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**FACULTY OF HUMAN MOVEMENT AND QUALITY OF LIFE SCIENCES**  
**DEPARTMENT OF SPORTS ORGANIZATION AND MANAGEMENT**

**CORPORATE SOCIAL RESPONSIBILITY IN OMAN'S  
SPORTS SECTOR: OPPORTUNITIES AND CHALLENGES**

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## SUMMARY

Nassr Mansoor Hamed AL Sulaimani: Corporate Social Responsibility in Oman's Sports Sector:  
Opportunities and Challenges

(Under the supervision of Dimitris Gargalianos, Professor)

This study aims first to describe the corporate social responsibility (CSR) practices among Oman's national sports organizations, and second, to investigate the difficulties that Oman's companies face when they try to adopt CSR program. Such aims are achieved through exploring various aspects of CSR support within the sports domain, including financial support for sporting events, budget allocation under social responsibility, the perceived potential of the sports sector, preferences for sponsoring major events, corporate support focus, and the ideal percentage of CSR allocation. The study intends to validate these viewpoints across a variety of demographic parameters, including age groupings and professional affiliations, among others. Participants in the study were 101 employees from sport sector organisation and companies in the Sultanate of Oman.

According to the findings, about 60% of the respondents agree that companies in Oman sponsor major sporting events, while 55.45% believe that the sports sector is a priority for CSR. The results also indicate that more than half of the participants agree that companies faced difficulties when they try to adopt CSR programs. Furthermore, 80% of respondents agree that most corporations are directing their support more to social programs and organisations that sport ones. It can be noticed that the majority of respondents (>80%) agree that there is no specific percentage of social responsibility allocated to the sports sector and there are difficulties in the limited percentage that companies allocate from social responsibility to the sports sector. Nearly half of the respondents agree that laws and regulations of sports bodies do not contribute to attracting companies to support sports through SCR. These findings provide a complete insight of the viewpoints held by stakeholders about CSR in Oman's sports sector by highlighting the complex attitudes that exist within different age categories and professional settings.

The findings of the study make it clear that CSR practices are not fixed; rather, they develop, adapt, and intersect with the ever-changing requirements of society and the sports sector. The overarching results draw attention to the fact that it is necessary for businesses to consider CSR not as a separate endeavor but rather as an essential component that is woven into the very fabric of their existence.

The study goes beyond the area of theoretical discourse, and provides insights that the results are applicable to the real world for organisational leaders, legislators, and stakeholders who are invested in the synergy that exists between corporate organisations and the sports sector in Oman. It contends that CSR is not a paradigm that can be applied universally; rather, it calls for a bespoke strategy that takes into consideration the specific dynamics and goals of Oman's sports

environment. To put it simply, the broad conclusions serve as a compass, directing firms toward a future, in which CSR is not merely an accessory corporate role but rather an intrinsic engine of positive change.

**Keywords:** Corporate Social Responsibility, National Sports Bodies, Oman.

## **DEDICATION**

To the source of my love for life, my mother and father.

To my support and life partner, my wife.

To my daughters, Mahra and Maha.

To my dear brothers and dear sisters.

To everyone who extended a helping hand and supported me, relatives and friends.

I dedicate this humble effort to you.

THE RESEARCHER

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# CHAPTER I. INTRODUCTION

## Introduction

Corporate Social Responsibility (CSR) has experienced a transformational metamorphosis and has emerged as a cornerstone of modern organizational behaviour. CSR has the capacity to provide both societal and economic value for the firm it is implemented in (Manuel & Herron 2020). This paradigm shift has expanded its sphere of influence to include a variety of fields, one of which being the world of sports. In recent years, the sports business has grown beyond its conventional position as a source of entertainment to become a powerful force for pushing social change and environmental sustainability. This transformation occurred as the sports sector transcended its traditional role as a source of entertainment. This transition is especially significant in Oman, a country with a blossoming passion for sports and a forward-thinking roadmap for the development of its athletic scene (Ling, 2019).

The convergence of CSR and Oman's sports industry provides a gripping tale that is distinguished by a dynamic interplay of opportunities and obstacles (Alam & Rashid, 2022). This study delves into the commitment of Oman's national sports organizations to societal progress and environmental stewardship as it sets out to conduct an exhaustive investigation into the CSR practices that are already in place within those organizations. Concurrently, it addresses the challenges that these organizations, in particular non-governmental organizations, face on their way to achieving their CSR objectives (Manuel & Herron, 2020).

Over the past few years, the sporting industry in Oman has experienced extraordinary expansion and transformation. The vision that is stated in Oman Vision 2040 emphasizes the critical role that sports play in building physical well-being, national unity, and community participation. This dedication to holistic development is emphasized by the fact that the vision places a strong emphasis on the role that sports play. This transformative narrative place CSR, a notion that is intrinsically aligned with social progress and sustainable development, at the center of its focus (Alam & Rashid, 2022). This research, aims to accomplish a number of extremely important goals, the most important of which is the endeavor to present an exhaustive portrayal of the size and type of CSR involvement of Oman's VSOs. This research aims to shed light on the current state of CSR within this one-of-a-kind context by analyzing the plethora of projects that these organizations take on and evaluating the effect that these initiatives have on both the sports industry and the larger Omani society.

In addition, this study delves into the complex web of obstacles and opportunities that shape the implementation of CSR in Oman's sports industry. The pursuit of CSR agendas by non-governmental organizations (NGOs) working within this domain frequently encounters unique

obstacles; overcoming these obstacles is essential to improving the sector's commitment to social responsibility (Ling, 2019).

To achieve these two goals, this research takes a quantitative research methodology, and the primary method for data collecting is carried out through the use of questionnaires. The sample for this study consists of board members of Omani NGOs and notable enterprises that have participated in CSR activities over the course of the last decade. This ensures that the researcher will have a thorough perspective on the CSR environment within the Oman sport industry (Manuel & Herron, 2020).

The value of this discovery can be understood on a number of different levels. To begin, it addresses a significant problem that has captured the attention of many NGOs: how to increase their financial capacity, while simultaneously furthering their social goals. Second, it contributes new knowledge to the existing body of literature by shedding light on the aspects that influence CSR decision-making within Oman's NSOs and by illuminating the singular points of view held by their board members.

Viewed in a broader context, this study fits in perfectly with Oman's Vision 2040 and the country's unwavering commitment to environmentally friendly growth and the prosperity of its communities. Not only do responsible CSR practices in the sports industry resound with the nation's goals, but they also provide a road map for accomplishing those goals. In addition, the findings of this study have the potential to have an impact on CSR efforts, thereby contributing to the development of a culture within the Oman sports industry that values responsible and ethical behavior (Ling, 2019).

this journey sets out into the complex world of CSR in Oman's sports industry, it a discovery of a rich tapestry of insights that will provide light on the route toward a sports industry that is more responsible, sustainable, and impactful is anticipated. This research intends to provide meaningful contributions to the overarching aims of societal growth and national development that Oman envisions for the future of its athletic landscape. This will be accomplished via the use of rigorous analysis and thorough exploration. Sincere desire of the researcher is that this trip will act as a map that points the sports industry in the direction of a better and more accountable tomorrow (Manuel & Herron 2020).

## **Importance of CSR**

In a very short amount of time, CSR has gone from being a side issue for businesses to becoming central to how they operate globally. This transformation is not exclusive to the business world; it can be seen all throughout the sports world, where teams and leagues have an impact much beyond the playing field. In recent years the sports industry has experienced a radical metamorphosis, shifting its focus from merely providing pleasure to actively promoting positive social and environmental outcomes. This shift is especially significant in Oman, where sports have a dedicated fan base and an ambitious plan is taking shape.

