources is capabilities that include the capabilities of employees of the organisation.

2.6 Process of sport sponsorships

Mäki & Sjöstrand 2007 shows the stages to adhere to within the implementation of the sport sponsorship process, namely:

- Objective setting.
- Screening and selection. A strategic fit between the sponsor organisation and the sponsored sports team needs to be found. The fan base of the sports team should coincide with the sponsor's target market. This would be a question of brand association with the sports team.

- Contract content. Terms and conditions should be determined and total exposure should be determined. These contracts should stipulate the marketing exposure and on which mediums it will be available.
- Execution of the deal. Legal conclusion of the deal needs to be reached.
- Critical success factors. A pre-determined measurement of the success factors needs to be established by the marketing executive on the side of the sponsor organisation.
- Evaluation. The above factors should be clearly stated and measured against, implying consequence-management if not met.

2.7 Organisational behaviour

Organisational behaviour is the study and application of theories, methods and principles of knowledge about how people within groups, or as individuals perform within an organisation. It also examines the external environment that influences the organisation and its human resources (Farzad 2007).

2.8 Organisational commitment

MacMillan (1983) suggests that human resources are a part of corporate strategy that is often overlooked as a tool of competitive advantage. The field of Organisational Commitment highlights two distinct characteristics:

- Definitions of Organisational Commitment.
- Distinct measures of Organisational Commitment.

Organisational Commitment is described as the strength of the employee's psychological attachment, individual's identification with and involvement in a particular organisation and the sharing of the organisations goals (Farzad 2007).

Robbins and Judge (2007) describe Organisational Commitment as "... the degree to which an employee identifies with a particular organisation and its goals and wishes to maintain membership in the organisation."

The main study of the different levels of Organisational Commitment was done by Meyer and Allen (1991) on the three-component model of commitment: (Online Resource) as shown in Appendix 2.

- Affective Commitment. It is defined as the employee's positive emotional attachment to the organisation. An employee who is affectively committed strongly identifies with the goals of the organisation and desires to remain a part of the organisation. This employee commits to the organisation because he/she 'wants

to'. In developing this concept, Meyer and Allen draw largely on Mowday, Porter, and Steers' (1982) concept of commitment, which in turn draws on earlier work by Kanter (1968).

- Continuanace Commitment. The individual commits to the organisation because he/she perceives high costs of losing organisational membership (Becker; 1960) namely the 'side bet theory', including economic costs (such as pension accruals) and social costs (friendship ties with co-workers) that would be incurred. The employee remains a member of the organisation because he/she 'has to'.
- Normative Commitment. The individual commits to, and remains with an organisation because of feelings of obligation. These feelings may derive from many sources. For example, the organisation may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organisation to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organisation through family or other socialization processes, that one should be loyal to one's organisation. The employee stays with the organisation because he/she 'ought to'.

Reichers (1985) created a model that breaks down the different parties involved in the organisational commitment realm:

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1. Micro influencers:

- Top management;
- Relevant constituencies;
- Co-workers;

2. Macro influencers:

- Customers;
- Community;
- Professional Associations;
- Unions.

Figure 5: Organisational Commitments

Mowday and Steers (1979) and Lam (1998) established the validity and reliability of the *Organisational Commitment Questionnaire* created by Mowday, Steers and Porter (1979) as tool to test Organisational Commitment. The Mowday, Steers and Porter (1974) model to measure Organisational Commitment has been cited by 1546 studies as of 13 July 2009 and is used in many other studies as discussed in section 2.4 of this proposal.

Farzad (2007) stated that a committed employee:

- Is more likely to accept his/her job, their turnover cost will be lower and less supervision will be required of these employees.
- Will be more aligned to the organisations goals.
- Demonstrates higher job performance.
- Demonstrates less job displeasure.

All of these factors therefore lead to the cost efficiency of the employee.

Scholl (1981) determines the outcomes of Organisational Commitment as seen below.

Figure 6: The Outcomes of Organisational Commitment

2.8.1 Employee satisfaction and productivity

Often employee satisfaction and organisational commitment is measured in the same study, as with Glisson and Durick's study (1988), but the findings states that they are affected by different factors. Employee satisfaction is affected by job characteristics, skill variety and job ambiguity, whereas employee organisational commitment is affected by the organisational characteristics of leadership and the organisation's age.

Narimawati (2007) had the following conclusions of Organisational Commitment that will have in influence on this research:

- A high level of work satisfaction leads to high levels of productivity.
- A high level of Organisational Commitment leads to high levels of productivity.
- A high level of work satisfaction and Organisational Commitment does not lead to lower turnover.

Angle and Perry (1981) showed a clear relationship between organisational commitment and employee performance measured used in the study, and a reverse relationship between organisational commitment and employee turnover and operating expenses, as the before-mentioned factors greatly decreases with higher organisational commitment. This statements is supported by Porter, Steers and Mowday (1974)

Chacón, Vecina and Dávila (2007) established employee satisfaction as a main factor that influences employee productivity and reduction of volunteer turnover in their study. Organisational commitment is the main measurement factor for employee satisfaction. Conversely, Feinstein (2007) proved the reverse in the relationship of organisational commitment being influenced by the employees' satisfaction.

2.8.2 Employee morale

Tustin and Pienaar (2005) found the following four top factors to be considered when sponsoring charitable organisations or events:

- Enhance brand image;
- Customer loyalty;
- National visibility;
- Boost employee morale;
- Increased sales;
- Breaking through advertising-clutter.

This shows that employee morale is not only one of the *expected*, but also one of the *preferred* benefits of linking a sponsorship to a charitable organisation.

Dolphin (2003) found that sports sponsorships have a noteworthy impact on the following factors:

- Increasing sales;
- Enhancing corporate image;
- Leveraging employee morale.

Farrelly, Quester and Burton (1997) also found that employee morale was the lowest denominator considered in the marketing mix when deciding on sport sponsorships. Employee's morale is a very important aspect within the organisation and is impacted by the sponsorship decision making and therefore needs to be included in the thinking and objectives of the sport sponsorships decision making process. Many companies use employee morale as *justification* for their sponsorships of charitable events and organizations (Tustin and Pienaar, 2005) but not many examples could be found of companies doing the same when the decision was *made* for the sport sponsorships.

2.8.3 Employee turnover

Angle and Perry (1981) found that there is a relationship between Organisational Commitment and some of the factors of organisational effectiveness.

Organisational Commitment was found to correlate with organisational adaptability, turnover and tardiness rate, but not with operating costs or absenteeism.

Randall, Schuler and MacMillan (1984) state that organisational commitment result in higher efficiency, lower staff turnover, less employee grievances, reduced absenteeism and higher employee productivity.

Steers (1977) did a study on almost 400+ hospital workers and found a significant relationship between organisational commitment and the employees' work experience.

Buchanan (1974) proved that there is a clear difference between the organisational commitment and the level of experience of managers in the governmental and business environments.

In a study done by Tett and Meyer (1993) on the relationship of employee turnover, employee satisfaction, organisational commitment and turnover intention/withdrawal cognitions. The findings supported the direct relationship between employee turnover, employee satisfaction, and organisational commitment.

3 Research Questions

This section will contextualise the research aims. The level of organisational commitment is determined, based on the following factors to determine if sport sponsorship of the individual's favourite sports team is significant enough to affect the individual's organisational commitment. This will be evaluated to determine if it should be included as an objective of sport sponsorships in future. The level of involvement/affiliation to the favourite sporting team is measured, to determine if the factors indicated affects it, and if the level of involvement/affiliation to the sporting team could be a determining factor in the decision of which sporting teams to sponsor. These are measured based on the factors as indicated.

3.1 Research questions

3.1.1 Is there a difference in the level of organisational commitment of an employee, based on whether the company of employment, sponsor their favourite sporting team?

3.1.2 Is there a difference in the level of involvement/affiliation to the favourite sporting team of an employee, based on the company of employment, sponsoring their favourite sporting team?

- 3.1.3 Is there a difference in the level of organisational commitment of an employee based on the different sporting codes?
- 3.1.4 Is there a difference in the level of involvement/affiliation to the favourite sporting team of an employee based on the different sporting codes?
- 3.1.5 Is there a difference in the level of organisational commitment of an employee based on the different teams that is supported most?
- 3.1.6 Is there a difference in the level of involvement/affiliation to the favourite sporting team of an employee, based on the different teams that are supported most?

4 Research Methodology

The elements of the research methodology have been selected to ensure correspondence with previous studies to validate or disprove their findings. The aim is to perceive the general within the particular, in order to eventually result in new theory being developed from the research findings – therefore proving or disproving the proposition, or to assist in amending or adjusting the current thinking on the field.

4.1 Quantitative or qualitative study

This will be a quantitative study. Substantive research has already been done on both the areas of sport sponsorships, involvement/affiliation to sporting teams and organisational commitment. The decision to do quantitative research was made based on the research purpose (Yin 1994), which is to determine if sufficient evidence of correlation exist between independent and dependant variables of the involvement/affiliation of an individual to a sporting team, and their organisational commitment. This was subsequently researched with a relevant questionnaire that was already in existence.

Farzad (2007) states that quantitative research has specific characteristics to justify the use of quantitative research – characteristics that this research study adheres to. It is measured in accordance to the Miles and Huberman-model (1994), namely:

- It will be used to address a large population with the aim to *describe* and *compare* diverse factors. In this case, the influencing factors of sport sponsorships on the organisational commitment of employees.
- All the elements of the study will be clearly designed before any testing will commence.
- There is a clear and defined purpose for the research.
- A tool will be used to collect numerical data – in this case, a questionnaire.
- The tool will be used to test predetermined hypotheses.
- The output data of the tool will be in the form of numbers and statistical analysis.
- The research needs clear objectivity from the subject matter.

4.2 Exploratory, descriptive or causal

This is a descriptive study. The literature study highlighted numerous existing sources of knowledge on the research issues, and therefore further description of the phenomena can be made. Farzad (2007) states that: “the researcher attempts to describe or define a subject, often by creating a profile of a group of problems, people, or events.”

In this research study, the aim is to establish the level of organisational commitment employees experience, in order to determine the potential influence sport sponsorships could have on this commitment to the company, and the level of involvement/affiliation to their team might have on the individuals’ organisational commitment.

This research is not causal and the findings will only be as good as the sample from which it is drawn. Inferences will not be made beyond the limitations of the sample and research design. This research is not done to determine the cause-effect relationships of these variables (Churchill & Iacobucci 2002).

4.3 Unit of analysis

The unit of analysis in this research study is the individuals included in the sample evaluated.

4.4 Key variables

The key variables in this study is whether that the company of employment does or does not sponsor the individual's favourite sporting team; the different sporting codes included in the questionnaire and the different individuals sporting teams that are supporting most by the respondents based on the feedback given. This will then be cross- referenced against the individual's level of organisational commitment, and their level of involvement/affiliation to their favourite sporting team. Furthermore, the findings are then assessed to justify these variables for the inclusion of organisational commitment or involvement/affiliation, into the factors to be used when decisions are made regarding the sport sponsorships.

4.5 Measure or scale to be used

Two measurements are used, based on the relevance and notability of each:

4.5.1 Measure of Organisational Commitment by Mowday, Steers and Porter (1979)

4.5.1.1 Defence of method

As discussed in section 2.4, the Mowday, Steers and Porter (1974) model to measure Organisational Commitment has been cited by 1546 studies since 13 July 2009. It is also used in many other studies as discussed in section 2.4. This model will be used to ensure congruence and justify the success of the implementation stage.

4.5.1.2 Outline of method

Factors and Items (N): Single-factor (15 questions).

Reliability: = 0.90

Scale type: 7-point Likert-like scale

Anchored: 1 = strongly agree - 7 = strongly disagree

There have been various instruments to measure organisational commitment.

4.5.2 Measure of Psychological Continuum Model (PCM) staging tool by Funk and James (2001).

4.5.2.1 Defence of method

Funk and James (2001) created the Psychological Continuum Model (PCM) as a conceptual framework for understanding an individual's psychological connection to a sport. The study is cited by 51 other studies since 13 July 2009. Consequently, it has been used for the following research as example:

- A study in physically active leisure was done by Beaton and Funk (2008) that was used to examine the sociological and psychological processes within the study.
- The European Sport Management Quarterly published an article on sports involvement that was done by Bruun (2007) and which used the PCM to

establish the motivation of the individual's involvement with a sports team or sport.

- Stewart, Smith and Nicholson (2001) did a study for sport consumer typologies where they used the PCM as a measure for sport consumer behaviour.
- In a study done on the relationship between brand association and brand loyalty done by Filo, Funk and Alexandris (2008), the PCM model is as measure.

Various respected researchers using these tools, support this researcher's decision to measure the level of affiliation/involvement to a sporting team using the same measuring tool available.

4.5.2.2 Outline of method

Factors and Items (N): Single-factor (9 questions) for this particular research.

Reliability: = 0.83

Scale type: 7-point Likert-like scale

Anchored: 1 = strongly agree - 7 = strongly disagree

See Appendix 3 for a sample of the tool used to survey the sample employees.

4.6 Population

The population for this study is all employees of any company in South Africa.

4.7 Sample frame

The sample frame of this research consists of all the employees in the company selected to conduct the research on.

- Company characteristics:
 - Employs more than 4 500 employees throughout South Africa (including all franchise stores).
 - Operates within the telecommunications industry.
 - Annual sports and marketing contracts expenditure as follows:

Table 1: Sample Company Sport Sponsorship Expenditure

Rm	
2009	447.7
2008	563.6
2007	327.7

- Sponsorships include:
 - 3 PSL teams (Soccer);
 - 3 Currie Cup Teams (Rugby).
- The company also sponsors many other sporting and non-sporting events, teams and individuals, but these were excluded for the purpose of this research study.
- Non-sport organisation that sponsors a sporting establishment (Fullerton and Merz, 2008)
- Non-sport related products range (Fullerton and Merz, 2008)
- Numerous regional offices and national reach.

- Team sponsors (Get Sponsored, 2009)
 - In this research the complete group employees share the following characteristics:
 - Full-time employees.
 - Employed in all the regions in South Africa.
 - Consist of all levels within the company's hierarchy.
 - All genders.

All these characteristics have assisted in identifying the target population and will provide adequate variance. The fact that the target population has been clearly defined will assist in identifying the proper sources from which the data are to be collected. This will allow the research to generalise the findings towards the population.

4.8 Sample

The sampling method is important as it is a once-off snapshot of a condition or situation in time. From there, a sample is drawn which is the working population or the list of elements from the sample population. Conclusions can hence be made regarding the whole population through a process of careful analysis of the data. A sufficient number of respondents will be gathered to include all strata as per the research questions.

The sample that will be drawn from the sample frame is based on convenience sampling and depends on the employees that choose to respond to the questionnaire.

4.9 Sampling method

This research study will use a non-probability sample in the form of a convenience sample. This decision was made considering the following factors:

- Limited time and money available for the research.
- The heterogeneous characteristics of the target population.
- Ease of finding the target population, sample frame and sample.

Convenience sampling of the employees that are on all distributions lists compiled by Microsoft Outlook was used (approximately 1000 employees). This was done by sending the questionnaire to all employees on the lists. This will allow all variables to be sufficiently covered and creates a sufficient representation of each subgroup to ensure unbiased representation and will reduce sampling error.

The research method utilised resulted in a large number of completed questionnaires collected quickly and economically (Zikmund 2002). The potential error is alleviated by the precaution of sending out electronic links to the employees of only the company selected, and eliminates individuals come across and completing, the website/questionnaire in a haphazard manner.

4.10 Sample size

The aim of the research was to get a number greater than 300 people in total from within the company selected.

4.10.1 Margin of error

The confidence level is 95% (1.96)

4.10.2 Response errors

Non-response error: Tests have to be done to ensure that the number of respondents to the survey is representative of the target populations. This will be achieved by getting full support from all department heads and regional internal communications department heads.