Opportunities and threats are evenly balanced at the junction of CSR and Oman's sports industry, making for an exciting story. This study delves into the CSR initiatives taken by Oman's NSOs to benefit the community and protect the environment. At the same time, it addresses the challenges that many of these groups—especially NGOs—face as they try to carry out their CSR objectives. Recently there has been tremendous development and expansion in the sports industry in Oman. By emphasising the importance of sports in promoting physical well-being, national unity, and community participation, Oman Vision 2040 demonstrates the country's dedication to holistic development. CSR, a notion inextricably linked to social progress and sustainable development, is at the centre, not the periphery, of this revolutionary story.

### **Implications of the study on the sports industry in Oman**

Primary focus of NSOs' CSR endeavours is community well-being. Activities ranging from encouraging healthy lifestyles to funding academic and medical programmes fall under this umbrella. NSOs play an important role in Omani society by actively engaging residents and building a sense of belonging and common purpose (Magd & Karyamsetty, 2021).

Oman's pursuit of sustainable development has close ties to CSR initiatives in the sports industry. Environmental stewardship and other sustainability-focused CSR projects help move Oman closer to its sustainable development goals as outlined in Oman Vision 2040. These actions are in line with goals of monetary diversity, ecological protection, and social progress (Ling, 2019).

The empowerment of young people is a long-recognized third benefit of youth sports. CSR activities in Oman's sports industry can aid the country's youth by providing access to training and education. Because of these programmes young Omanis are given the opportunity to develop themselves, learn new skills, and start productive professional lives. Human capital benefits from them at the national, as well as the individual level (Žak, 2015).

A sense of national identity and unity sports have a special way of bringing people of all backgrounds and ethnicities together as a nation. CSR initiatives in Oman can facilitate greater access to sports for individuals of all ages and socioeconomic backgrounds by emphasizing grass-

roots sport development. This broad perspective promotes harmony among Oman's many ethnic and religious groups (Ling, 2019). Successful CSR efforts can attract sponsorship and develop partnerships. Companies and organisations with a strong commitment to social responsibility are more likely to sponsor sports teams whose ideals they share. This is a huge potential source of funding, helping sports organisations further their missions, while meeting their CSR goals as well.

International Credibility Oman can gain international credibility through its CSR efforts in the sports industry. Participating in global efforts for sustainable development and social responsibility can help Oman's NSOs get recognition throughout the world for their positive impacts on the country's society and environment.

CSR practices help NSOs last for the long haul because they may strengthen and protect their brands by actively engaging with their communities and exhibiting a dedication to ethical business practices. These businesses have a greater chance of surviving in the face of obstacles, such as shifting market conditions and societal norms (Lee & Yang, 2011).

CSR projects boost audience involvement and loyalty. Sports teams that invest in local youth and social justice initiatives tend to enjoy greater fan support. The sports industry may benefit from the increased fan involvement in the form of increased attendance at events, higher retail sales, and general economic growth (Ling, 2019).

CSR includes a commitment to environmental sustainability. Sports leagues and associations can lessen their impact on the environment and aid conservation efforts by implementing eco-friendly policies and procedures. These actions are in line with international attempts to prevent climate change and protect the environment (Žak, 2015).

NSOs benefit from CSR projects since it improves their public image. When they participate in CSR projects responsible and ethical companies gain public trust, stakeholder confidence, and positive exposure by the media. A solid reputation makes an organisation more appealing to potential sponsors, collaborators, and supporters (Manuel & Herron 2020).

**Overall health and happiness:** Numerous benefits to mental health can be attributed to engaging in physically active pursuits, such as those encouraged in Physical Education (P.E.) classes. Endorphins are natural feel-good chemicals that are released when this process is triggered. As a result, tension, anxiety, and depression are all reduced.

**Positive attitude:** Participating in regular physical activity can improve general well-being and contribute to a more optimistic attitude toward life. Students who participate actively in P.E. classes have a greater chance of seeing improvements in their mental health and emotional well-being (Ling, 2019).



**Stress reduction:** One of the most effective ways to reduce stress is working out. It promotes a healthy work-life balance, while assisting students in managing the stresses associated with their academic education (Manuel & Herron, 2020). P.E. classes in Oman have a complex purpose, including addressing health concerns, encouraging physical and mental development, instilling key values, maintaining cultural heritage, and cultivating future athletes (Magd & Karyamsetty, 2021). These classes are an essential component of Oman's educational system and make a positive impact not only on the lives of individual students but also on the state of Oman as a whole.

### **Definition of the Problem**

Within Oman's NSOs there is a limited awareness of CSR activities and an insufficient amount of implementation of these policies. This is the fundamental issue that this research seeks to investigate. This issue is defined by several different variables that are interrelated: Absence of a comprehensive grasp of CSR principles and the potential benefits it gives to many of Oman's NSOs both those managed by the government, as well as those led by private corporations, frequently lack a comprehensive grasp of the CSR principles and their potential benefits. Because of this lack of understanding, opportunities may be lost not just by the organizations but also by the communities that they serve (Ling, 2019).

### **Framework for Corporate Social Responsibility**

The absence of a well-defined CSR framework that is customized to the one-of-a-kind demands and goals of Oman's sports sector is a key obstacle. There is a possibility that many different firms do not have well-defined principles or plans for incorporating CSR into their operations (Lee & Yang, 2011).

### **Limited CSR activities:**

It is possible that Oman's sports groups have not completely embraced CSR activities, instead concentrating their efforts on sporting events and tournaments. Because of their limited participation in CSR activities, they may find it difficult to have a significant impact on the social, environmental, and community problems that they face (Magd & Karyamsetty, 2021).

### **Possible Unfavorable Consequences**

A failure to effectively implement CSR can result in wasted opportunities to establish excellent public relations, enhance the organization's reputation, and attract sponsors and partners who respect social responsibility. These are just some of the potentially unfavourable consequences. The sports industry in Oman has the potential to create a significant positive impact on the

community in various ways, including the promotion of physical fitness and health and the cultivation of a sense of national pride. Despite this, a significant portion of this potential has yet to be fully realized because there has been a lack of emphasis on CSR.

On a worldwide scale, sports organizations that excel in CSR practices profit socially and acquire a competitive edge. Those who do not engage in CSR practices are at a disadvantage. If they do not properly embrace CSR Oman's sporting organizations risk falling farther behind their worldwide contemporaries.

Alignment with National Goals Oman's Vision 2040 strongly emphasizes the significance of sustainable development and the well-being of communities. Effective CSR practices in the sports industry are in line with these national aims and have the potential to contribute to the nation's larger socioeconomic goals (Lee & Yang, 2011).

The issue is that Oman's NSOs need to use CSR sufficiently and put more effort into their growth (Ling, 2019). If not, they will miss many chances for social effects, a competitive disadvantage, and inadequate alignment with national development goals. It is essential to find a solution to this issue to release the potential benefits that CSR can offer to the sports business and the wider Omani society (Magd & Karyamsetty, 2021). In the end, this will contribute to the development of a sports industry that is more sustainable and socially responsible (Manuel & Herron, 2020).

### **Hypotheses :**

The social contract hypothesis, developed in the 1960s, proposes that organizations, such as sports federations, have an implicit social contract with society (Lee & Yang, 2011). It is anticipated of organizations that, in exchange for the assistance and resources provided by society, they will make constructive contributions, which will support the development of the community. Sports organizations may regard CSR activities as a method to fulfill their part of the social impact to the community they are a part of (Lee & Yang 2011).

### **Theories**

#### **Theory of the Triple Bottom Line (TBL)**

The TBL theory broadens the emphasis on organizations so that they consider their financial performance and their impact on the economy, society, and the environment. CSR may be utilized by sports organizations that have adopted the TBL principles in order to achieve a better balance between financial success, positive social effect, and long-term environmental viability (Žak, 2015).

### **Legitimation Theory**

According to the Legitimation Theory, firms participate in CSR activities not only to seek social acceptability for future growth and expansion but also to legitimize their current operations. This theory proposes that organizations engage in CSR activities for these two reasons (Zelditch, 2001). The use of CSR as a means of gaining community acceptability for activities such as expanding an organization's reach or entering new markets is one possibility.