Response bias: Mowday, Steer and Porter (1979) negatively phrased several items and reverse scored in an effort to reduce response bias.

Non-response bias was not tested in this research study, as the questionnaire was locked for any further responses after the initial 312 responses were reached. This was done based on time limitations and lack of further responses after the initial email shot. Directives from the study company allowed the researcher only one email circular in order to safeguard employees against inconvenienced and a disruption in work flow due as a result of conducting the research study.

4.11 Data gathering process

Mouton and Marais (1992) stated that quantitative research is more formalised and has strict boundaries. They further categorised these boundaries according to concept, hypotheses and observations. The research method for this research study will be an electronic questionnaire (See Appendix 3) hosted by SurveyMonkey.com. The link to the actual electronic questionnaire was emailed to the employees of the company in question. Assessment of the feedback was done in a timely manner to ensure a sufficient number of respondents were achieved.

4.12 Data analysis approach

Zikmund (2002) states that descriptive research will determine consistent patterns and summarise the findings from the research, by transforming raw data into a more understandable statements, and assist in the forming of propositions. Statistical processes will further be used to analyse the data.

Farzad (2007) used the following methods to analyse the findings. Based on the fact that in this research, only the one independent variable, namely sport sponsorship replaces internal marketing in the original study, it is deemed suitable for the research purpose of this research study.

The SAS system was used to do all statistical analysis.

4.12.1 Measure of Organisational Commitment by Mowday, Steers and Porter (1979)

The Influence of Sport Sponsorships on Employee's Organisational Commitment

All individual questions in the measurement is given equal weighting and contributes towards the final average – the strata (or individual's) level of organisational commitment in accordance to Mowday, Steers and Porter (1979). The measurement differentiates between the following factors within the measurement:

- Affective Commitment;
- Continuance Commitment;
- Normative Commitment.

Due to time and cost limitations inherent in this research study, it was not possible to consider each of the above-mentioned variables.

The goal of the analysis was to establish the level of organisational commitment and therefore questions 3, 7, 9, 11, 15 were measures conversely as they are negatively-worded questions. This allows all questions to contribute to the measure equally.

4.12.2 Measure of Psychological Continuum Model (PCM) Staging Tool by Funk and James (2001)

All the individuals' questions in the measurement are given equal weighting and contribute towards the final average – the strata (or individual's) level of organisational commitment, in accordance to Funk and James's staging tool (2001).

Within the measure analysis (Funk; 2008), the following attributes of the questionnaire are identified:

- Pleasure: The pleasure derived from supporting the team.
- Centre: How central the activity of supporting the team is in the individual's life.
- Sign: The self-expression, value, or level of symbolism supporting the team gives to the individual.

For the purpose of this research study, each of the above mentioned factors, and the related questions were given equal weighting in contributing to the total level of involvement/affiliation to the team.

5 Results

This chapter will discuss the results of the research conducted and covers the process and methodology used in the research, including a discussion on the population and the sample selection. The chapter further explains the approach adopted towards the formulation of the questionnaire

5.1 Sample description

Quantitative research was used to provide insight and understanding of the key factors identified in the research, namely:

- Organisational commitment;
- Involvement/affiliation to a sports team.

Extensive research was done to determine the correct questionnaires to be used for the purposes of the research. The following two models were chosen:

- Measure of Organisational Commitment by Mowday, Steers and Porter (1979).
- Measure of Psychological Continuum Model (PCM) staging tool by Funk and James (2001).

The methodological approach used in this study is descriptive (Farzad, 2007), as the researcher attempts to identify and explain the relationship between the organisational commitment level of the employees, the level of involvement/affiliation to his sports team and the question of whether the sample company does, or does not sponsor that individual's sports team. Attempts will be made to identify a phenomenon that could show a conclusion that an individual's level of organisation commitment is influenced by their employer's sponsorship of their own preferred sports team.

The research was conducted using the survey method as a research strategy, and consisted of an electronic circulation of questionnaires to employees in the company in question.

5.2 Data collection

Questionnaires were disseminated electronically to the different departments of the sample company in question. Candidates could complete the questionnaire via Internet Explorer, Firefox or Chrome. The questionnaires were sent out after ethical clearance was received in June 2009 and the gathering of primary data concluded in August 2009. Several reminders were sent out during this period and requests were sent to distribute the questionnaire to other employees of the same company. The distribution list contained an estimated 1000+ employees, excluding further referrals by individuals.

5.3 Data analysis

The chosen course of action for this research was to:

- Define the structure of the problem.
- Study all relevant theory on organisational commitment and sport sponsorships.
- Use existing models to compile and distribute questionnaire to as many employees of the company in question.
- Analyse the collected information and compile the results in a report.

Data analysis commenced as soon as the required number of respondents was reached to deliver the confidence interval needed for the research. Statistical results were compiled from the Survey Monkey-tool that offers numerous filtering and cross-tabulation of the results. Figures and statistical analysis was further done on Microsoft Excel and incorporated into the research document.

Results were filtered according to the following criterion and the different variable models were differentiated:

- Does your company sponsor your favourite sports team?
 - Yes
 - No
- Limited to these two, I would consider myself a greater supporter of which sport?
 - Soccer
 - Rugby
- I support the following South African sports team:
 - *Chiefs* (highest number of respondents)
 - *Blue Bulls* (highest number of respondents)

The SAS system was used to do all statistical analysis:

- CORR procedure was used to establish a Pearson product-moment correlation coefficient to measure the strength of linear dependence between the organisational commitment and sporting involvement measures.

- T-Test procedure was done on the basis H_0 : there is no significant difference between the yes and no respondents with regards to their score on the Organisational and Sporting Involvement measure.
- The FREQ Procedure to test for equal proportions, specified proportions, or the binomial proportion.

5.4 Reliability and validity

To enhance the reliability of the research (Zikmund, 1997), the respondents were given a brief description of the purpose of the research to ensure the understanding of the respondent.

In the Organisational Commitment measure by Mowday, Steers and Porter (1979), four of the questions were negatively phrased to ensure the validity of the answers. In the data analysis stage, the feedback on these questions were calculated in reverse to ensure a true average of organisational commitment could be found.

5.5 Questionnaire design

The questionnaire distributed had two very distinct sections differentiating between the Measure of Organisational Commitment by Mowday, Steers and Porter (1979) Model to measure the organisational commitment, and the Measure of Psychological Continuum Model (PCM) Staging Tool by Funk and James (2001), to measure the level of involvement/affiliation to employees' favoured sports team.

5.6 Responses to questionnaires

Approximately 1,000+ questionnaires were circulated, excluding any unaccounted referrals. A total of 312 responses were gathered and all of the respondents were included in the research data analysis. This gives an approximate response rate of 29-31% which is acceptable for validity criteria set for the research. This delivered sufficient numbers to achieve a 95% confidence level with a population of 4,500 (Saunders, Lewis and Thornhill, 2000). Demographical questions were purposefully excluded from this study as it was not deemed necessary for the relevant study, and to ensure the questionnaires would be shorter and faster to answer for respondents.

2 Variables: Organisational Commitment and Sport involvement						
Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
Organisational Commitment	312	4.65085	0.72909	1451	3.33333	6.40000
Sport involvement	312	5.54523	0.54010	1730	2.33333	6.44444

Pearson Correlation Coefficients, N = 312 Prob > r under H0: Rho=0		
	Organisational Commitment	Sport involvement
Organisational Commitment	1.00000	0.37296 <.0001
Sport involvement	0.37296 <.0001	1.00000

The CORR procedure was used for all respondents and gave a result $N=312$.

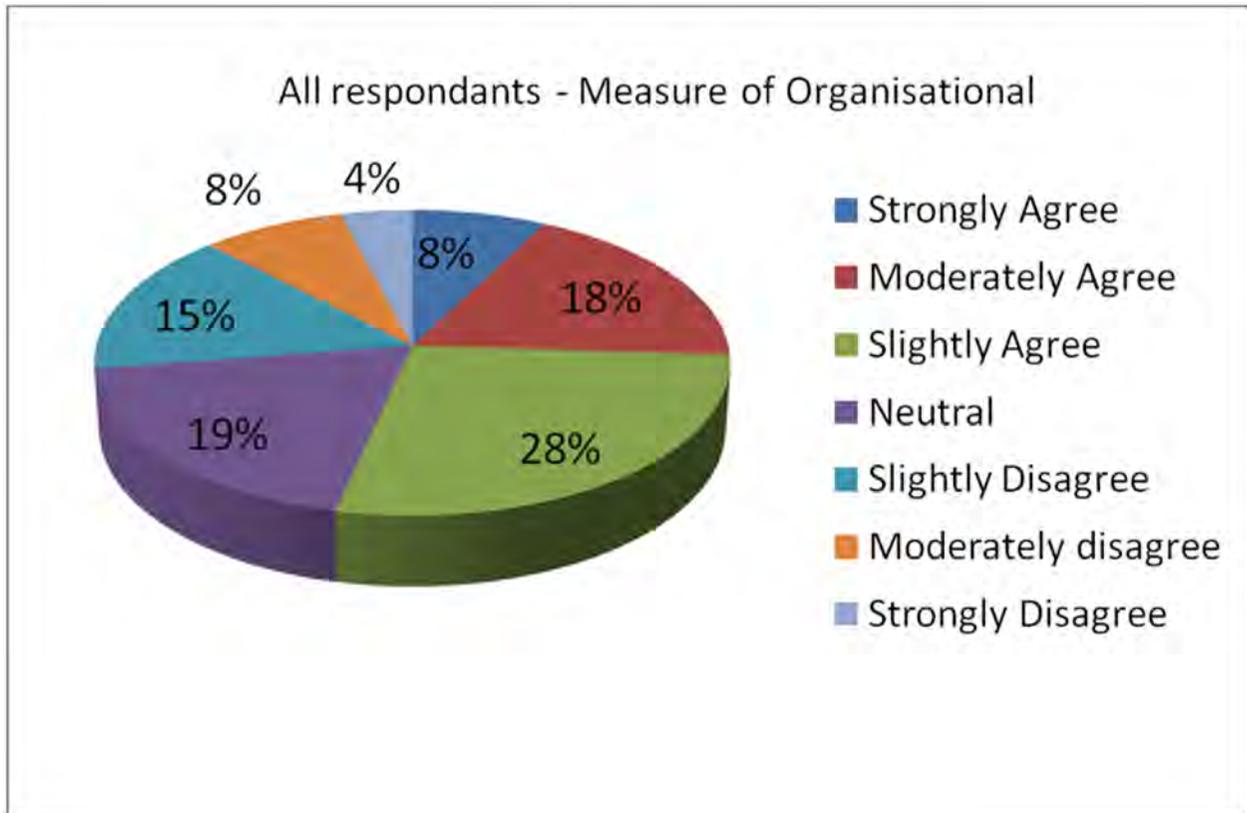
This resulted in calculations of the Pearson correlation coefficients, three non-parametric measures of association, and the probabilities associated with these statistics. The Pearson correlation coefficient is used to measure of the strength of linear dependence between the Organisational Commitment and the Sporting Involvement measures set as variables at the onset of the study. A 95% confidence interval can be attributed to the results as the correlation scale yielded a score between 0.02 and 0.53.

It follows therefore that since this research study seeks to either affirm or refute the fact that sponsoring the team employees are affiliated to, would increase his/her individual level of organisational commitment to the company. All questions relate back to this fact.

The questionnaire is designed to include the following sections:

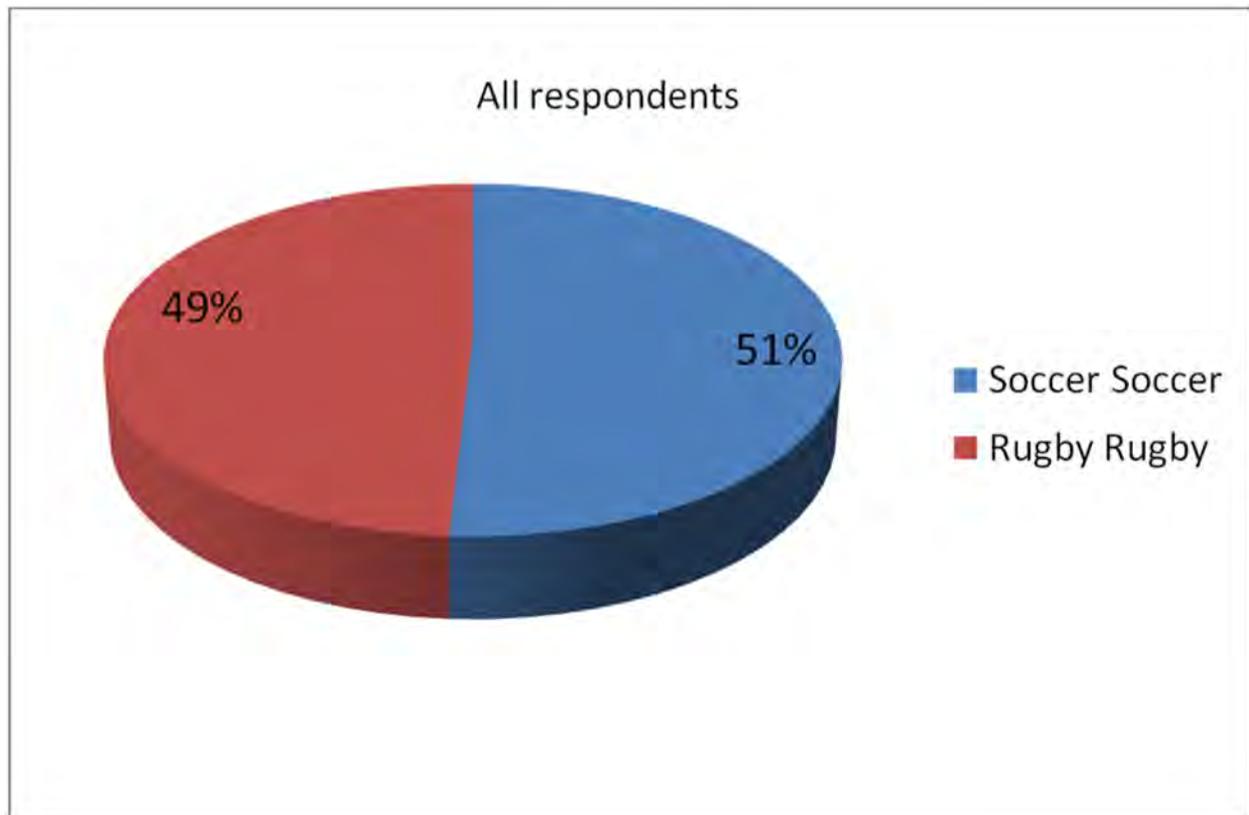
- Questions 1: Measure of Organisational Commitment by Mowday, Steers and Porter (1979).
- 15 questions based on a 7-point Likert-scale (1932) and all questions carry equal weighting.
- 4 negatively worded questions.

Figure 7: Pie Chart Representation of Results for Question 1: Measure of Organisational Commitment.