### **Resource Dependence**

According to the Resource Dependence theory, sports organizations rely on a variety of external resources, such as sponsorships, finance, and support from the general public. Initiatives in CSR can be a strategic response to securing these resources by aligning with the ideals and requirements of resource suppliers (Marom, 2006).

## **Motives**

CSR activities can help sports organizations engage with fans and sponsors on a deeper level, which is beneficial to all parties involved (Magd & Karyamsetty, 2021). Fans and sponsors are frequently more likely to support groups that share their ideals and actively contribute to social concerns. This is because they want to feel like they are making a difference (Lee & Yang, 2011).

CSR has the potential to improve employee morale and function as a recruitment tool corporate (Koskela, 2014). When an organization places a priority on social responsibility, its staff members typically report higher levels of motivation and overall job satisfaction.

## **Risk Mitigation**

CSR has the potential to be a useful risk mitigation technique. If sports organizations take proactive measures on social and environmental issues they can lessen the possibility of unfavorable situations or controversies that could be detrimental to their reputations (Kolli & Srikanth, 2020).

### **Long-Term Sustainability**

The long-term viability of sports organizations can be improved by implementing sustainable practices, such as CSR. This sustainability involves monetary stability, continuity, and the flexibility to respond to shifting standards set by society (Koskela, 2014).

### **Compliance with Government Rules and Industry Standards**

One of the primary motivating factors for CSR in the sports industry is compliance with government rules and industry standards. CSR is something that companies can become involved in to satisfy regulatory requirements and avoid potential fines (Moneva et al., 2007).

## **Construction of Communities**

Among the most important contributors to the construction of communities are sporting groups. CSR efforts, such as those supporting youth development or local charities, can help promote community and goodwill among stakeholders and fans (Lu et al., 2009). CSR efforts can improve the global image and reputation of multinational sports organizations, which is one of their primary goals. They have the opportunity to demonstrate, on a worldwide scale, their dedication to conducting business responsibly and ethically (Lee & Yang, 2011).

Considering these new theories and motivations, the sports sector in Oman comprehensively grasps CSR's complicated dynamics due to (Kolli & Srikanth, 2020). It shows the multidimensional nature of CSR reasons, from ethical considerations to strategic advantages, and it provides a better context for analyzing how these motivations impact CSR decision-making within NSOs and NGOs in the country (Magd & Karyamsetty, 2021).

## **Aim**

The primary objective of this study is to evaluate the current state of CSR involvement in Oman's NSOs and to identify the problems these organizations face in effectively executing CSR programs (Marom, 2006). One of the primary interests of the study is understanding how CSR may be utilized to further the social and economic goals of sports organizations and Oman as a whole (Koskela, 2014).

## **Research Interest**

The driving forces behind the research interest in this study is a combination of academic curiosity, societal significance, and a commitment to expanding the understanding of CSR practices within the specific context of Oman's sports sector. . Several primary considerations contribute to the research interest, including the following (Ling, 2019).

### **Impact on Social and Economic Systems**

It is of the utmost significance to acquire a solid understanding of the social and economic effects of CSR activities on the Oman sport system (Marom, 2006). This sresearch aims to determine the concrete advantages CSR efforts offer Omani society by analyzing the consequences of these efforts. (Manuel & Herron, 2020).

### **Adoption and Implementation Challenges**

One of the primary focuses of current academic inquiry is the investigation of how CSR activities influence the strategic decision-making processes of sports organizations (Al-Daaaja & Szabados, 2018), It aims to highlight CSR's strategic implications in Oman's sports sector by investigating

how CSR corresponds with the broader organizational objectives and impacts decision-making at the board level (Moneva et al., 2007).

Oman's Vision 2040 lays a high emphasis on sustainable development, social improvement, and economic diversification. This emphasis is reflected in Oman's National Development Goals. Exploring the degree to which CSR initiatives within the sports industry are aligned with these national goals and contribute to the broader development agenda of the country is the focus of this line of inquiry (Kolli & Srikanth, 2020).

### **Improving the Sports Business**

The purpose of this study is to investigate whether CSR can improve the sports business in Oman (Koskela, 2014). Also, to shed light on how CSR may be a driving force behind the growth and sustainability of the sports industry by studying the role that plays in the development of talent, sports infrastructure, and community participation (Marom, 2006).

In a nutshell, the research interest stems from a profound dedication to elucidating the complex dynamics of CSR in Oman's sports industry, which is where it has its roots (Kolli & Srikanth, 2020). Its goal is to advance a more comprehensive knowledge of CSR's role in both sports and society by offering ideas that can be put into action and be of use to policymakers, stakeholders, and sports organizations. In the end, the goal of promoting responsible and sustainable practices within Oman's sports industry is aligned with the research focus (Al-Daaja & Szabados, 2018).

### **Limits of the Study**

Although the study aims to provide insights into CSR practices within Oman's sports sector, the findings cannot be directly generalized to all the sports organizations located within the nation (Al-Daaja & Szabados, 2018). Because of the wide variety of sports organizations, including differences in size, resources, and goals, several CSR strategies may emerge, only some will be covered by this research (Lu et al., 2009).

The method utilized in this research uses structured surveys to collect data (Oman et al., 2016). If this strategy has been chosen, the breadth and depth of qualitative insights that can be gleaned from open-ended interviews and focus group discussions may be restricted. Due to the nature of the approach used to acquire the data, it is possible that some nuances and contextual elements will not be examined (Marom, 2006).

**Variations Due to Cross-Cultural Influences:** Depending on the Cultural Context, the practices and perceptions of CSR may vary. While the purpose of this study is to investigate CSR in Oman, it is possible that it does not consider cultural factors that may affect how CSR is understood and

implemented, particularly in multinational sports organizations that are active in Oman (Kolli & Srikanth, 2020).

**The Evolving Nature of CSR:** CSR is a dynamic field experiencing shifting best practices and evolving public expectations (Lu et al., 2009). This study takes a snapshot of CSR activities within a specific period. However, it is possible that the findings do not reflect how these practices evolve or change over time in reaction to shifting trends or external causes (Koskela, 2014).

**Constraints Placed on Resources:** The present research is subject to several resource limitations, such as restricted financing and access to data sources (Marom, 2006). The capacity to undertake in-depth investigations and gain access to confidential material held by sports organizations may be hindered because of these restrictions, which may also influence how complete the research is (Al-Daaja & Szabados, 2018).

**Response Bias:** There is a possibility of response bias in surveys, which occurs when respondents respond congruent with their or others' expectations or with what is deemed socially desirable. While measures like anonymity and secrecy are taken, there is still a possibility that this bias will affect the data gathered (Magd & Karyamsetty, 2021).

Because the research is implemented predominantly in English, there is a possibility that some potential participants, whose first language is Arabic, will find it difficult to communicate with the researchers. Even though efforts are made to translate, there is still a possibility that linguistic variations will impair the accuracy of responses (Lee & Yang, 2011). The research does not consider any external influences, such as shifts in governmental policy or vital global events, which may affect CSR activities within the Oman sports sector (Koskela, 2014).

**Case Studies Are Restricted:** The research does not use in-depth case studies of individual sports organizations (Al-Daaja & Szabados, 2018). Case studies that are more in-depth have the potential to provide deeper insights into the motives, challenges, and triumphs of individual companies (Kolli & Srikanth, 2020).

In order to retain both the honesty and the transparency of the research, it is crucial that these limits be acknowledged and used as as potential avenues for further study that could investigate topics that were skipped over in the current investigation (Lu et al., 2009).

## Research Questions

- A. To what extent do Oman's NSOs use CSR practices?
- B. What difficulties do NSOs face when they try to adopt CSR programs?

## **Factors – Variables**

### **Social Responsibility Projects**

This category encompasses various CSR projects that sporting organizations may choose to participate in (Kolli & Srikanth, 2020). One example is the promotion of diversity in sports, as well as the promotion of physical fitness and wellness, the sponsorship of youth development programs, the hosting of charity events, and the implementation of environmental principles (such as reducing carbon emissions or waste) (Koskela, 2014).

### **Organizational Type**

It is essential to distinguish between governmental sports agencies and non-governmental groups regarding their organizational type. While government-led sports groups may access public revenue and resources, NGOs may have to rely on donations and sponsorships from outside sources (Lu et al., 2009).

### **Access to Available Resources**

The extent of the CSR budget, the number of full-time employees that work on CSR, and the availability of volunteer labour are all examples of resources that may be made available (Lu et al., 2009). The availability of resources can impact both the breadth and the level of success of CSR operations (Oman et al., 2016).

### **Constituents of the Board**

The backgrounds of board members and the fields in which they specialize may be just as diverse as the boards themselves (Manuel & Herron, 2020). Some board members have experience in CSR, while others do not. It is essential to research the impact of different stakeholders on the decision-making process and CSR strategy (Magd & Karyamsetty, 2021).

### **The Expectations of Society**

To determine whether CSR initiatives of sports organizations in the Sultanate of Oman are in accordance with the expectations of the Omani community, it is essential to have a solid understanding of social expectations (Lu et al., 2009). These expectations may evolve depending on location and demographics (Al-Daaja & Szabados, 2018).

### **Environment Subject to Regulation**

CSR-related regulations or incentives are likely part of Oman's regulatory environment (Lee & Yang, 2011). This statistic looks at the regulatory environment, within which sports organizations operate, including the presence or absence of CSR reporting and compliance regulations. Specifically, this rating focuses on whether mandates exist (Magd & Karyamsetty, 2021).

### **Influence of Stakeholders**

Depending on the circumstances, stakeholders such as players, fans, sponsors, and communities can each have a significant impact. The objective of this variable is to investigate the extent to which distinct stakeholder groups have the potential to advocate for or influence CSR agendas and choices (Koskela, 2014).

### **Evaluation of the Impact**

Critical thinking is required to evaluate the efficacy of the outputs of CSR projects, which refers to the evaluation of those programs themselves (Al-Daaja & Szabados, 2018). To evaluate the influence that they have, some sports organizations may utilize quantitative metrics, such as the number of people in need that they can assist. In contrast, others may favour qualitative indications, such as strengthening relationships with the local community (Kolli & Srikanth, 2020).

### **Benefits to Your Wallet**

The bottom line is that a firm can benefit from CSR in several ways, including increased sponsorships and partnerships and income diversification. This statistic looks at the monetary drivers of CSR, such as return on investment (ROI) and the financial sustainability of various projects (Magd & Karyamsetty, 2021).

### **Impact on Society**

The phrase "social impact" refers to the observable good done by CSR programs for the people of Oman. In this case, "impact" refers to the observable outcome. Examples of this include community health and wellness programs and improved sports facilities for the children and adolescents in the area (Koskela, 2014).

### **Sustainability in Relation to the Environment**

The environmental variable analyzes sporting organizations' steps to reduce their adverse effects on the surrounding environment. Managing sustainable venues includes lowering the amount of waste produced and conserving energy (Al-Daaja & Szabados, 2018).

### **Considerations of an Ethical Nature**

In the following paragraphs, the degree of importance placed on ethical principles and core values by CSR activities will be investigated. This criterion examines whether sports organizations' CSR initiatives comply with standards of openness, accountability, and ethical management (Koskela, 2014).

### **Position Within the Market**

CSR can strengthen the competitive position of sports organizations in several different ways (Lee & Yang, 2011), including positively affecting the brand image, recruiting sponsors who value responsible practices, and enhancing fan engagement. This indicator is used to evaluate how much



of an impact CSR has on the level of competition in Oman's sports business (Magd & Karyamsetty, 2021).

### **Long-Term Sustainability**

This sustainability facet examines whether CSR initiatives contribute to the overall longevity of sports companies. It encompasses the organization's capacity to adjust to society's ever-changing norms, while preserving its financial sustainability (Al-Daaja & Szabados, 2018). When taken together, these components constitute a solid structure that may be utilized to investigate the multifaceted nature of CSR in Oman's athletic stadiums. The investigation into how these factors affect CSR decision-making will produce a more comprehensive picture of CSR within this context due to the efforts (Magd & Karyamsetty, 2021).

## **CHAPTER II. LITERATURE REVIEW**

### **Introduction**

A dedication to society's well-being that goes beyond an organisation's goals is reflected in the concept of CSR, which has become an increasingly important component in the sports industry around the world. Given the specific circumstances of Oman's sports industry, the significance of CSR takes on distinct dimensions that call for further investigation and comprehension. This introduction lays the groundwork for a more in-depth examination of the reasons behind, approaches to, and results of CSR initiatives within Oman's sports sector (Karyamsetty, 2021).

### **Contextualising CSR in Oman's Sports Sector**

According to Smith and Johnson (2020), because of its extensive cultural history and rapidly growing sports business, Oman provides an intriguing setting to investigate CSR's many facets. . The Omani context provides a lens through which to examine how CSR connects with cultural values, societal expectations, and organisational aims. This has become increasingly important as sports organisations become more aware of their broader social duties (Smith & Johnson, 2020).

### **Motives and Goals of CSR in Omani Sports**

According to Deci and Vallerand (2017), it is necessary to conduct a comprehensive investigation of the factors that motivate organisations in the sports industry in Oman to participate in CSR activities. An essential component of this investigation is the motivations driving CSR initiatives within Oman's sports industry. These motivations may be based on organisational principles, community development, or strategic positioning (Deci & Vallerand, 2017).

### **Cultural Considerations in Oman's CSR Landscape**

According to Johnson and Brown (2015), CSR standards within the sports business are complicated by the rich cultural tapestry of Oman. Cultural nuances impact how CSR efforts are perceived, highlighting the importance of aligning with Omani values and traditions. This introduction will unravel the complex relationship between CSR, cultural identity, and societal influence (Johnson & Brown, 2015).

### **Building Stakeholder Relationships through CSR**

According to Frynas (2009), stakeholder participation is essential to accomplishing CSR projects. In Oman's sports industry, the relationships that exist between sports organisations, fans, and local communities play a crucial role. Investigating how CSR contributes to forming meaningful

connections and encourages beneficial societal effects becomes a primary emphasis within this investigation (Frynas, 2009).

## **Navigating the Path Ahead**

According to Arumugam and Manida (2020), in the course of Oman's sports industry's ongoing development, CSR is becoming a strategic necessity and a method of contributing to the larger national agenda. Within this ever-changing environment, this introduction lays the framework for a detailed examination of CSR in Oman's sports sector. This analysis aims to uncover the complexities of motivations, cultural dynamics, and stakeholder connections (Arumugam & Manida, 2020).

## **The Cognitive Evaluation Theory**

Smith and Johnson's (2020), explanation of the Self-Determination Theory (SDT) includes a discussion of cognitive evaluation as a critical component of the theory. According to this hypothesis, extrinsic rewards and restrictions can profoundly impact intrinsic motivation. It proposes that people's intrinsic drive can be helped or hurt by things like money, fame, and endorsements. How these extraneous influences affect sports organizations' internal motivation to participate in CSR efforts has to be investigated. CSR projects in sports are more likely to be fruitful if they consider the nature of these external influences and how well they fit with intrinsic drive (Smith & Johnson, 2020).

### **1. External Incentives and Their Influence on Intrinsic Motivation**

The Cognitive Evaluation Theory, proposed by Fenwick and Bierema (2008), highlights the intricate role that incentives play in determining an individual's level of motivation. The intrinsic motivation of sports organisations to engage in CSR can be affected in numerous ways by external incentives such as sponsorships, cash awards, or public recognition.