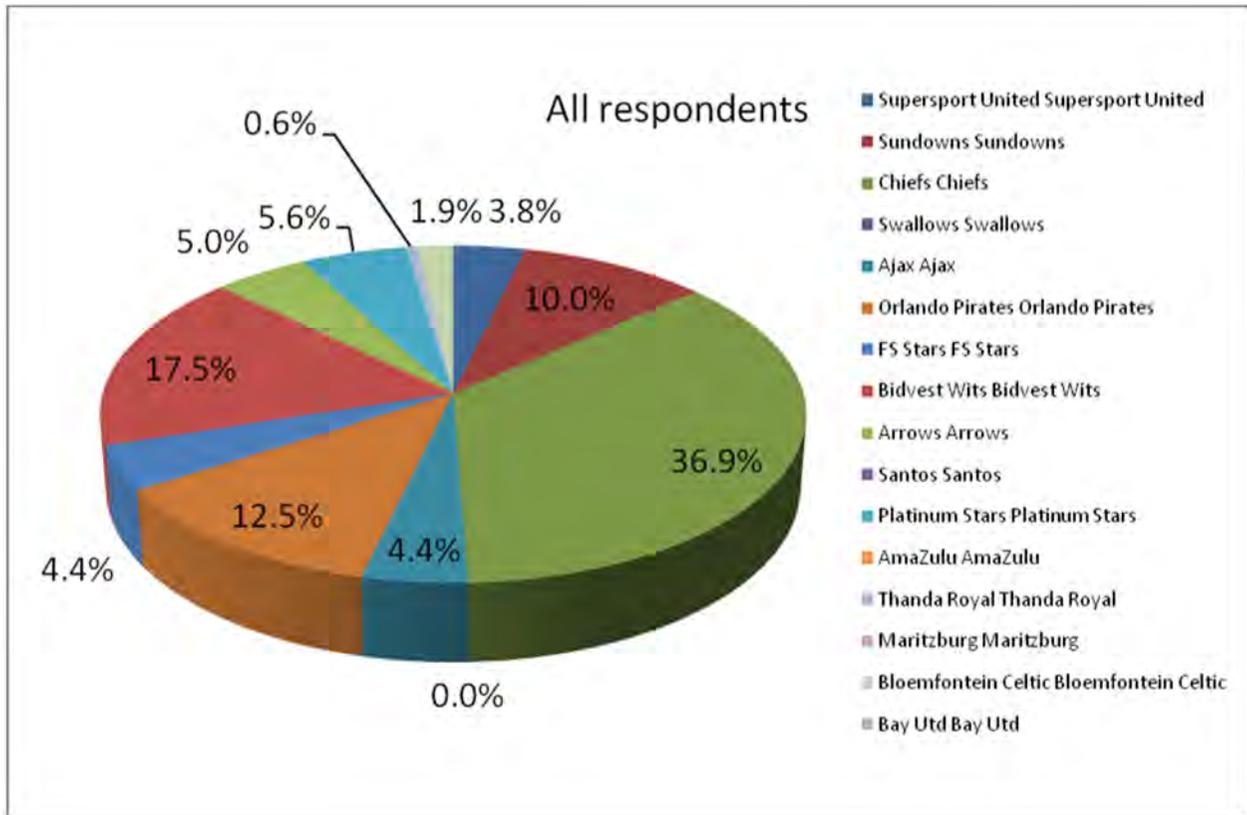
- Question 2: I would consider myself a greater supporter of which sport?
- Multiple choice question.

Figure 8: Pie Chart Representation of Results for Question 2: I would consider myself a greater supporter of which sport?



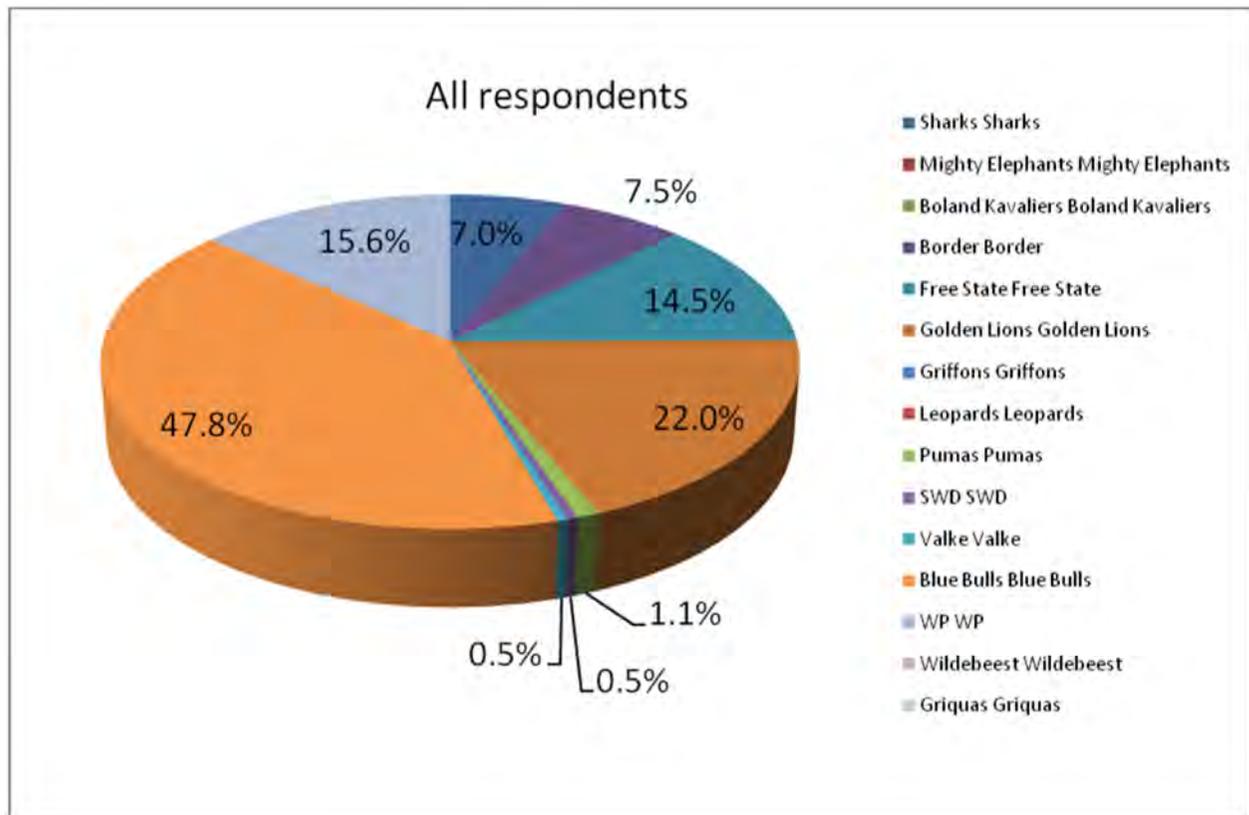
- Question 3: I support the following South African soccer team.
- Multiple choice question.

Figure 9: Pie Chart Representation of Results for Question 3: I support the following South African soccer team.



- Question 4: I support the following South African rugby team.
- Multiple choice question

Figure 10: Pie Chart Representation of Results for Question 4: I support the following South African rugby team.



- Question 5: Does your company sponsor your favourite sports team?
- Yes/No question.

Figure 11: Question 5: Does your company sponsor your favourite sports team?

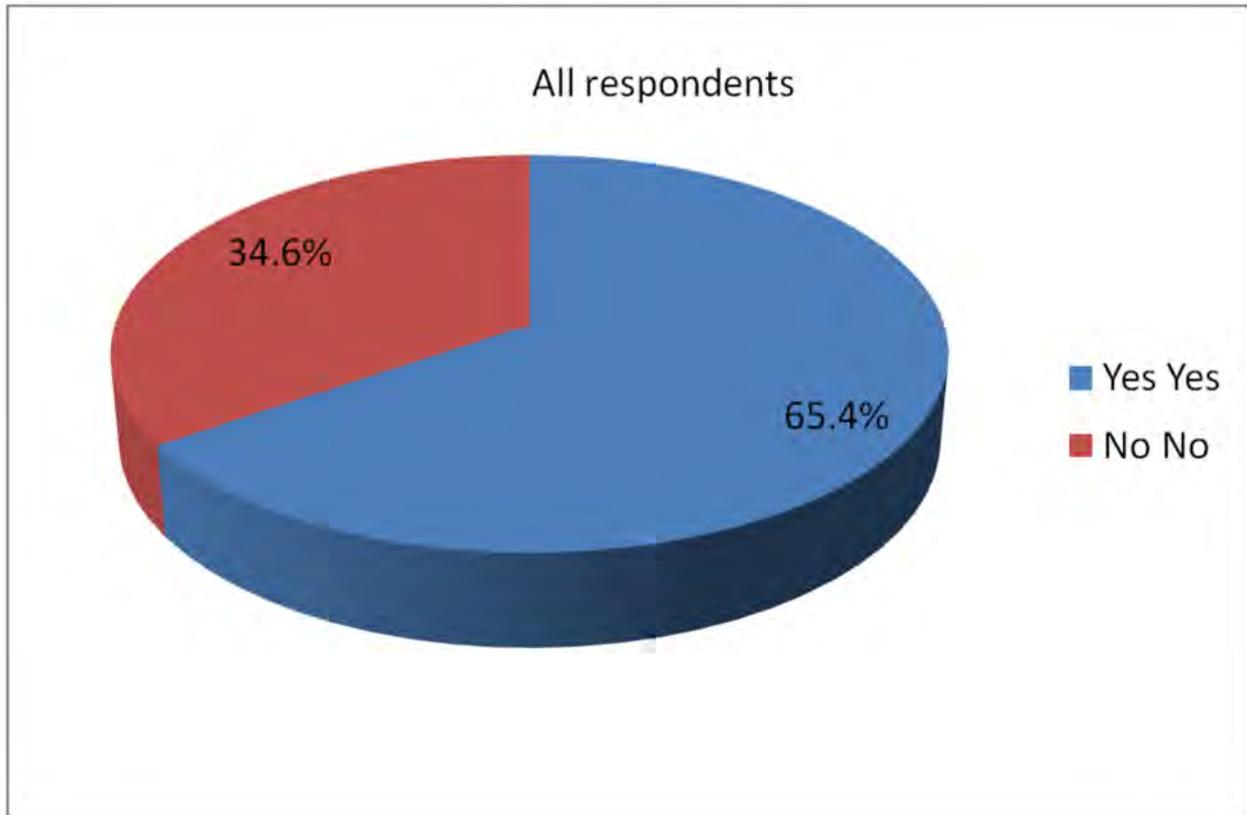


Table 2: Results for All Questionnaire Responses

2 Variables: Organisational Commitment Sport involvement						
Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
Organisational Commitment	204	4.75752	0.83363	970.53333	3.33333	6.40000
Sport involvement	204	5.52505	0.54336	1127	2.77778	6.44444

Pearson Correlation Coefficients, N = 204 Prob > r under H0: Rho=0		
	Organisational Commitment	Sport involvement
Organisational Commitment	1.00000	0.35682 <.0001
Sport involvement	0.35682 <.0001	1.00000

The CORR procedure was used for all respondents that said the company does sponsor their favourite sporting team and gave N=204. This computed the Pearson correlation coefficients, three non-parametric measures of association, and the probabilities associated with these statistics. The Pearson correlation coefficient is used to measure of the strength of linear dependence between the Organisational Commitment and the Sporting Involvement measures set as variables. A 95% confidence interval can be given as the correlation scale yielded a score between 0.02 and 0.53.

Table 2: Results for All Questionnaire Responses

2 Variables: Organisational Commitment Sport involvement						
Simple Statistics						
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum
Organisational Commitment	108	4.44938	0.40489	480.53333	3.40000	5.53333
Sport involvement	108	5.58333	0.53430	603.00000	2.33333	6.44444

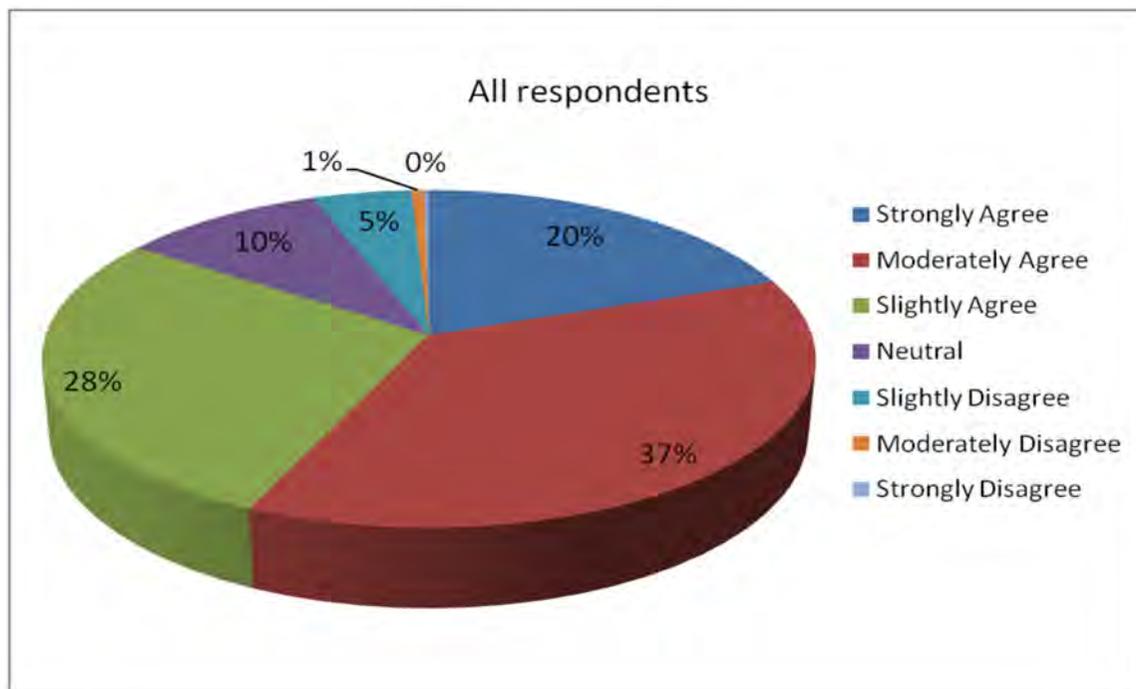
Pearson Correlation Coefficients, N = 108 Prob > r under H0: Rho=0		
	Organisational Commitment	Sport involvement
Organisational Commitment	1.00000	0.61057 <.0001
Sport involvement	0.61057 <.0001	1.00000

The CORR procedure was used for all respondents that said the company does not sponsor their favourite sporting team and gave N=108. This computed the Pearson correlation coefficients, three non-parametric measures of association, and the probabilities associated with these statistics. The Pearson correlation coefficient is used to measure of the strength of linear dependence between the Organisational Commitment and the Sporting Involvement measures set as variables.

A 95% confidence interval cannot be attributed for all respondents that responded 'no' to the question of whether their company sponsors their favourite sporting team, as the correlation scale yielded a score outside 0.02 and 0.53.

- Question 6: Measure of Psychological Continuum Model (PCM) staging tool by Funk and James (2001). 9 questions based on a 7-point Likert-scale (1932) and all questions carry equal weighting.

Figure 12: Question 6: Measure of Psychological Continuum Model (PCM staging tool by Funk and James (2001)



The main models are based on 7-point Likert. The majority of respondents indicated they were passionate about the team they support and it resulted in high scores on the PCM tool. Laboursome qualitative questions were avoided. Based on the strength of the measurements the questionnaire is based on, the necessary deductions can be made based solely on the respondents' feedback. A copy of the questionnaire appears in Appendix 3.

6 Discussion of Results

This chapter gives an explanation of the findings in relation to the questions asked and illustrates the findings from the data collected through the research questionnaires.

The aim of this study is to establish the influence sports sponsorship has on organisational commitment. Questionnaires were distributed electronically to approximately 1000+ employees of the company in question. The questionnaire measured the individuals' level of organisational commitment; determined if the company of employment sponsors the sports team the individuals are affiliated with, and the level of involvement/affiliation to the team.

The discussion that follows is based on the following factors and differentiates between the organisational commitment and sports involvement/affiliation:

1. Does the company sponsor the individual's favourite team?
2. Difference in sporting codes.
3. The two chiefly-supported soccer and rugby teams were selected and a comparison is made of the two factors measured.

6.1 Overview of the data analysis process

The data was gathered on an electronic questionnaire created by Survey Monkey and extracted into excel format for further data analysis. Filtering and cross-tabulation was used on the raw data to further extract the required data for the different subsections of the analysis, and to answer the different questions.

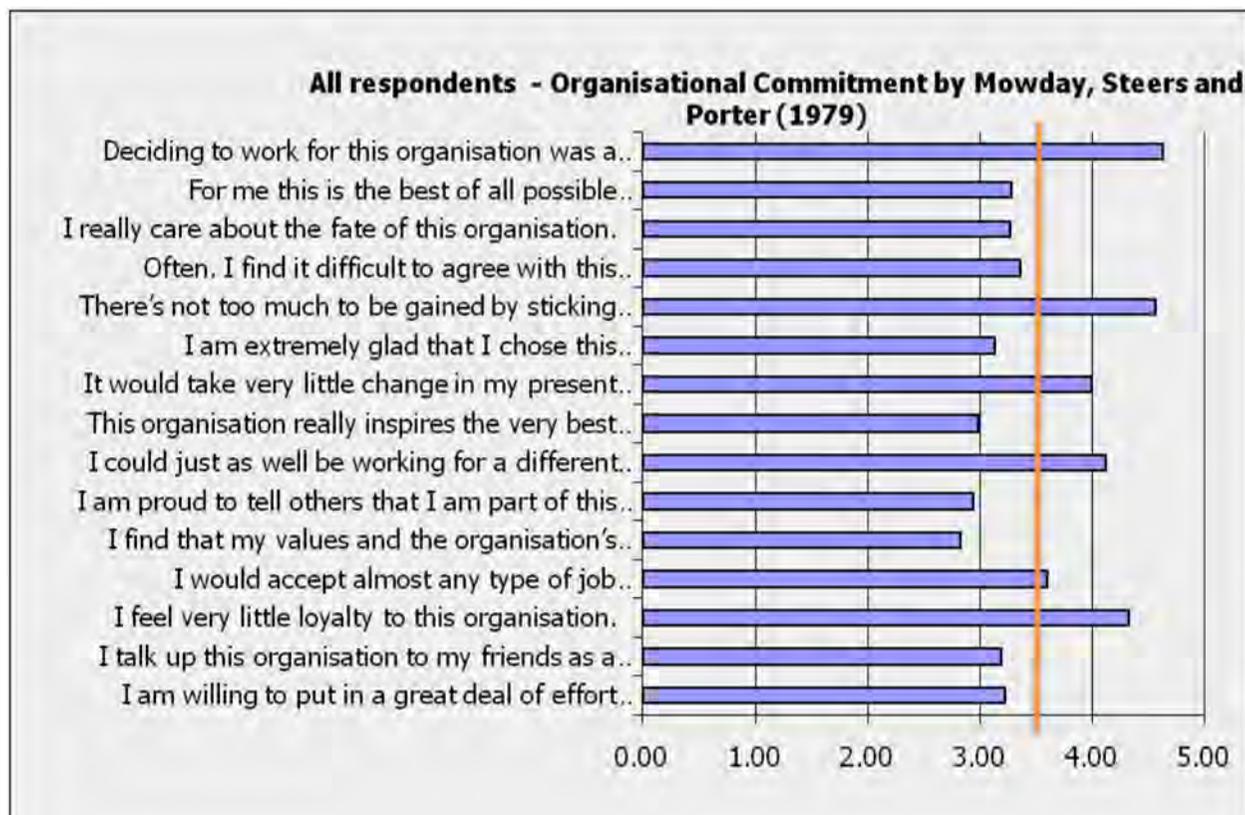
6.2 Total results

All respondents – Measure of Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979)

All the respondents' data is analysed for the question below. All negatively worded questions are rated in reverse to ensure the measurement tools deliver a true assessment of organisational commitment (Measure of Organisational Commitment by Mowday, Steers and Porter, 1979).

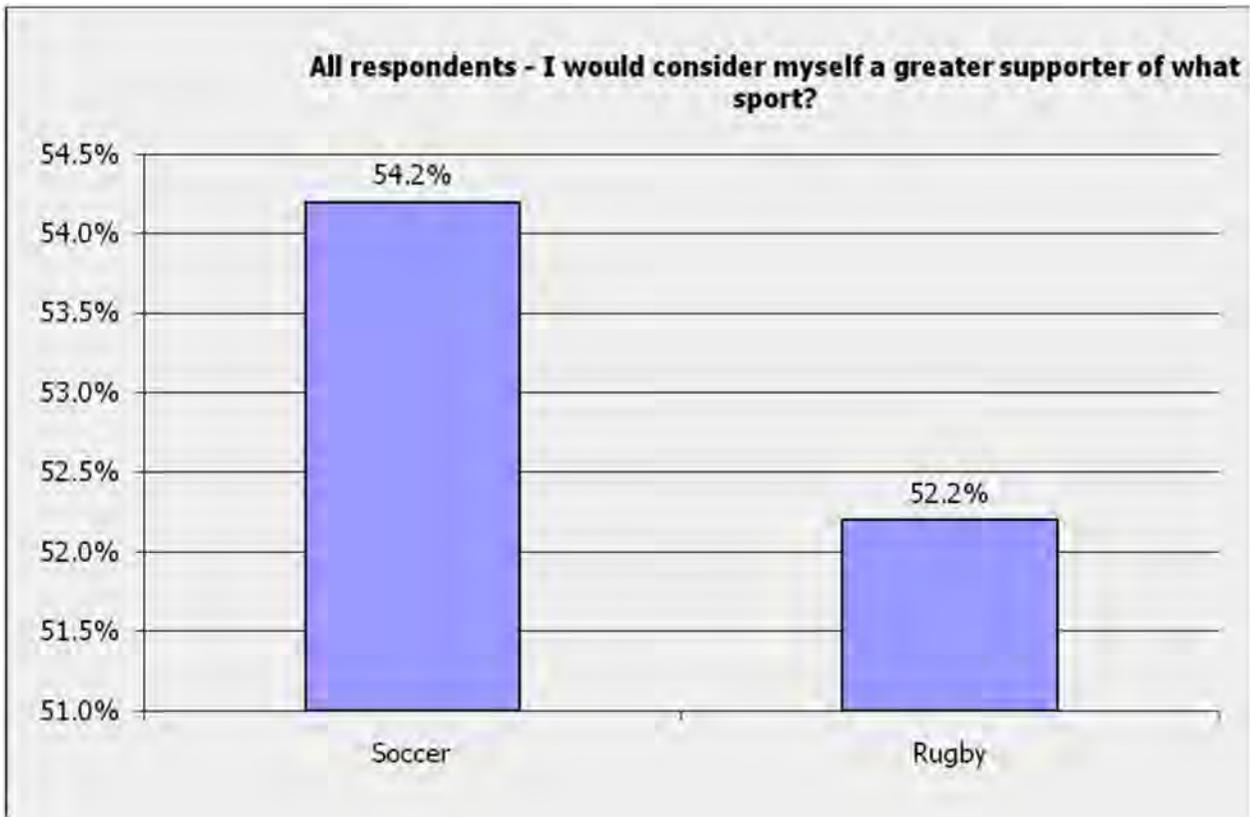
The average for all respondents is 3.56. This will be used as the baseline average that the other filtered groups are measured against to determine if sponsorships of specific teams that the individuals support, sufficiently affects their organisational commitment to include sports sponsorships in the objectives of sports sponsorship decision making strategies.

Figure 13: All Respondent's Data



All respondents that indicated 'I would consider myself a supporter of the following sport'. This was an open-ended question where respondents were asked if they were supporters of either soccer or rugby. The distribution of respondents was roughly equal with 54.2% (169 respondents) considering themselves greater soccer fans and 52.2% (163 respondents) preferring rugby. This showed that there are a number of people that consider themselves supporters of both sporting codes, but the majority would be support only one sporting code.

Figure 14: All Respondents – I would consider myself a greater supporter of what sport

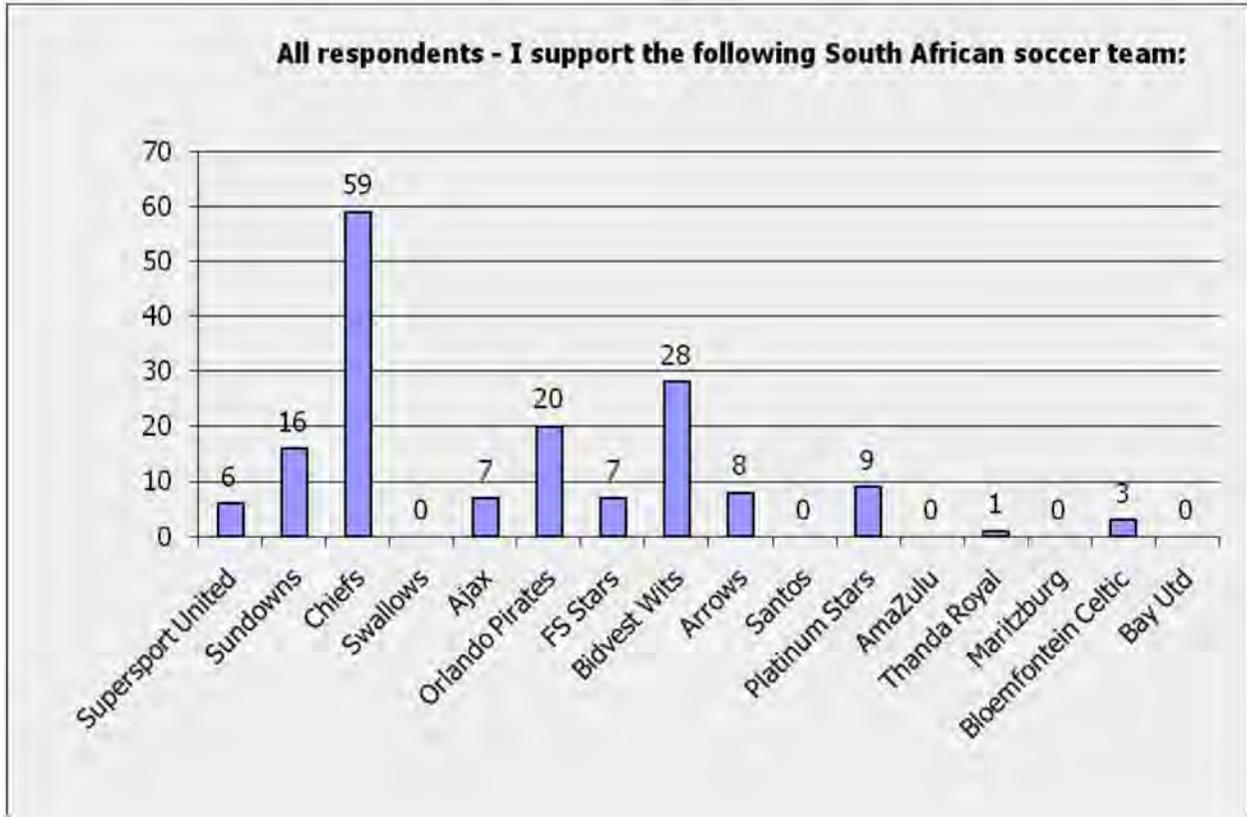


6.2.1 All respondents – I support which South African soccer team?

With the questions posed, the individual were asked which team they support and the allowance was made to pick more than one team. Of the 169 respondents that indicated they were soccer supporters, 160 selected only one team, and only four of these chose more than one team. This supports the premise that soccer supporters are predominantly affiliated with only one team.

The soccer team, the *Chiefs* tallied the greatest number of votes with 59 (36.9%), followed by the *Bidvest Wits* with 28 (17.5%).

Figure 15: All respondents – I support the following South African rugby team

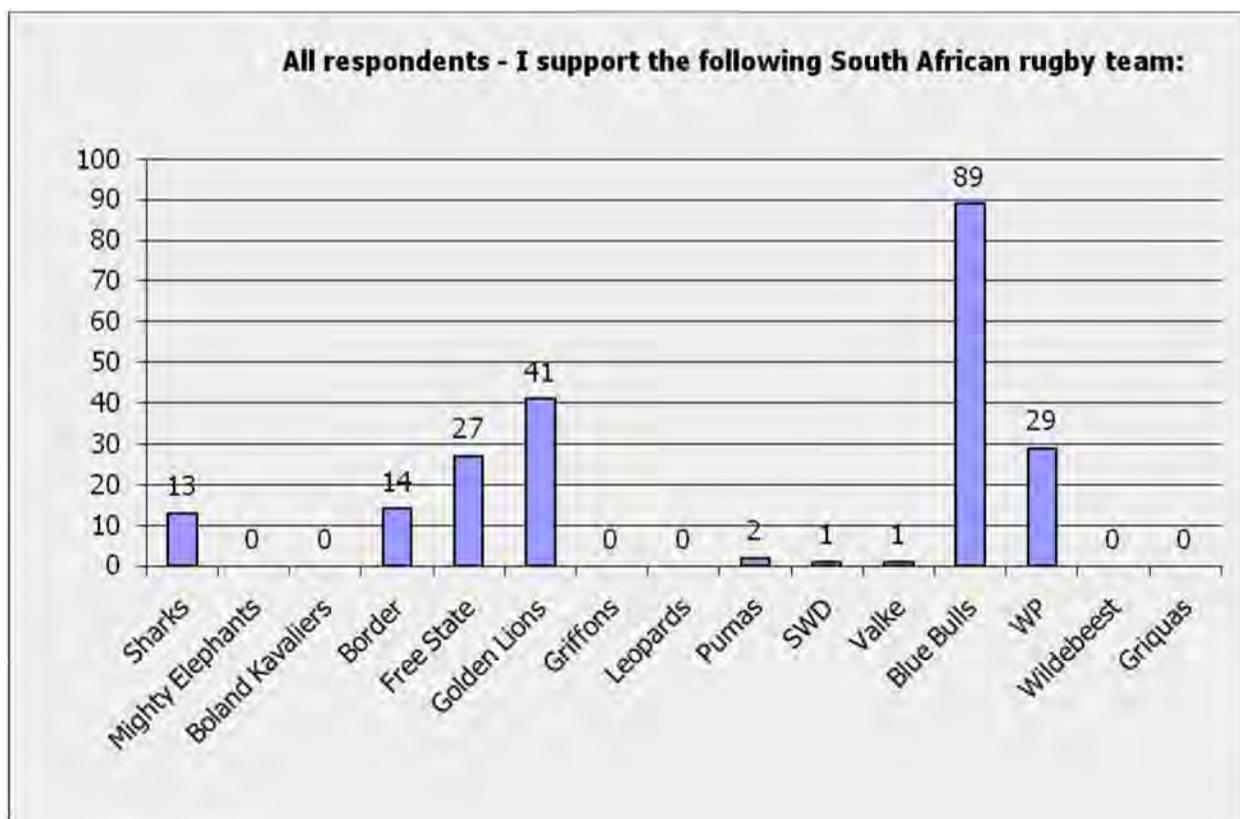


6.2.2 All respondents – I support the following South African rugby team.

Similarly, individual were not limited to picking only one rugby team – 186 respondents supported 217 different rugby teams. 217 selected a team and four of them chose more than one team. Compared to the above list, more respondents favoured two or more rugby teams. The list of rugby teams chosen was intentionally the list of Currie Cup teams and not the Super 14 teams, as not all the rugby teams play in the Super 14. This

phenomenon can be ascribed to the fact that some of the supporters of the smaller unions would be forced to support the bigger unions that play in the Super 14. The *Blue Bulls* had the most supporters with 89 (47.8%) positive responses, followed by the *Golden Lions* with 41 (22%) positive responses.