Incentives that provide financial support, such as grants or sponsorships, are crucial to the success of CSR programmes, but their effect on employees' intrinsic motivation is subjective. Fenwick and Bierema (2008), found that when sports organisations see financial rewards as a way to advance their social responsibility activities and strengthen their autonomy, it increases employees' levels of intrinsic motivation (Fenwick & Bierema, 2008).

A crucial external motivation can be gained from the public acknowledgement of CSR initiatives. They aligned with the critical needs indicated in SDT (Frynas, 2009). When sports organisations obtain positive public attention for their socially responsible acts, it can boost their sense of competence and relatedness. They may feel more encouraged to keep up and even increase their CSR efforts if they are publicly recognised for their efforts (Frynas, 2009).

## **2. Balancing Extrinsic Rewards and Intrinsic Motivation**

Finding a happy medium between monetary rewards and personal fulfilment is complex in the sports industry. Although external incentives might help bolster CSR efforts, they must maintain sports organisations' true dedication and internal drive. According to Ha (2016), individuals' levels of intrinsic drive can decrease if they view external incentives as domineering and forceful. In order to succeed, sports organisations must avoid having outside influences, such as sponsorships or financial incentives, be seen as impediments to their autonomy and competence but rather as reinforcements of their beliefs and goals. CSR initiatives in the sports industry benefit significantly from the theoretical framework of cognitive evaluation developed by Ha (2016), which indicates that to develop CSR strategies, it is crucial to understand how these extrinsic influences affect intrinsic motivation.

### **The Organizational Theory of Incorporation**

According to Johnson and Brown (2015), the Self-Determination Theory (SDT) relies heavily on the organisational theory of incorporation. This hypothesis investigates how sports organisations' internal structures and cultures affect their willingness to implement CSR initiatives.

#### **1. CSR Integration and Organisational Structures**

Johnson and Brown (2015), stress the critical role that organisational structures have in fostering or impeding the adoption of CSR practices by sports organisations. They argue that the success with which CSR is integrated into a sports organisation's goal, vision, and operations depends highly on the organisation's structure, from governance to decision-making procedures (Johnson & Brown, 2015).

According to Smith and Lewis (2017), organisational leadership is essential to the success of CSR programmes. . They noted the importance of strong leadership in establishing a socially responsible culture within sports organisations. They provide the framework for the company's CSR efforts and help ensure they are properly implemented.

#### **2. Organizational Culture and Social Responsibility**

Hoffman (2000), argues that a sports organisation's organisational culture is the deciding element in fostering a socially responsible ethos. An organisation's culture determines the extent to which CSR practices are accepted and incorporated into daily activities (Hoffman, 2000). In a socially responsible culture alignment with values , such as integrity, accountability, and community involvement are highlighted. Integrating CSR into sports organisations' day-to-day operations is made more accessible when these ideals are deeply embedded in the organisation's culture (Hoffman, 2000).

### **3. Leadership and Organizational Culture in CSR Promotion in Oman**

Leadership and corporate culture are inextricably linked to the sports industry's CSR goals. Brown and Smith (2019), noted that influential leaders develop and reinforce the organisation's culture, ensuring it reflects the values and principles of social responsibility. They foster an environment where CSR can thrive by encouraging moral action and deliberation.

To fully grasp the dynamics of CSR inclusion within sports organisations, one must appreciate the interplay between organisational structure, leadership, and culture (Smith & Brown, 2019). By considering CSR from various angles, such as mission, vision, and operations, sports organisations can more successfully incorporate social responsibility. It highlights the need for the correct structural aspects, leaders, and a culture that promotes CSR and its profound societal impact within sports organisations.

### **The Theory of the Orientation of Causes**

Anderson and Wilson (2018), investigated whether sports organisations are primarily cause-oriented or profit-oriented concerning CSR by analysing the theory of the orientation of causes within the Self-Determination Theory (SDT). This hypothesis is crucial to understanding what motivates CSR efforts in the sports industry (Anderson & Wilson, 2018).

#### **1. CSR Efforts With a Focus on Helping Society**

Hollender (2004), stressed the significance of CSR programmes focusing on social causes in the sports industry. The goal of sports organisations to benefit society is at the heart of cause-oriented CSR. Hollender (2004), demonstrated a dedication to doing the right thing regardless of financial gain. Issues including youth empowerment, environmental responsibility, and community improvement are frequently at the centre of cause-oriented CSR programmes.

Brown and Davis (2017), outlined how sports organisations can profit from cause-oriented CSR. It can help them become more well-known, give them a sense of direction, and forge deeper bonds with their audience and other key constituents. Both the organisation and its supporters can take pleasure in the positive social impact that their efforts have had (Brown & Davis, 2017).

#### **2. Profit-Oriented CSR Initiatives**

Wilson and Smith (2019), stated that some sports organisations may undertake profit-oriented CSR efforts, pursuing a profitable return on investment as the primary motivation for such efforts. While profit-oriented CSR may still make charitable contributions, financial considerations are typically prioritised. Sponsorships, brand building, and promotional efforts are all examples of "profit enhancement initiatives" (Wilson & Smith, 2019). Strategically, balancing CSR efforts that are focused on making money and those that are focused on doing good for the community is a

challenge for sports organisations. As they pursue financial success, they must remain dedicated to their communities and their social responsibilities.

### **3. Identifying the Motivations Behind CSR**

According to Khan and Al Mamari (2016), to determine the driving forces behind CSR actions in the sports industry, one first must grasp the underlying orientation of causes. It sheds light on whether sports organisations are motivated primarily by a desire to make a positive societal impact or by financial reasons; knowing this allows businesses to ensure their CSR initiatives align with their goals.

The idea of the orientation of causes, as examined by Anderson and Wilson (2018), sheds light on the divergent goals of CSR in sports. Specifically, it highlights the importance of balancing profit and purpose when engaging in CSR for sports organisations. This equilibrium is crucial to the success and genuineness of CSR initiatives in the sports business.

## **The Theory of the Content of Objectives**

For a more in-depth look at the targets of CSR programmes, Smith and White (2016), explored the idea of the substance of aims, an integral part of the Self-Determination idea (SDT). Understanding these goals is critical for evaluating the impact of sports organisations' CSR initiatives in the sports industry.

### **1. CSR Initiatives Have Varied Goals**

Kirat (2015), highlighted the varying motivations for CSR projects in the sports industry, including community development, education support, environmental sustainability, and youth empowerment. The diversity of these goals demonstrates the far-reaching effect CSR programmes at sporting organisations can have on communities.

### **2. Measuring Impact and Alignment**

Davis and Anderson (2017), underlined the need of measuring the outcomes of CSR programs and ensuring that they are aligned with the bigger goals of the organization. When it comes to sports organizations, having a solid understanding of the ultimate objective makes it easier to develop appropriate Key Performance Indicators (KPIs) and evaluation measures. After that, they will be able to evaluate the success of their CSR activities and determine whether they are in line with the bigger objectives of the firm.

### **3. Adaptability of Objectives:**

Miller and Johnson (2018), explored the reasons why it is essential to keep in mind that the parameters of one's goals can shift over time. As social demands, dangers, and organizational priorities continue to grow, the CSR goals of sports organizations may also evolve. This

adaptability is necessary for CSR operations to continue to be effective in the face of shifting conditions (Miller & Johnson, 2018).

#### **4. Effective and Goal-Oriented Actions**

According to Kooskora and Vau (2011), the content of objectives emphasises the need for well-defined, goal-oriented objectives for CSR efforts. It is more probable that a sports organisation's CSR efforts will impact and align with its fundamental principles if it defines precise, measurable targets that address significant societal needs.

Finally, the wide variety of purposes that might support CSR initiatives in the sports sector is illuminated by the idea of the substance of objectives (Kooskora & Vau, 2011). In order to evaluate the success of CSR initiatives and ensure they fit in with the larger goals of sports organisations, it is essential to have a firm grasp on these aims. It stresses the importance of flexible, relevant, and purpose-driven goals to effect real societal change through CSR efforts.

### **Doubtfulness of the Theory of Cognitive Appraisal**

According to Lee (2008), it is essential to recognise any limitations or questions around the application of TCA , especially in the sports industry, because the theory gives unique insights into human motivation. Certain TCA principles may not be applicable in all cases, according to research It is essential to assess the theory's fit with the goals and results of sports organisations' CSR initiatives (Lee, 2008).

#### **1. Applicability of General Motivation Theories**

Hagger and Chatzisarantis (2009), have raised the question whether SDT and other broad motivational theories can be directly applied to the specific and intricate setting of the sports industry. Competitive dynamics, audience involvement, and the quest for athletic perfection define the unique environment in which sports organisations function. It is necessary to conduct an evaluation to determine if the principles of SDT adequately capture the complexities of motivations in this setting.

#### **2. Complexity of Sports Organizations in Oman**

Sports organisations in Oman involve many different people and groups, as well as complex institutions (Lindgreen & Swaen, 2010). It can be challenging to implement SDT inside such intricate frameworks. Although SDT is primarily concerned with individual motivation, it may require modifications to handle the collective dynamics and interplay of motives in significant and complex sports organisations.

### **3. CSR-Specific Doubts**

Concerns have been raised about whether SDT sufficiently considers the distinctive factors that motivate sports organisations to engage in CSR. Sports organisations may aim for both social effect and financial sustainability (Wilson & Davis, 2016). There may be a need to supplement SDT's standard emphasis on intrinsic motivation with knowledge of the intricate interplay between intrinsic and extrinsic drives.

### **4. Problems with Assessing Internal Drive**

As Anderson and Brown (2017), pointed out, gauging athletes' intrinsic motivation within sports organisations might be difficult. Quantifying and evaluating intrinsic motives can be complex and subjective, but SDT suggests they are a crucial driver of CSR participation. Because of this, it is questionable to use SDT as the exclusive framework for analysing incentives inside sports organisations.

## **Application of the Theory of Self-Definition in CSR Initiatives**

Beyond its apparent utility in P.E., the applicability of the Self-Definition Theory (SDT) to CSR in sports is also worth noting. The following section uses self-definition principles for CSR and sports teams' sense of identity. According to Minnie et al., (2013), SDT is an integral part of helping sports organizations ensure their CSR efforts align with their stated goals and guiding principles. It stresses the significance of sports organizations genuinely incorporating CSR into their identities (Minnee et al., 2013).

Self-definition is a guiding philosophy in the sports industry's CSR context. It urges organizations to define themselves as socially responsible entities rather than merely participating in socially responsible activities out of a sense of obligation. This necessitates an in-depth analysis of the fit between CSR and the organization's overarching purpose, guiding principles, and long-term goals (Minnee et al., 2013).

Utilizing insights from self-definition theory, sports organizations may develop CSR programmes that are authentic to their mission and values. Projects aligning with an organization's stated mission have a better chance of long-term success. (Minnee et al., 2013).

The successful implementation of self-definition in CSR activities within the sports sector must be examined in detail, along with concrete cases, best practices, and models. One aspect of this is learning from examples of sports organizations that successfully integrated CSR into their culture, conveyed their dedication to social responsibility to their stakeholders, and engaged with them. In addition, this part will analyze the obstacles that sports organizations may face as they try to harmonize their CSR efforts with their own core beliefs. The importance of leadership and culture



in fostering a CSR strategy that is authentic to the organization and can last over time will be emphasized (Minnee et al., 2013).

## **Autonomous and Controlled Ways of Teaching**

CSR projects have been studied in the sports industry, considering the varied degrees of autonomy and control. In contrast to controlled initiatives, which tend to arise in reaction to external pressures or legal requirements, autonomous initiatives are characterized by an organization's innate desire and steadfast commitment to social responsibility (Ruggiero & South, 2013).

### **1. The Motivations of Autonomous CSR Initiatives**

Smith (2017), investigated why and how self-directed CSR projects fared within sports organizations. He found that sports organizations with an inherent drive to do good are likelier to have a positive, long-lasting effect on society through CSR initiatives.

### **2. The Impact of External Controls on CSR Efforts**

External controls, such as legislative constraints, have been studied by Green (2020), and found to affect CSR initiatives in the sports industry. Knowing the dynamics of social responsibility in the sports industry is essential to appreciate the interplay between autonomous and controlled approaches to implementing CSR. Controlled initiatives may respond to external forces such as regulatory obligations or stakeholders' expectations, while autonomous initiatives originate from an internal motivation to improve society. The success and longevity of CSR initiatives in sports organizations may be affected differently by the two methods (Green, 2020).

## **The Meaning of Perceived Social Impact in Sports CSR**

Assessing the efficacy and conformity of CSR initiatives in sports requires understanding the social impact as perceived by stakeholders.

### **1. Fan and Stakeholder Perceptions**

Brown (2019), investigated how sports fans and other interested parties view the societal effects of CSR programmes in the sports industry, providing insights into the outcomes and relevance that stakeholders, especially fans, attribute to CSR initiatives in the sports industry. It highlights how fans' perceptions can alter their interactions with sports organizations, emphasizing the crucial role of perceived impact in fan engagement.

### **2. Community Well-Being and Youth Development**

Martinez (2020), investigated the role of CSR efforts in the sports industry in fostering community and youth development. This research focuses on assessing how these programmes are understood by the people they are meant to help. To ensure their programmes fit with their intended goals and

resonate well with stakeholders, sports organizations must understand the perceived impact of CSR efforts on community well-being and youth development (Martinez, 2020).

## **Emotional Attachment to Beneficiaries in Sports CSR**

The success and sustainability of sports organizations' CSR efforts depend on the emotional connection between the organizations and the recipients of these efforts.

### **1. Emotional Attachment and Long-Term Commitment**

Johnson (2018), examined the impact of sports organizations' connections to the recipients of their CSR efforts on the sustainability of those efforts. The research provides insights into the personal connections made by sports organizations with the people or groups they want to help. The researcher argued that this emotional connection keeps people involved in long-term CSR.

### **2. Building Lasting Relationships**

Robinson (2019), delved into the personal connections made possible by CSR initiatives between sports teams and the communities they serve. According to the findings, emotional attachment is crucial to maintaining healthy partnerships. It explores how emotional connections help sports organizations and the communities they serve build trust, mutual support, and shared goals.

### **3. Cultivating Compassion and Comprehending**

According to Ruggiero and South (2013), it is crucial to incorporate compassion and understanding into CSR initiatives. When sports organizations take the time to learn about their beneficiaries' emotional needs and experiences, they may better customize their programmes to meet those requirements. When sports organizations take initiatives motivated by empathy, they frequently forge stronger emotional ties with their recipients.

### **4. Beneficiary-Centric Approach**

A CSR approach that places the welfare and hopes of the beneficiaries at the forefront is referred to as a "beneficiary-centric" strategy (Johnson, 2018). This approach assures that there is a two-way emotional connection between the two parties by mandating that sports organizations offer assistance, accept criticism, and alter their programs in response to the feedback they receive from fans.

## **Social Success of Sports CSR Initiatives**

CSR projects in the sports industry significantly impact society, and it is essential to understand their social success.

### **1. Social Success Indicators**

Developing measures for analyzing the social efficacy of sports CSR programmes is the topic of Smith's (2017) research. This study aims to offer KPIs and assessment criteria that can be used to assess the efficacy and societal impact of CSR initiatives in sports organizations.

## **2. Stakeholder Perceptions and Impact**

According to Martinez (2018), stakeholders' perspectives are central to defining the impact and success of CSR efforts in the sports sector. To that extent, he investigated the role of stakeholders' perspectives, such as those of fans and communities, in the social effectiveness of sports CSR projects.

## **3. Sustainable Outcomes**

Anderson (2019), investigated the long-term viability of social success in sports CSR projects and illuminated the methods that sports organizations might use to leave a lasting mark on society.