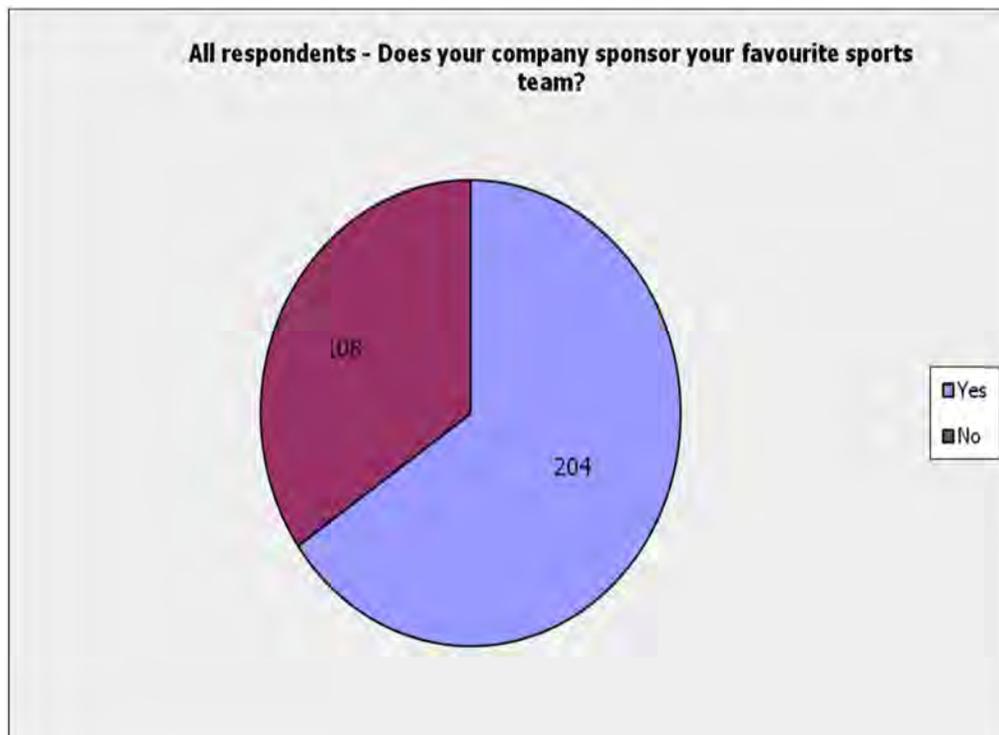
Figure 16: All respondents – I support the following South African rugby team.



6.2.3 All respondents – Does your company sponsor your favourite team?

The respondents to the questionnaire were asked if their company sponsors their favoured sports team. Of the 312 respondents, 204 (65.4%) responded that their company does sponsor their favourite sporting team. This could be an indication that the company that sponsors the favoured sporting team, may also be could the employer of choice. This could indicate be a field of further research. It may also be contributed to by the geographical location of the respondents and the company in question from which the sample frame was selected from.

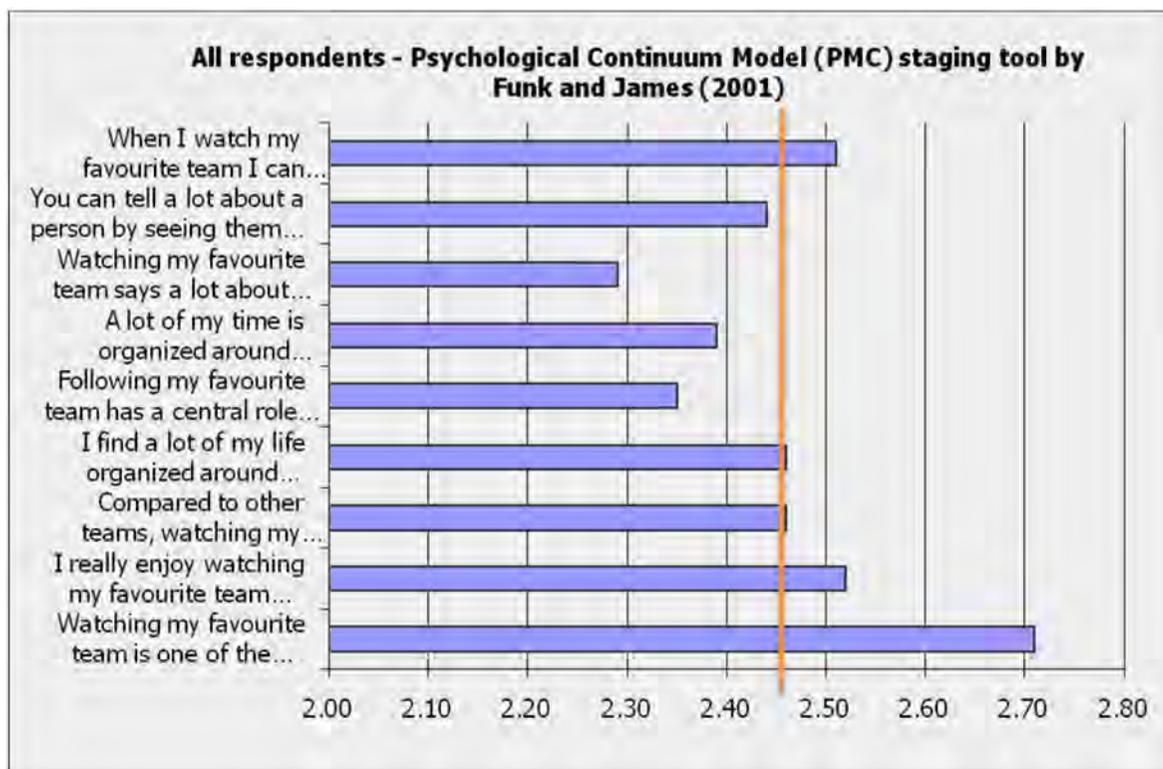
Figure 17: Question 5: Does your company sponsor your favourite sports team?



6.2.4 All respondents – Psychological Continuum Model (PCM) staging tool by Funk and James (2001).

All the respondents’ data is analysed for the PCM staging tool. All questions were given equal weighting. The average of all the respondents is 2.46 and will be used as the baseline average against which other filtered groups are measured to determine the level of involvement/affiliation of respondents have to their sporting team, sporting code or whether their company sponsors their team or not.

Figure 18: All respondents – Psychological Continuum Model (PCM) staging tool by Funk and James (2001).



6.3 Does the company sponsor the employee's favourite sporting team?

Table 10: Table of Frequencies

Variable	Company sponsors team	N	Statistics								
			Lower CL Mean	Mean	Upper CL Mean	Lower CL Std Dev	Std Dev	Upper CL Std Dev	Std Err	Minimum	Maximum
Organisational Commitment	No	108	4.3721	4.4494	4.5266	0.3571	0.4049	0.4675	0.039	3.4	5.5333
Organisational Commitment	Yes	204	4.6424	4.7575	4.8726	0.7598	0.8336	0.9234	0.0584	3.3333	6.4
Organisational Commitment	Diff (1-2)		-0.476	-0.308	-0.141	0.6632	0.7153	0.7764	0.0851		
Sport involvement	No	108	5.4814	5.5833	5.6853	0.4713	0.5343	0.6169	0.0514	2.3333	6.4444
Sport involvement	Yes	204	5.45	5.5251	5.6001	0.4953	0.5434	0.6019	0.038	2.7778	6.4444
Sport involvement	Diff (1-2)		-0.068	0.0583	0.1848	0.5009	0.5403	0.5864	0.0643		

A T-Test procedure was prepared to test if there is a significant difference in the respondents' scores on the Organisational Commitment and Sporting Involvement measures based on the 'yes' or 'no' answers to Question 2. As seen above, there is no significant difference in the means of the 'yes' versus the 'no' answers.

The significant difference would be the standard deviation between the Yes/No answers for the respondents of the Organisational Commitment, measuring 0.8336 to 0.4049 respectively. This indicates that there might be an increased likelihood that a company sponsoring a respondent's favourite sporting team affects the respondent either more positively or more negatively and therefore results in a higher standard deviation.

Table 11: T-Tests for Sporting Codes.

T-Tests					
Variable	Method	Variances	DF	t Value	Pr > t
Organisational Commitment	Pooled	Equal	310	-3.62	0.0003
Organisational Commitment	Satterthwaite	Unequal	308	-4.39	<.0001
Sport involvement	Pooled	Equal	310	0.91	0.3654
Sport involvement	Satterthwaite	Unequal	221	0.91	0.3632

Equality of Variances					
Variable	Method	Num DF	Den DF	F Value	Pr > F
Organisational Commitment	Folded F	203	107	4.24	<.0001
Sport involvement	Folded F	203	107	1.03	0.8565

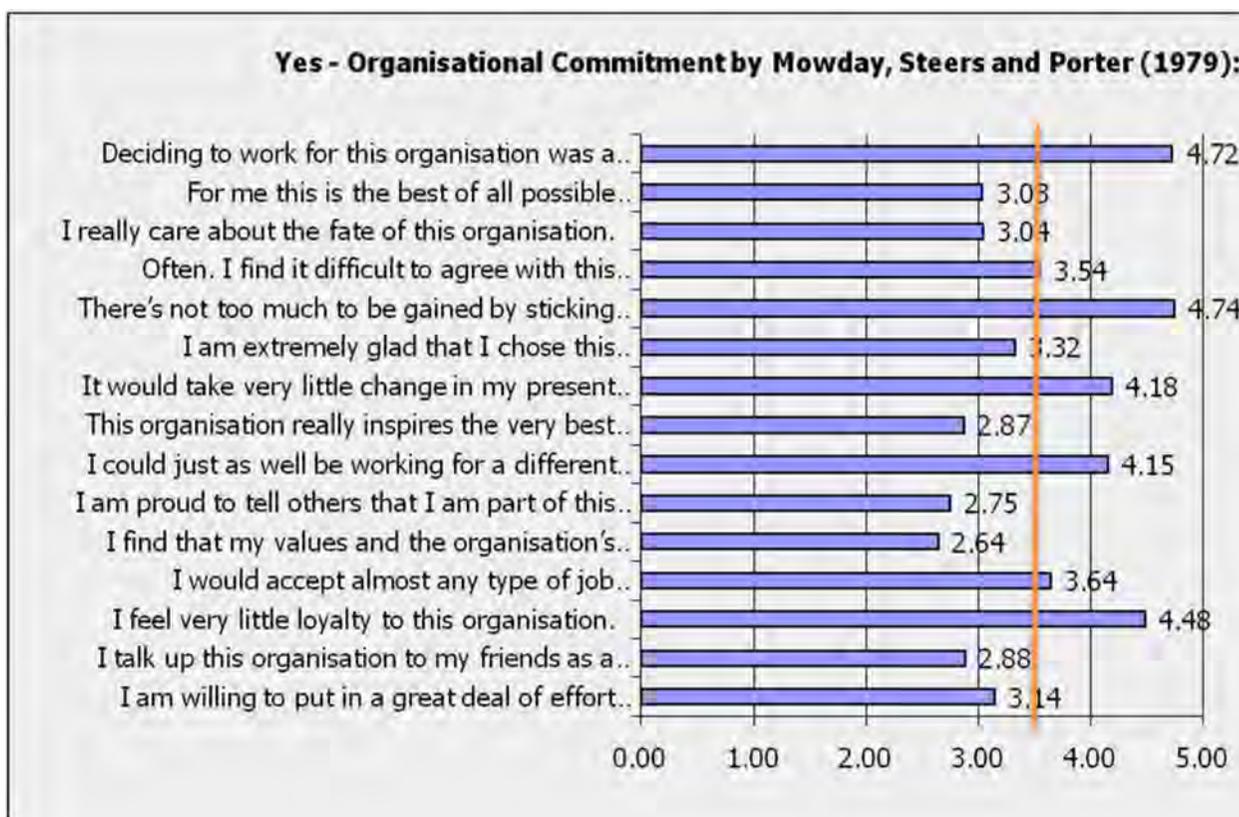
A T-Test was done according to the Pooled and Welch-Satterthwaite- methods based on whether the sample company does or doesn't sponsor respondents' favoured sporting team. The p-value of the Organisational Commitment being less than 0.05 is significant and rejects the null hypothesis. There are no significant indicators for the Sporting Involvement measure.

6.3.1 Yes – Measure of Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979)

All respondents answering 'yes' to Question 5 were removed to differentiate between the 'yes' and 'no' groups. This was done in order to determine if there is a significant difference in the level of organisational commitment between the respondents, in order to

determine if organisational commitment can be justified as an objective for future sport sponsorships decisions. Of the 204 respondents that indicated their employment company *does* sponsor their favourite sports team, the average level of organisational commitment according to the Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979) was 3.54 and is just below the average of 3.56 of the total sample.

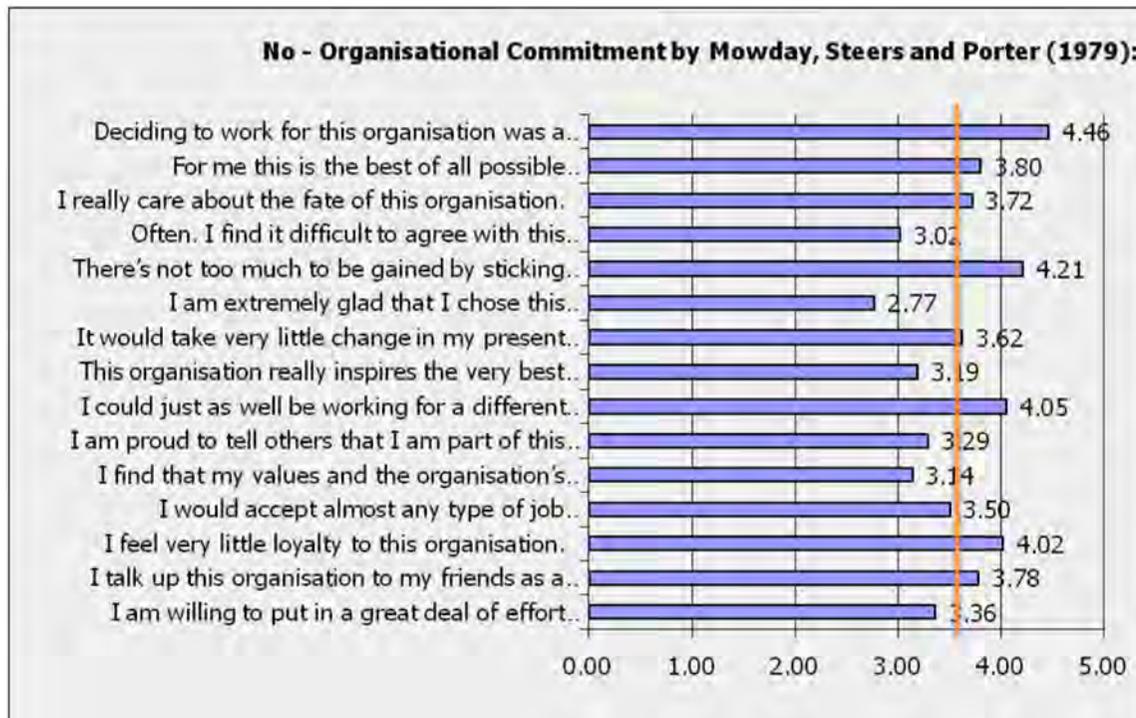
Table 7: Tabled Results for Psychological Continuum Model (PCM) staging tool to Question 5 – yes.



6.3.2 No – Measure of Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979)

All respondents that responded ‘no’ to Question 5 were filtered out. Of the 108 respondents that indicated their company does *not* sponsor their favourite sports team, the average level of organisational commitment according to the Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979) was 3.60 and is above the 3.56 average of the total sample. It is also higher than the 3.54 of the respondents that replied ‘yes’ to Question 5.

Table 8: Tabled Results for Psychological Continuum Model (PCM) staging tool to Question 5 – no.





6.3.3 Preliminary Conclusion

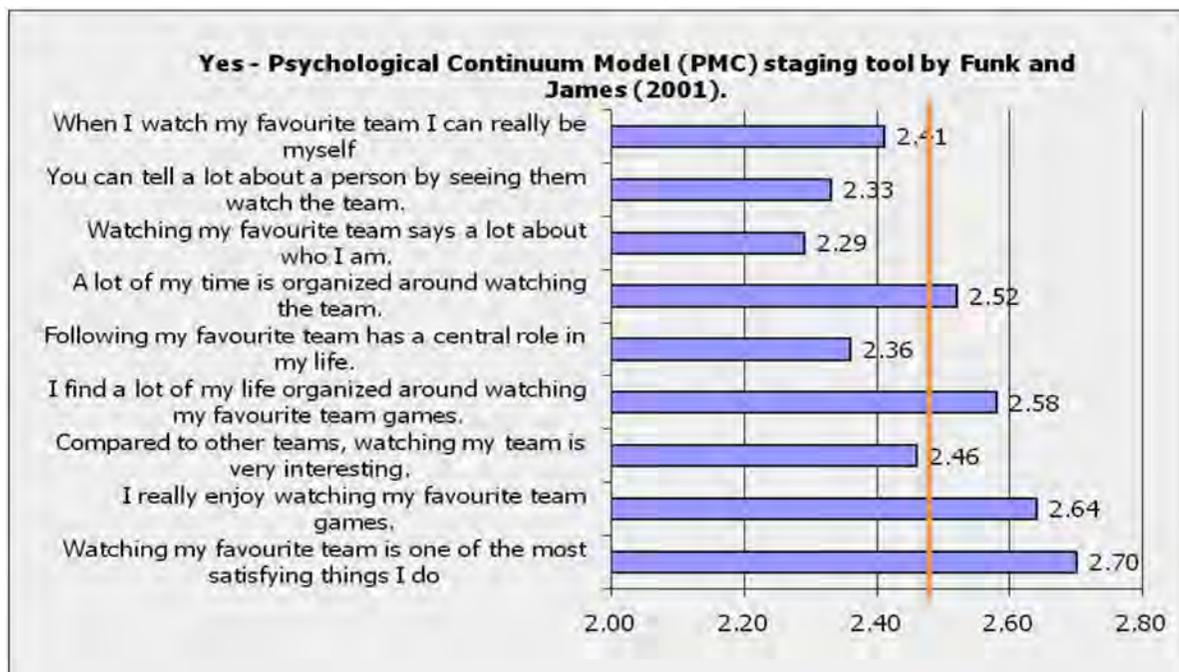
If a company *does* sponsor the favoured sports team of an employee, there is no sufficient change in the employee's organisational commitment to justify organisational commitment to be introduced as an objective for future sports sponsorships decisions. In this research study, a slightly score in terms of higher organisational commitment was evident in respondents that answered 'no' to Question 5. Consequently, the company *not* sponsoring their favoured sporting team did not negatively impact employee's organisational commitment. These findings support the findings of Farrelly, Quester and Burton (1997) that show human resources are the lowest scorers in the factors that influence the decision-making process of sponsorship decisions.

The use of employee feedback into the sporting sponsorship decision of Johansson and Utterstrom (2007) and Maki & Sjostrand (2007) was in a B2B environment. This could be the differentiating factor as the sample company used for this research study is a B2C company.

6.3.4 Yes – Psychological Continuum Model (PCM) staging tool by Funk and James (2001)

All respondents that answered ‘yes’ to the Question 5 were filtered out to differentiate between the ‘yes’ and ‘no’ group. This was done in order to determine if there is a difference in the level of involvement/affiliation to the favoured sporting team based on the Psychological Continuum Model (PCM) Staging Tool by Funk and James (2001). Of the 208 ‘yes’ answers, the average was 2.48. This is slightly higher than the average of 2.46 of the total sample for all respondents

Table 9: Results for Psychological Continuum Model staging tool to Question 5 – yes.



6.3.5 No – Psychological Continuum Model (PCM) staging tool by Funk and James (2001)

All respondents that answered ‘no’ to Question 5 were filtered out. Of the 108 respondents that indicated their company does *not* sponsor their favourite sports team, the average level of organisational commitment according to the Psychological Continuum Model (PCM) Staging Tool by Funk and James (2001) was 2.46. This is the same as the average of the total sample and is somewhat lower than the 2.48 of the respondents that responded ‘yes’ to Question 5.



6.3.6 Preliminary conclusion

If a company *does* sponsor the favoured sports team of an employee, there is not a sufficient change in the involvement/affiliation of the individuals to their sporting team.

6.4 Difference in sporting codes

The FREQ Procedure

Table 10: Difference in Sporting Codes – FREQ Procedure.

Table of Different sporting codes by Company sponsors team					
		Different sporting codes	Company sponsors team		Total
			No	Yes	
Frequency Percent Row Pct Col Pct	Rugby		27	116	143
			8.65	37.18	45.83
			18.88	81.12	
			25.00	56.86	
Frequency Percent Row Pct Col Pct	Soccer		81	88	169
			25.96	28.21	54.17
			47.93	52.07	
			75.00	43.14	
		Total	108	204	312
			34.62	65.38	100.00



Statistic	DF	Value	Prob
Chi-Square	1	28.8770	<.0001
Likelihood Ratio Chi-Square	1	29.9415	<.0001
Continuity Adj. Chi-Square	1	27.6078	<.0001
Mantel-Haenszel Chi-Square	1	28.7845	<.0001
Phi Coefficient		-0.3042	
Contingency Coefficient		0.2911	
Cramer's V		-0.3042	

Statistics for Table of Different sporting codes by Company sponsors team. A chi-square test was done to test if the relationship is significant between the two variables. The p-value is <0.0001, which is less than 0.05 and thus significant on the 5% level. The null hypotheses can be rejected as there is a significant relationship between the variables.

The table of frequencies indicates that 81% of the rugby respondents replied 'yes', while the distribution is almost equal for the soccer supporters.

Table 11: Table of Frequencies

Variable	Different sporting codes	N	Statistics								
			Lower CL Mean	Mean	Upper CL Mean	Lower CL Std Dev	Std Dev	Upper CL Std Dev	Std Err	Minimum	Maximum
Organisational Commitment	Rugby	143	4.4782	4.5599	4.6416	0.4428	0.4942	0.5592	0.0413	3.4	5.4
Organisational Commitment	Soccer	169	4.595	4.7278	4.8606	0.7901	0.8744	0.9791	0.0673	3.3333	6.4
Organisational Commitment	Diff (1-2)		-0.33	-0.168	-0.006	0.6725	0.7254	0.7874	0.0824		
Sport involvement	Rugby	143	5.3934	5.4833	5.5732	0.4872	0.5437	0.6153	0.0455	2.3333	6.3333
Sport involvement	Soccer	169	5.5167	5.5976	5.6786	0.4816	0.533	0.5968	0.041	4.1111	6.4444
Sport involvement	Diff (1-2)		-0.235	-0.114	0.0059	0.4987	0.5379	0.5839	0.0611		

A T-Test procedure was done to test if there is a significant difference in the respondent's scores on the Organisational Commitment and Sporting Involvement measures based on the 'rugby' or 'soccer' answers to Question 3. As illustrated above, there is no significant differences in the means of the 'rugby' versus the 'soccer' answers.

The significant difference is the standard deviation between the rugby/soccer answers for the respondents of the organisational commitment, measuring 0.8744 to 0.4942 respectively. This indicates that there might be an increased likelihood that soccer supporters could be affected more positively or negatively, resulting in the higher standard deviation.

Table 12: T-Tests for Sporting Codes.

T-Tests					
Variable	Method	Variances	DF	t Value	Pr > t
Organisational Commitment	Pooled	Equal	310	-2.04	0.0425
Organisational Commitment	Satterthwaite	Unequal	273	-2.13	0.0343
Sport involvement	Pooled	Equal	310	-1.87	0.0623
Sport involvement	Satterthwaite	Unequal	299	-1.87	0.0628

Equality of Variances					
Variable	Method	Num DF	Den DF	F Value	Pr > F
Organisational Commitment	Folded F	168	142	3.13	<.0001
Sport involvement	Folded F	142	168	1.04	0.8012

A T-Test was done according to the Pooled and Welch-Satterthwaite methods, based on the different sporting codes. The p-value of the organisational commitment being less than 0.05 is significant and rejects the null hypothesis. There is no significance for the Sporting Involvement measure.

6.4.1 Soccer – Measure of Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979)

All respondents that selected soccer in Question 2 were filtered out to differentiate between soccer and rugby supporters. This was done in order to determine if there is a difference in the level of organisational commitment between rugby and soccer supporters. Of the 169 respondents that indicated they are soccer supporters, the average level of organisational commitment according to the Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979) was 3.55. This is just below the average of 3.56 of the total sample.

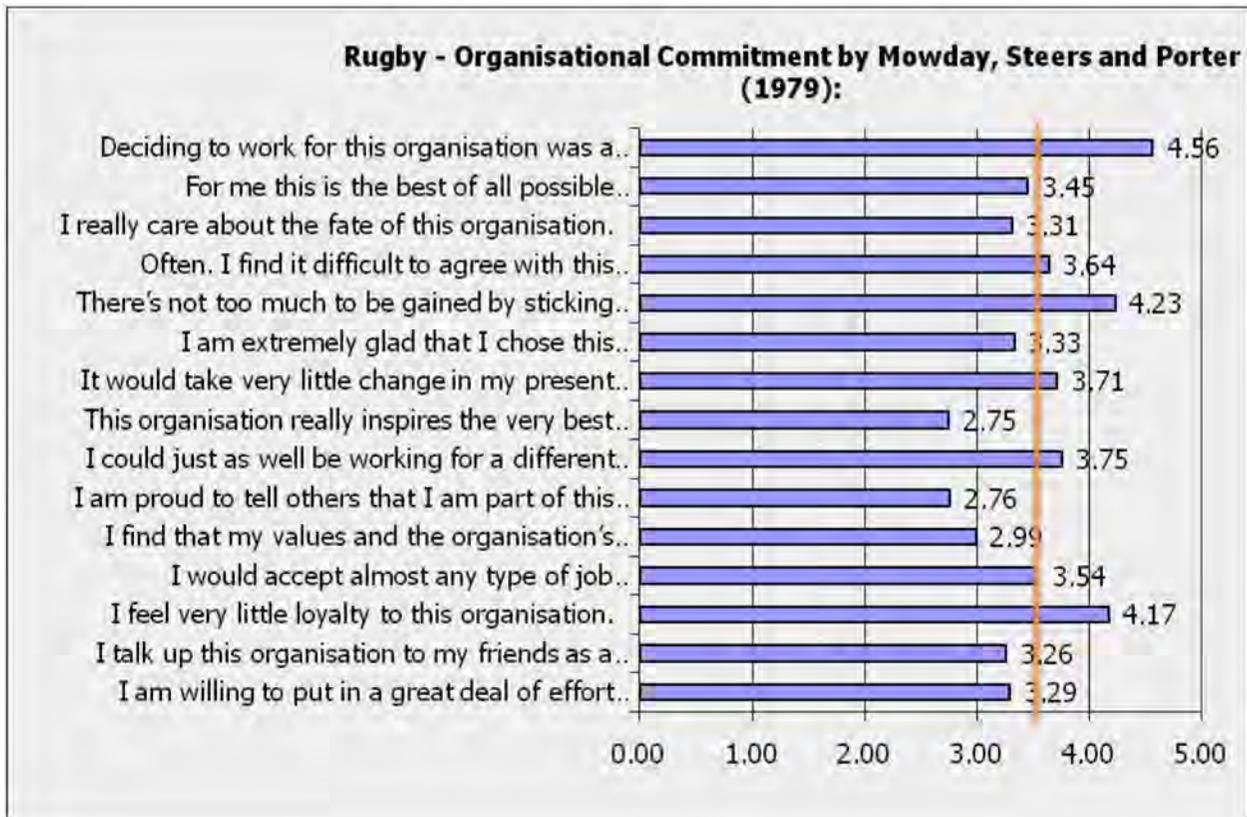
Table 13: Soccer – Measure of Organisational Commitment.



6.4.2 Rugby – Measure of Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979)

All respondents that indicated they are rugby supporters in Question 2 were filtered out. Of these 163 respondents, the average level of organisational commitment according to the Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979) was 3.52. This is below the 3.56 average of the total sample and slightly below the 3.55 of the respondents that said they were soccer supporters.

Table 13: Rugby – Measure of Organisational Commitment.



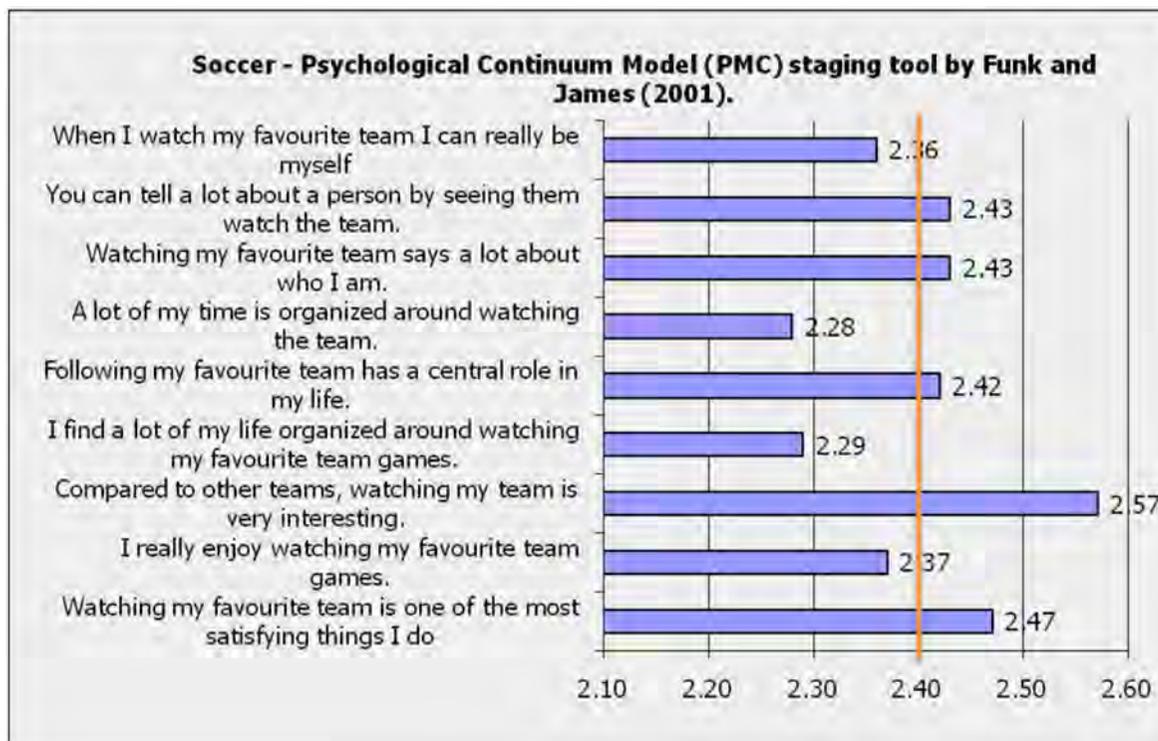
6.4.3 Preliminary conclusion

There is no significant difference in the organisational commitment between soccer or rugby supporters. Different sporting codes do not sufficiently justify the decision to prefer one sporting code to another.

6.4.4 Soccer – Psychological Continuum Model (PCM) Staging Tool by Funk and James (2001)

All respondents that said they were soccer supporter in Question 2 were filtered out to differentiate between the soccer- and rugby supporters' level of involvement/affiliation to their favoured sporting team, based on the Psychological Continuum Model (PCM) Staging Tool by Funk and James (2001). Of these 169 soccer supporters, the average was 2.4. This is slightly lower than the average of 2.46 for the total sample of all respondents.

Table 15: Soccer – Psychological Continuum Model.