## **4. Community Empowerment and Well-Being**

Garcia (2020), examined community empowerment and well-being as indicators of social success in sports CSR and emphasized the value of programmes that help communities in the long run rather than just in the here and now.

## **5. Congruence with Core Values**

Brown (2016), emphasized aligning CSR initiatives with sports organizations' basic principles and mission. This congruence is seen as crucial to the societal success of CSR initiatives, because creating meaningful and long-lasting societal effects is easier when projects align with the organization's principles. Developing measurements, considering stakeholder perceptions, guaranteeing sustainability, empowering communities, and aligning organizational values are necessary to determine the social effectiveness of sports CSR activities. All these factors combine to make CSR initiatives in the sports industry worthwhile and effective (Brown, 2016).

## **The Meaning of Perceived Negative Social Impact in Sports CSR**

Even while CSR programmes in the sports industry are meant to benefit society, it is essential to investigate any unintentional or misunderstood adverse effects they may have.

### **1. Examining Possible Adverse Effects on Society**

Woods (2020), investigated the potential adverse social effects of CSR programmes in sports and the perspectives of relevant parties. The research was conducted to assist sports organizations in addressing and mitigating concerns about the unintended repercussions of their CSR initiatives.

### **2. Taking Care of Unwanted Side Effects**

Lee (2019), examined examples of sports CSR programmes with unintended detrimental social effects. The findings highlighted the significance of understanding these effects and taking steps to manage or lessen them. This research guides avoiding unintended negative implications of CSR projects by analyzing cases where these efforts failed to produce the desired results.

### **3. Preventative Measures**

In order to properly manage CSR, corporations need to take preventative measures to offset any potentially negative consequences they may have on society. Companies in the sports industry have to make preparations and plans for the possibility of unfavorable outcomes. Among the

examples are impact analysis, participation of stakeholders, and ongoing monitoring of corporate social responsibility projects.

#### **4. Participation of Stakeholders**

Evaluating the negative societal impact of CSR efforts requires considering stakeholder perspectives. The best way for sports organizations to anticipate problems and develop solutions is to hear what their fans, local communities, and partners have to say.

#### **5. Gaining Knowledge from Errors**

By reviewing CSR efforts that were unsuccessful in the past, sports organizations may be able to learn from their failures. It is possible for firms to reduce the possibility of unintended consequences in the future and increase the overall effectiveness of their CSR projects by reflecting on previous mistakes and making proactive changes to their CSR strategy at the same time.

Lastly, in order to ensure that sporting practices are both ethical and sustainable over the long term, it is essential to grasp and resolve the perceived negative social impact that CSR programs have. Researchers, such as Brown (2016), provide essential insights into how sports firms can make a positive social impact by proactively addressing potential problems, engaging with stakeholders, and continuously improving their CSR practices.

### **Studies with Similar Objectives in the Sports Sector**

Reviewing studies with similar aims and subjects is crucial for comprehending CSR in the sports industry.

#### **Comparative Analysis of Motivations and Outcomes**

Lindgreen and Swaen (2010), explored the drivers and results of CSR initiatives in the sports industry and shed light on prevalent issues and best practices in the sector. By comparing the tactics and results of various sports organizations, the study thoroughly explains what motivates successful CSR activities and the problems organizations typically confront.

Smith and Johnson (2020), demonstrated how lessons learned from CSR initiatives in other industries can be applied to the sports sector. By looking at issues from different industries, novel ideas and solutions can be developed that would be obscure in the sports industry.

In conclusion, studies with similar goals in the sports sector add to the knowledge of CSR procedures, drivers, and outcomes in the field. They provide helpful advice and information that can be used to create effective CSR programmes that positively affect society.

### **Literature Gap Analysis**

The literature provided a comprehensive overview of CSR in Oman's sports industry. This overview incorporates various ideas, motivations, and outcomes linked to CSR projects. On the

other hand, there are a few prospective areas in which the already available information could be expanded or additional research might be beneficial (Sahin & Mete, 2021).

### **Particular Case Studies Conducted in Oman**

Although the literature study offers a comprehensive grasp of CSR in Oman's sports sector, the incorporation of particular case studies or examples of CSR efforts carried out by sports organisations in Oman could enhance practical insights (Sen & Hooja, 2015). This could involve analysing the variables that contributed to the success of the CSR activities, the problems encountered, and the actual impact these initiatives had on the community.

### **Analysis of the Temporal**

An analysis of the past trends in CSR in Oman's sports industry may reveal shifts in objectives, strategies, or outcomes throughout the course of time. Considering that the literature that was discussed spans several years, this not only offers a more comprehensive perspective, but it also offers a deeper comprehension of the phenomenon in question. In order to have a better understanding of the path that the sports business in Oman has taken, it would be beneficial to analyze the growth of CSR initiatives within the sector (Elena, 2021).

## **Performing a Comparative Analysis Across Industries**

The comparative analysis that was included in the literature study is beneficial; however, a more in-depth investigation of CSR strategies that have been adopted across a variety of enterprises in Oman may offer insights that are applicable to several different industries. Obtaining a more nuanced understanding of the sports industry could be accomplished by gaining a knowledge of how CSR shifts or aligns in the sports industry in comparison to other industries (Sen & Hooja, 2015).

### **Analysis of Quantitative Data**

The literature review focuses on qualitative insights and hypotheses. However, components of the assessment could be strengthened by incorporating quantitative analyses, such as surveys or statistical data on the impact of CSR programmes. Measurement of the societal impact, views of stakeholders, or financial outcomes of CSR operations could fall under this category (Garg & Yajurvedi, 2016).

## **Ethical Considerations in Corporate Social Responsibility**

The evaluation makes a passing reference to the significance of ethical and long-term practices. Significant insights could be gained from conducting a thorough research into the ethical concerns that are associated with CSR programs within Oman's sports industry. Issues of transparency and

accountability, as well as the ethical implications of particular CSR strategies, are among the factors that fall under this category (Smith & Johnson, 2020).

### **Public Service and Employee Engagement**

Although the literature study focuses mainly on external stakeholders (such as fans and communities), it needs to go into more detail about workers' role in CSR activities. In the context of sports organisations in Oman, studying how CSR programmes affect employee engagement, satisfaction, and organisational culture could be an appropriate route for further investigation (Sen & Hooja, 2015).

### **A Benchmarking of the World**

Insights into how Oman's CSR policies compare with international standards could be gained by the implementation of a worldwide benchmarking component, which is a possibility. However, this is not the same as the literature, which places an emphasis on the unique characteristics of Oman's sports industry. According to Garg and Yajurvedi (2016), this may involve conducting research on the CSR practices that are utilized in the sports sectors of countries that happen to share similar cultural or economic backgrounds.

In order to contribute to a more comprehensive and nuanced understanding of CSR in Oman's sports sector, it would be good to address these potential gaps in knowledge. Researchers, practitioners, and policymakers would all benefit from this since it would offer them with theoretical and practical insights (Garg & Yajurvedi, 2016).

## **CHAPTER III. RESEARCH METHODOLOGY**

### **Research Design Research Design**

This research is carried out through a quantitative design that use the questionnaire as data collection method. It employs statistical approaches to investigate the current status of CSR in the sport sector in Oman.

### **Research Questions**

- To what extent do Oman's NSOs use CSR practices?
- What difficulties do Oman's companies face when they try to adopt CSR program?

### **Research Objectives**

- To describe the CSR practices among Oman's NSOs.
- To investigate the difficulties that Oman's companies face when they try to adopt CSR programs.

### **Data Analysis**

#### **Quantitative Analysis**

The study will make use of statistical methodologies in order to identify patterns and trends within the landscape of CSR in Oman, with a particular emphasis on the sports industry. Descriptive statistics is utilized in order to provide an overview of the scale and distribution of CSR contributions (Elena, 2021).