6.4.5 Rugby – Psychological Continuum Model (PCM) staging tool by Funk and James (2001)

All respondents that said they were rugby supporters were filtered out. Of these 163 respondents, the average level of organisational commitment according to the Psychological Continuum Model (PCM) Staging Tool by Funk and James (2001) was 2.51. This is the same as the average of the total sample and is slightly higher than the 2.4 of the respondents that indicated they were soccer supporters.

Table 16: Rugby – Psychological Continuum Model.



6.4.6 Preliminary conclusion

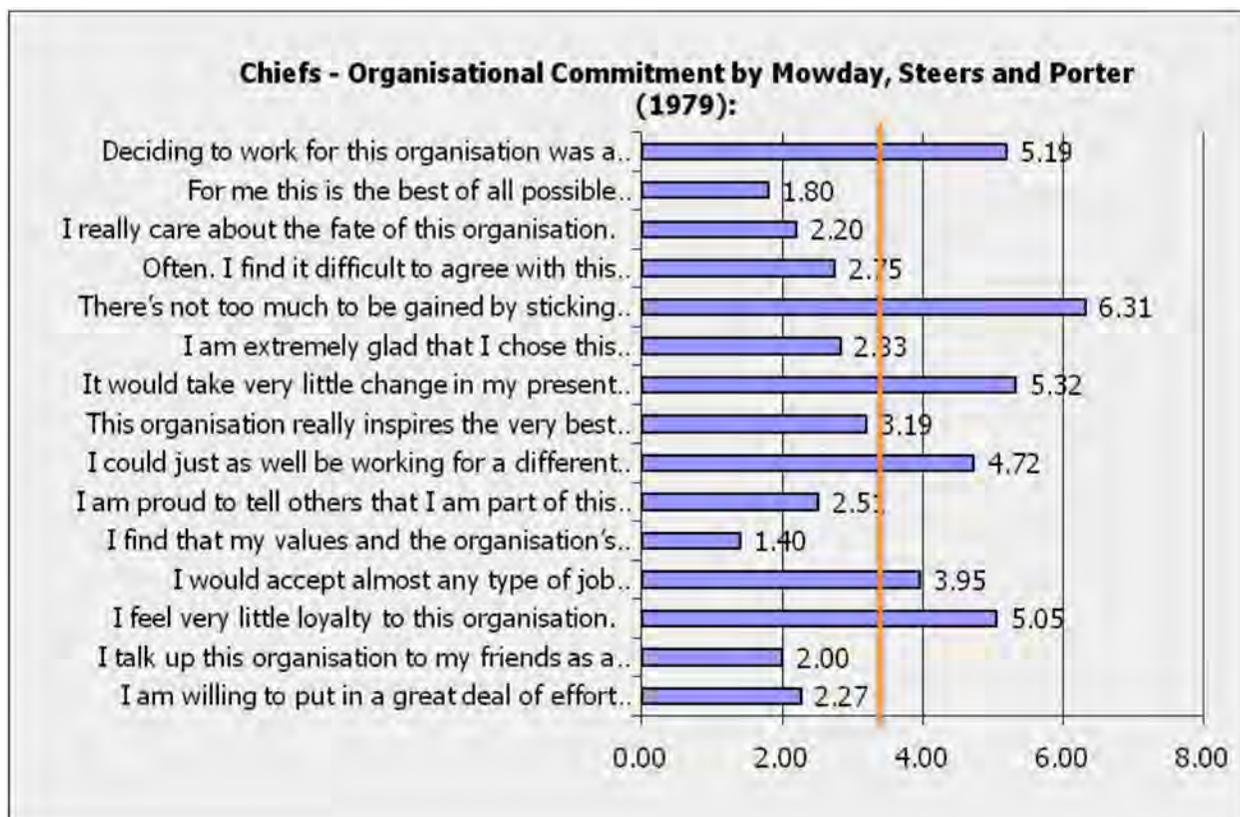
There is a difference in the level of involvement/affiliation of rugby supporters compared to the soccer supporters. The conclusion can be made that if rugby supporters are more closely affiliated to their team, a marketing executive would rather sponsor a rugby team compared than a soccer team if they use the sporting code as a determinant of which sporting team to sponsor.

6.5 Teams most supported

6.5.1 *Chiefs* – Measure of Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979)

All respondents that indicated they are *Chiefs* supporters were filtered out in order to highlight those teams that had the most support. This was done in order to determine if there is a difference in the level of organisational commitment in the respondents of the most supported teams. Of these 59 respondents, an average of 3.43 was measured according to the Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979). This is below the average of 3.56 of the total sample.

Table 17: *Chiefs* – Organisational Commitment.



Variable	Soccer team	N	Statistics								
			Lower CL Mean	Mean	Upper CL Mean	Lower CL Std Dev	Std Dev	Upper CL Std Dev	Std Err	Minimum	Maximum
Organisational Commitment	Bidvest Wits	28	4.4694	4.6857	4.902	0.441	0.5577	0.7591	0.1054	4.2	5.5333
Organisational Commitment	Chiefs	59	5.135	5.4169	5.6989	0.9159	1.082	1.3221	0.1409	3.8667	6.4
Organisational Commitment	Diff (1-2)		-1.164	-0.731	-0.299	0.8239	0.9474	1.1148	0.2174		
Sport involvement	Bidvest Wits	28	5.4526	5.6508	5.849	0.4041	0.5112	0.6958	0.0966	5.3333	6.4444
Sport involvement	Chiefs	59	5.4505	5.6328	5.8151	0.5921	0.6995	0.8547	0.0911	4.3333	6.4444
Sport involvement	Diff (1-2)		-0.277	0.018	0.3126	0.5615	0.6456	0.7597	0.1482		

A T-Test procedure was done to determine if there is a significant difference in the respondent's scores on the Organisational Commitment and Sporting Involvement measures based on the total *Bidvest Wits* and *Chiefs* supporters. As seen above the there is a significant differences in the means of the *Chiefs* versus the *Bidvest Wits*

supporters. In this case, an argument can be made that the organisational commitment of *Chiefs* (sponsored by the company in question) supporters are higher than the *Bidvest Wits* (not sponsored by the company in question) but the N=28 for the *Bidvest Wits* supporter is too small to justify it being significant enough.

The significant differentiation would be the standard deviation between the *Bidvest Wits* and *Chiefs* supporters for the respondents of the Organisational Commitment, measuring 1.082 to 0.5577 respectively. This would indicate that *Chiefs* supporters, whose team is supported by their employer, were affected by this fact either more positively or negatively, resulting in the higher standard deviation.

Table 18: T-Tests for *Chiefs* Supporter's Organisational Commitment.

T-Tests					
Variable	Method	Variances	DF	t Value	Pr > t
Organisational Commitment	Pooled	Equal	85	-3.36	0.0012
Organisational Commitment	Satterthwaite	Unequal	84.3	-4.16	<.0001
Sport involvement	Pooled	Equal	85	0.12	0.9035
Sport involvement	Satterthwaite	Unequal	70.4	0.14	0.8924

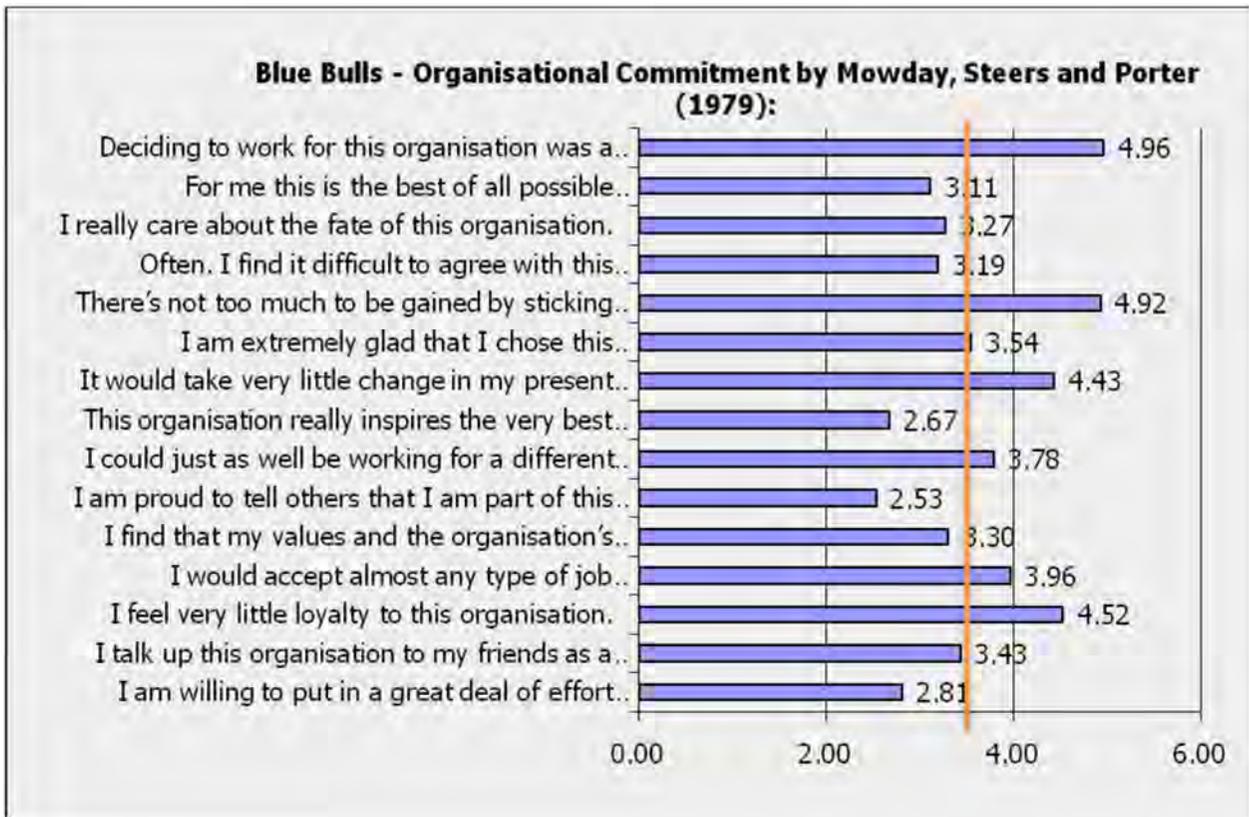
Equality of Variances					
Variable	Method	Num DF	Den DF	F Value	Pr > F
Organisational Commitment	Folded F	58	27	3.76	0.0004
Sport involvement	Folded F	58	27	1.87	0.0766

A T-Test was done in the Pooled and Welch-Satterthwaite methods. The p-value of the Organisational Commitment being less than 0.05 is significant, and therefore rejects the null hypothesis. There is no significance for the Sporting Involvement measure.

6.5.2 *Blue Bulls* – Measure of Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979)

All respondents that indicated they were *Blue Bulls* supporters were filtered out. Of these 89 respondents, the average level of organisational commitment according to the Organisational Commitment by Measure of Organisational Commitment by Mowday, Steers and Porter (1979) was 3.63. This is above the 3.56 average of the total sample and higher than the 3.43 of the respondents that indicated they were *Chiefs* supporters.

Table 19: *Blue Bulls* – Organisational Commitment.



6.5.3 Preliminary Conclusion

For this specific question, there is a clear distinction in the organisational commitment of the employees that support the *Chiefs* compared to the *Blue Bulls*. This indicated that there might be a clear differentiating factor regarding the specific team that the company does or does not sponsor. Future research on this topic should be done with more specific focus on specific sporting teams and the difference of the organisational commitment of the employees that support these teams. This could be valuable for the recruitment process if the result of further research was found to be significant enough to

include the question ‘which sporting team do you support?’ This would be the first step towards disproving the statements of Randall, Schuler and MacMillan (1984) that postulate that human resources are not used towards achieving the strategic goals of the company.

Table 20: T-Tests for *Blue Bulls* Supporter’s Organisational Commitment.

Variable	Rugby team	N	Statistics								
			Lower CL Mean	Mean	Upper CL Mean	Lower CL Std Dev	Std Dev	Upper CL Std Dev	Std Err	Minimum	Maximum
Organisational Commitment	Blue Bulls	89	4.6107	4.7131	4.8155	0.4236	0.486	0.5702	0.0515	3.6667	5.4
Organisational Commitment	Golden Lions	29	4.1976	4.2667	4.3358	0.1442	0.1817	0.2457	0.0337	3.4	4.3333
Organisational Commitment	Diff (1-2)		0.2632	0.4464	0.6297	0.3834	0.4326	0.4965	0.0925		
Sport involvement	Blue Bulls	89	5.338	5.4345	5.5309	0.3992	0.458	0.5373	0.0485	3.6667	6.2222
Sport involvement	Golden Lions	29	4.6881	4.9693	5.2506	0.5867	0.7394	0.9999	0.1373	2.3333	5.8889
Sport involvement	Diff (1-2)		0.2366	0.4651	0.6936	0.4781	0.5395	0.6191	0.1154		

A T-Test procedure was done to test if there is a significant difference in the respondent’s scores on the Organisational Commitment and Sporting Involvement measures based on the *Blue Bulls* and the *Golden Lions* supporters. As seen above, there are minor significant differences in the means of the *Blue Bulls* and *Golden Lions* supporters. As above, the supporters of the team being sponsored by the sample company have a higher organisational commitment, but not significantly enough to make inference from.

The significant differentiation is the standard deviation between the *Golden Lions* compared to the *Blue Bulls* supporters’ answers for Organisational Commitment, measuring 1.1817 to 0.486 respectively. Compared to the previous tests, the results for rugby supporters contradictory to the supporters of teams not being sponsored by the

sample company. It has an increased positive or negative effect and results in the higher standard deviation.

Table 20: T-Tests for *Blue Bulls* Supporter’s Organisational Commitment.

T-Tests					
Variable	Method	Variances	DF	t Value	Pr > t
Organisational Commitment	Pooled	Equal	116	4.83	<.0001
Organisational Commitment	Satterthwaite	Unequal	114	7.25	<.0001
Sport involvement	Pooled	Equal	116	4.03	<.0001
Sport involvement	Satterthwaite	Unequal	35.3	3.19	0.0030

Equality of Variances					
Variable	Method	Num DF	Den DF	F Value	Pr > F
Organisational Commitment	Folded F	88	28	7.15	<.0001
Sport involvement	Folded F	28	88	2.61	0.0007

A T-Test was done in the Pooled and Welch-Satterthwaite methods. The p-value of the Organisational Commitment being less than 0.05 is significant and rejects the null hypothesis. There is no significance for the Sporting Involvement measure.

6.5.4 *Chiefs* – Psychological Continuum Model (PCM) staging tool by Funk and James

All respondents that said they were *Chiefs* supporters in Question 2 was filtered out to differentiate between *Chiefs*- and *Blue Bulls* supporters’ level of involvement/affiliation to their favoured sporting team, based on the Psychological Continuum Model (PCM)

Staging Tool by Funk and James (2001). Of these 59 *Chiefs* supporters, the average was 2.37. This is significantly lower than the average of 2.46 of the total sample for all respondents.

Table 21; *Chiefs* – Psychological Continuum Model.



6.5.5 *Blue Bulls* – Psychological Continuum Model (PCM) Staging Tool by Funk and James (2001)

All respondents that said they were *Blue Bulls* supporters were filtered out. Of these 89 respondents, the average level of organisational commitment according to the Psychological Continuum Model (PCM) Staging Tool by Funk and James (2001), the score of 2.57 is significantly higher than the score of 2.37 obtained by the *Chiefs* supporters.

Table 22: *Blue Bulls* – Psychological Continuum Model.



6.5.6 Preliminary Conclusion

As discussed in the previous section, there is a noteworthy difference in the level of involvement/affiliation of *Blue Bulls* versus the *Chiefs* supporters. This indicates that there is clear validation for marketing executives to base their studies of sport sponsorships based on sporting involvement/affiliation, on a team-by-team basis. This phenomenon can also be caused by the apparent success the two teams have had in the recent seasonal campaigns. The *Chiefs* have had a dismal season whereas the *Blue Bulls* have won the Super 14 championship in the year this research study was conducted.

6.6 Reliability and validity

According to the Mowday, Steers and Porter scale (1979), this research study achieve a Cronbach's alpha of 0.9, compared to the existing PCM staging tool achieving a Cronbach's alpha of 0.83.

7 Conclusion

This chapter contains a summary of the process followed in order to reach a summary of the preliminary conclusions obtained, as measured against the objectives of the research study. This chapter also includes suggested areas for further research, explains the limitations of the research conducted, gives recommendations and comes to a final conclusion.

7.1 Process

The purpose of this paper was to establish parameters that could guide the marketing executive in establishing new objectives/measures on which to base sports sponsorship decisions. The problems experienced in the current economical environment results in sports sponsorships-spending being closely scrutinised for efficiency and maximum return on investment. New measures and objectives are needed in order to streamline and optimise this process.

In this research study, two distinct characteristics namely Organisational Commitment and Involvement/Affiliation to certain sports teams were measured. This was done to establish if justification can be found for the decision to include employee's preferences for certain teams in the decision making process for sport sponsorships. A thorough literature review was conducted and certain key elements resulting from this were

The Influence of Sport Sponsorships on Employee's Organisational Commitment

formulated into specific measurable questions. Ample methodology was set in place to establish the two measures used for the chosen characteristics of the study, and data was gathered via electronic questionnaires that were thoughtfully distributed to a carefully chosen sample population. The data was exhaustively analysed, based on the different criteria set out by the research question at the onset of the research study. Preliminary conclusions were formulated in view of the results obtained.

7.2 Highlights

A number of distinct factors became apparent as a result of the research conducted, namely:

- Based on the statistical analysis, significant differences in the standard deviation of respondents were found, based on their feedback to the Organisational Commitment measure. This was influenced by whether or not the company of employment sponsors the respondents' favoured sporting team. These points towards the inference that sponsoring the employee's favourite team makes them more susceptible to positive or negative influences regarding their own organisational commitment.
- Based on the differentiation between respondents whose team is or is not sponsored by the sample company, insufficient variation in their organisational commitment exist to justify organisational commitment being included in the standard objectives and measurable for sports sponsorship decisions. The

example of Johansson and Utterstrom (2007) and Maki & Sjostrand (2007) utilised a B2B company, whereas this research study used a B2C company. This may be the differentiating factor in the varied results obtained.

- The aim of the research was to establish whether organisational commitment should be included in the objectives of the sport sponsorship process (Mäki & Sjöstrand 2007) Conversely however, by executing the study, results came to light indicating it should potentially rather be included in the screening and selection process to ensure a strategic fit between employee and company.
- The level of involvement/affiliation should also not be used as a determining factor to make the sponsorship decision, as there is no clear difference in the level of involvement/affiliation to a team, considering whether or not the company sponsors employee's favoured sporting teams.
- When measuring different sporting codes comparatively, insufficient deviation exists in the level of organisational commitment or involvement/affiliation to sporting teams, to justify choosing to sponsor one sporting code compared to another.
- When measuring the two most supported sports teams, significant differences in the level of organisational commitment and involvement/affiliation to the team became evident. This leads to a conclusion that when decisions are made regarding which sporting team to sponsor, it should be done on an individual team

level. The level of involvement/affiliation to teams should be measured first, and based on that, conclusions can be included in recruitment decisions or secondarily, in sponsorships decisions.

- Causal research could provide an answer of why there was no effect on the organisational commitment of the employees. The example of Speed and Thomson (2000) shows that some organization do not used events, advertising or marketing sufficiently to affect the mindset of the employees.

7.3 Final conclusion

The recommendations from this study is based on the fact that sponsorships decisions should be based on a team-by-team basis and can be measured based on the individual team's supporters' level of involvement/affiliation and organisational commitment to the company of employment.

The most important practical implication resulting from conducting this study is that involvement/affiliation to a specific team can result in the likelihood for higher organisational commitment. This can furthermore be used to disprove the findings of Randall, Schuler and MacMillan (1984) as a strategic tool for the company.

7.4 Future research

- The significant standard deviation differences in the T-test indicates that further research can be done regarding the cause of the standard deviations of employees whose team is sponsored by their company of employment.
- The question is raised of whether the company that sponsors an employee's favoured sporting team, also becomes the preferred employer of choice. This could be a possible field of future studies.
- More specific research needs to be done into the specific teams supporters. There was a clear difference in the level of organisational commitment and involvement/affiliation if the two most-supported teams were considered. To a lesser extent, further research can be done on the influence of different sporting codes on the involvement/affiliation level of employees.
- Further studies can be conducted in the field of successful sporting teams compared to lesser-successful teams, and the impact this has on the two measures of organisational commitment and involvement/affiliation as done in this research.
- Other organisational commitment measures could be used and may deliver different results.

- Further studies can also be done in the field of successful sporting teams compared to lesser successful teams, and the impact this has on the two measures of organisational commitment and involvement/affiliation as evaluated in this research study.
- Further studies can be done to include the level of sport involvement/affiliation to favoured teams in order to disprove Randall, Schuler and MacMillan's (1984) statements that human resources should not be used for company strategic decisions.
- Further studies can be done in comparison of companies that have either B2B (as with Johansson and Utterstrom, 2007 and Maki & Sjostrand, 2007) or B2C departments to compare the data for different companies.
- This research study was limited to team sponsorships. Further research could be done on the other types of sponsorships stated in section 2.3 (Get Sponsored; 2009).
- A causal study could be done to establish why the research conducted in this study did not affect the organisational commitment as anticipated by the studies conducted by Speed and Thomson (2000).

7.5 Limitations

- Only one measure for organisational commitment was used in this study.
- Only literature that was available in English was considered. Many Asian and South American countries spend vast budgets on sponsorships. Academia from these countries could contribute to the discussion of sport sponsorships, but was not considered due to the researcher's language constraints.
- This study does not consider any political perspectives. Within the Employment Equity act, BBEEE act and Social Responsibility facets, there would be further factors that could most likely contribute to the decisions made with regards to sport sponsorships.
- Individual sporting codes and other sporting codes were not considered. Contradictory finding could be found in companies that sponsor other sport genres and individuals.
- The phenomenon of advertising mediums was not discussed. The advertising activities an organisation undertakes to leverage these sponsorships could greatly influence the realm of commitment of the employees.

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9 APPENDIX

9.1 Appendix 1 – Four Domains of sport Marketing

9.2 Appendix 2 – Mowday, Steers and Porter Organisational Commitment Questionnaire

Organisational Commitment Questionnaire (Mowday, Steers & Porter 1979)

Instructions

Listed below are a series of statements that represent possible feelings that individuals might have about the organisation or organisation for which they work. With respect to your own feelings about the particular organisation for which you are now working (organisation name) please indicate the degree of your agreement or disagreement with each statement by checking one of the seven alternatives below each statement.

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful.
2. I talk up this organisation to my friends as a great organisation to work for.
3. I feel very little loyalty to this organisation.
4. I would accept almost any type of job assignment in order to keep working for this organisation.
5. I find that my values and the organisation's values are very similar.
6. I am proud to tell others that I am part of this organisation.
7. I could just as well be working for a different organisation as long as the type of work was similar.
8. This organisation really inspires the very best in me in the way of job performance.
9. It would take very little change in my present circumstances to cause me to leave this organisation.



10. I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined.

11. There's not too much to be gained by sticking with this organisation indefinitely.

12. Often. I find it difficult to agree with this organisation's policies on important matters relating to its employees.

13. I really care about the fate of this organisation.

14. For me this is the best of all possible organisations for which to work.

15. Deciding to work for this organisation was a definite mistake on my part.



9.3 Appendix 3 – Sample questionnaire

Consent for questionnaire:

This is research to establish the influence of sports sponsorship on organisational commitment. To that end, you are asked to answer the questions below. This will help us better understand the field of study and should not take you more than 5 minutes to answer. Your participation is voluntary and can withdraw with no penalty. Of course, all data will be kept confidential. By completing the questionnaire you indicate that you voluntarily participate in the survey. If you have any questions or concerns please contact me on the below details:

Pienaarkloppers

Email Pienaark@gmail.com

Cell: 082 998 1003

Questionnaire

1. Please give your personal opinion: 7-point Likert-scale

- I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful.
- I talk up this organisation to my friends as a great organisation to work for.
- I feel very little loyalty to this organisation.
- I would accept almost any type of job assignment in order to keep working for this organisation.
- I find that my values and the organisation's values are very similar.
- I am proud to tell others that I am part of this organisation.
- I could just as well be working for a different organisation as long as the type of work was similar.
- This organisation really inspires the very best in me in the way of job performance.
- It would take very little change in my present circumstances to cause me to leave this organisation.
- I am extremely glad that I chose this organisation to work for over others I was considering at the time I joined.
- There's not too much to be gained by sticking with this organisation indefinitely.
- Often, I find it difficult to agree with this organisation's policies on important matters relating to its employees.
- I really care about the fate of this organisation.
- For me this is the best of all possible organisations for which to work.
- Deciding to work for this organisation was a definite mistake on my part.

2. I would consider myself a greater supporter of what sport?

- Soccer
- Rugby



3. I support the following South African soccer team:

- | | | |
|--|---|--|
| <input type="checkbox"/> Supersport United | <input type="checkbox"/> FS Stars | <input type="checkbox"/> Thanda Royal |
| <input type="checkbox"/> Sundowns | <input type="checkbox"/> Bidvest Wits | <input type="checkbox"/> Mafitzburg |
| <input type="checkbox"/> Chiefs | <input type="checkbox"/> Arrows | <input type="checkbox"/> Bloemfontein Celtic |
| <input type="checkbox"/> Swallows | <input type="checkbox"/> Santos | <input type="checkbox"/> Bay Utd |
| <input type="checkbox"/> Ajax | <input type="checkbox"/> Platinum Stars | |
| <input type="checkbox"/> Orlando Pirates | <input type="checkbox"/> AmaZulu | |

4. I support the following South African rugby team:

- | | |
|---|-----------------------------------|
| <input type="checkbox"/> Mighty Elephants | <input type="checkbox"/> Griffons |
| <input type="checkbox"/> Boland Cavaliers | <input type="checkbox"/> Leopards |
| <input type="checkbox"/> Border | <input type="checkbox"/> Pumas |
| <input type="checkbox"/> Free State | <input type="checkbox"/> SWD |
| <input type="checkbox"/> Golden Lions | <input type="checkbox"/> Valke |

6. Does your company sponsor your favourite sports team?

- Yes/No

8. Please give your personal opinion: 7-point Likert-scale

- Watching my favourite team is one of the most satisfying things I do.
- I really enjoy watching my favourite team games.
- Compared to other teams, watching my team is very interesting.
- I find a lot of my life organized around watching my favourite team games.
- Following my favourite team has a central role in my life.
- A lot of my time is organized around watching the team.
- Watching my favourite team says a lot about who I am.
- You can tell a lot about a person by seeing them watch the team.
- When I watch my favourite team I can really be myself.

9.4 Appendix 4 – Summary of measures of organisational commitment

9.5 Appendix 5 – List of Figures and Tables

Figure 1: Sport Sponsorship Spending Source: Lünsche (2008).

Figure 2: Success Factors in the Decision-Making Process. Source: Mäki & Sjöstrand (2007).

Figure 3: Key Factors Influencing Sports Sponsoring Decisions Source: Farrelly, Quester & Burton (1997).

Figure 4: The Matrix of Sport Sponsorship Source: Johansson & Utterström (2007).

Figure 5: Organisational Commitments Source: Reichers (1985).

Figure 6: The Outcomes of Organisational Commitment Source: Scholl (1981).

Figure 7: Pie Chart Representation of Results for Questions 1: Measure of Organisational Commitment.

Figure 8: Pie Chart Representation of Results for Question 2: I would consider myself a greater supporter of which sport?

Figure 9: Pie Chart Representation of Results for Question 3: I support the following South African soccer team.

Figure 10: Pie Chart Representation of Results for Question 4: I support the following South

African rugby team.

Figure 11: Question 5: Does your company sponsor your favourite sports team?

Figure 12: Question 6: Measure of Psychological Continuum Model (PCM)

staging tool by Funk and James (2001).

Figure 13: All Respondent's Data

Figure 14: All respondents – I support the following South African rugby team.

Figure 15: All respondents – Does your company sponsor your favourite team?

Figure 16: All respondents – Psychological Continuum Model (PCM) staging tool

by Funk and James (2001)

Table 1: Sample Company Sport Sponsorship Expenditure

Table 2: Tabled Results for All Questionnaire Responses

Table 3: Tabled Results for All Questionnaire Responses to Question 5

Table 4: Tables Results for T-Test procedure for Differentiation between Organisational Commitment and Sports Affiliation.

Table 5: Tabled Results for All Questionnaire Responses to Question 5 – yes.

Table 6: Tabled Results for All Questionnaire Responses to Question 5 – no.

Table 7: Tabled Results for Psychological Continuum Model (PCM) staging tool
to Question 5 – yes.

Table 8: Tabled Results for Psychological Continuum Model to Question 5 – no.

Table 9: Difference in Sporting Codes – FREQ Procedure.

Table 10: Table of Frequencies.

Table 11: T-Tests for Sporting Codes.

Table 12: Soccer – Measure of Organisational Commitment.

Table 13: Rugby – Measure of Organisational Commitment.

Table 14: Soccer – Psychological Continuum Model.

Table 15: Rugby – Psychological Continuum Model.

Table 16: *Chiefs* – Organisational Commitment.

Table 17: T-Tests for *Chiefs* Supporter's Organisational Commitment.

Table 18: *Blue Bulls* – Organisational Commitment.

Table 19: T-Tests for *Blue Bulls* Supporter's Organisational Commitment.

Table 20; *Chiefs* – Psychological Continuum Model.

Table 21: *Blue Bulls* – Psychological Continuum Model.

10 CONSISTENCY MATRIX

Title: The influence of sport sponsorships on employee's organisational commitment?

Proposition/ Questions/ Hypotheses	Literature Review	Data Collection Tool	Analysis
<ul style="list-style-type: none"> Does the company sponsor the employee's favoured sporting team? 	MacMillan (1983) Meyer and Allen (1991). Robbins and Judge (2007). Reichers (1985). Mowday, Steers and Porter (1979). Lam (1998). Scholl (1981). Glisson and Durick (1988). Narimawati (2007). Angle and Perry (1981). Chacón, Vecina and Dávila (2007). Funk and James (2001).	Survey Questions 1-6 (Appendix 3).	<ul style="list-style-type: none"> CORR procedure. T-Test procedure. The FREQ Procedure.
<ul style="list-style-type: none"> Difference in sporting codes. 	Get Sponsored (2009). Fullerton and Merz (2008). Farrelly, Quester and Burton (1997). Dolphin (2003). Kun (2008). Johansson and	Survey Questions 1-6 (Appendix 3).	<ul style="list-style-type: none"> CORR procedure. T-Test procedure. The FREQ Procedure.



	Utterstrom (2007). Maki and Sjostrand (2007). Kleyn and Goldman (2008). Polonsky and Speed (2001). Funk and James (2001). Mowday, Steers and Porter (1979).		
<ul style="list-style-type: none">• Teams most supported.	Get Sponsored (2009). Fullerton and Merz (2008). Farrelly, Quester and Burton (1997). Dolphin (2003). Kun (2008). Johansson and Utterstrom (2007). Maki and Sjostrand (2007). Kleyn and Goldman (2008). Polonsky and Speed (2001). Funk and James (2001). Mowday, Steers and Porter (1979).	Survey Questions 1-6 (Appendix 3).	<ul style="list-style-type: none">• CORR procedure.• T-Test procedure.• The FREQ Procedure.