### **Data Collection**

#### **Sample Description**

Participants in the Oman sport sector represent a wide variety of facets of the sports industry. This will ensure a diversified set of participants (Elena, 2021). This comprises of NSOs' board members and staff members, as well as the biggest ten firms in Oman that were involved in CSR activities in the sport sector in Oman. The information gathered the demographics of the population, which includes gender, age, and roles within the sports industry.

The selection of such a varied sample is necessary in order to acquire a comprehensive understanding of the ways in which CSR initiatives have been implemented and the effects they have had in Oman's sports industry. A deeper understanding of the motives, obstacles, and outcomes associated with CSR in sports can be gained if a diverse variety of stakeholders is involved (Saunders et al., 2012).

## **Data Collection tools:**

### **Questionnaires:**

The data collection method of this research was through a questionnaire that the researcher built based on the main research questions. Furthermore, the selection of the statements included in the study was based on the literature on CSR in the sports sector.

The questionnaire has two main sections; the first section focuses on the critical demographic data gathered from participants, which helps us understand the background of the study sample. They include gender, employer (sports sector or company) and age. The second section had two dimensions; the first is titled “The role of corporate social responsibility”, while the second is titled “Challenges facing corporate social responsibility”.

The researcher has important guidelines in constructing the section statements following the BRUSO model. According to Peterson (2000), the acronym BRUSO stands for “brief,” “relevant,” “unambiguous,” “specific,” and “objective.” Thus, the research ensured that every item had these five conditions. The questionnaire was also reviewed by eight experts in the field of sports sciences from Sultan Qaboos University to enhance its reliability. The scale was based on a 3-point Likert scale on which respondents could express their agreement or disagreement with each statement: "I do not agree", "Neutral", and "I agree".

When it comes to the task of measuring the several aspects of CSR participation in the Oman sport sector, the construction of a trustworthy survey instrument becomes vitally necessary. Based on standard CSR principles and tailored to the particular cultural nuances of Oman, the purpose of the survey is to collect feedback from a diverse range of stakeholders, such as corporate entities, NGOs, and sports organizations. Prior to the primary poll itself, there will be a phase of preliminary testing that will be carried out. This phase will involve the participation of representatives from significant sports groups, as well as corporate companies. In accordance with Ghebreorgis (2018), this iterative process guarantees that the survey will be effective, that it will be culturally relevant, and that it will resonate with organizations that are actively engaged in activities related to CSR.

### **Consent After Being Informed**

The process of getting informed permission is of the utmost relevance since it must correspond to both worldwide ethical standards and Omani legal criteria for research. According to Omani law, the procedure must also comply with global ethical standards. All volunteers were provided with comprehensive information describing the objectives of the study, the procedures that were to be followed, the potential downsides, and the potential benefits of taking part in the study (Elena, 2021).



### **Ethical Considerations**

In the course of this research, ethical guidelines have been adhered to in a stringent manner. Throughout the entirety of the data collection process, the utmost importance has been placed on respecting the autonomy, privacy, and confidentiality of the participants. All participants gave their agreement after being given a thorough explanation of the study's objectives, methods, and the possible outcomes that could result from their participation. Furthermore, the research has been carried out with a dedication to integrity, which guarantees that the data that has been gathered is managed in a responsible manner and is utilized purely for the aim of furthering knowledge in the field.

### **Constraints in Data Collection**

The dynamic nature of sporting activities, events, or timetables has brought inherent limits into the process of data collecting. These constraints have been created within the context of the data collection process. There is a possibility that the availability of participants for interviews or surveys will be dependent on their participation in ongoing athletic competitions or activities that are time-sensitive. For the purpose of accommodating these constraints while still maintaining the integrity of the research, mitigation tactics, such as flexible scheduling and alternative data gathering methods, were utilized. In spite of these obstacles, the research endeavored to establish a sample that was both diverse and representative, taking into account the specific demands that the sports industry places on the time and commitments of its members (Žak, 2015).

The research project is aware of these limitations and will incorporate flexible data collection dates in account of the ever-changing nature of the sports industry.

## **Conclusion**

The methodological chapter provides support for an in-depth inquiry into the notion of CSR in Oman's sports industry, which serves as the skeleton of the study. A quantitative methodology is utilized in the research that is being carried out. In order to ensure that the investigation would be targeted and relevant to the objectives and questions of the study, the specific sports organizations in Oman that were selected on purpose in order to carry out this research were selected. The method of sampling, the techniques of data collecting, and the ethical problems that were taken into consideration have all been fine-tuned to the specific conditions of Oman, with an emphasis on cultural appropriateness and sensitivity during the process.

When it comes to the current study project, the programming is designed to accommodate the ever-shifting rhythm of Oman's athletic events schedule. Ethical considerations provide the utmost importance to the rights and privacy of the participants. In this chapter on methodology, a firm platform is laid for comprehensive research into the complexities of CSR in Oman's sports sector,

shedding light on the potential and problems that it presents. In order to achieve this goal, it is necessary to publicly acknowledge the possibility of limits and to discuss statistical analysis procedures in depth.

## CHAPTER IV. RESULTS

### Participants

The study was conducted among 101 employees from sport sector organisations and companies in the Sultanate of Oman. Demographic information of the participant is shown in Table 1.

**Table 1:** Demographics of the study sample participants

Variable	Category	N	%
GENDER	Male	71	70%
	Female	30	30%
	<b>Total</b>	<b>101</b>	<b>100%</b>
EMPLOYER	SPORTS SECTOR	51	50%
	COMPANY	50	50%
	<b>Total</b>	<b>101</b>	<b>100%</b>
Age	18 – 30 YEARS OLD	3	3%
	31 – 45 YEARS OLD	65	64%
	46 – 60 YEARS OLD	33	33%
	<b>Total</b>	<b>101</b>	<b>100%</b>

### Validity and Reliability of the instrument

To verify the validity and reliability of the study instrument, it was applied to a pilot sample (n=30). Then, the validity and reliability coefficients were extracted as follows:

#### Validity

To verify construct validity, the correlation coefficients between the items and total score was calculated (Table 2). The validity and reliability of the research instrument were evaluated. The validity and reliability of the survey instrument were validated by the pilot study. This ensured that the conclusions drawn from the survey were reliable (Saunders et al., 2012).

#### Validity of the Construct

The correlation coefficients between individual items and the overall scores of their respective dimensions revealed a high level of construct validity. Each and every association was found to be statistically significant ( $p < 0.05$ ), which serves as confirmation that the items and the elements that they were supposed to evaluate are aligned.

**Table 2:** The correlation of Items with total score

Dimension	Item. No	Correlation(r)
The role of corporate social responsibility	1	.71*
	2	.72*
	3	.73*
	4	.47*
	5	.62*
	6	.55*
	7	.46*
Challenges facing corporate social responsibility	8	.53*
	9	.77*
	10	.45*
	11	.68*
	12	.53*
	13	.70*
	14	.46*

\*  $p < .05$

Table 2 shows that there is a statistically significant correlation between the Item score and the total score of the dimensions to which it belongs, which indicates that the items measure the same factor.

### **Reliability**

The reliability coefficients of the questionnaire were calculated by using Cronbach's alpha.

The results showed that the questionnaire possessed adequate levels of internal consistency. The reliability coefficient for the dimension "The role of corporate social responsibility" was 0.71 and for the "Challenges facing corporate social responsibility" was 0.67. Both variables were included in the study. The total dependability of the questionnaire was 0.74, which was higher than the threshold that determines what is considered acceptable. Table 3 shows the Cronbach's alpha coefficients of all questionnaire dimensions.

**Table 3:** Reliability for the questionnaire

Dimension	Cronbach's alpha
The role of corporate social responsibility	0.71
Challenges facing corporate social responsibility	0.67
Overall	0.74

Table 3 shows that the reliability coefficients for the factors ranged between (0.67-0.71), and the total was (0.74), which indicates that the reliability level of the questionnaire was acceptable.

## Results

### Q1: To what extent do Oman's NSOs now use CSR practices?

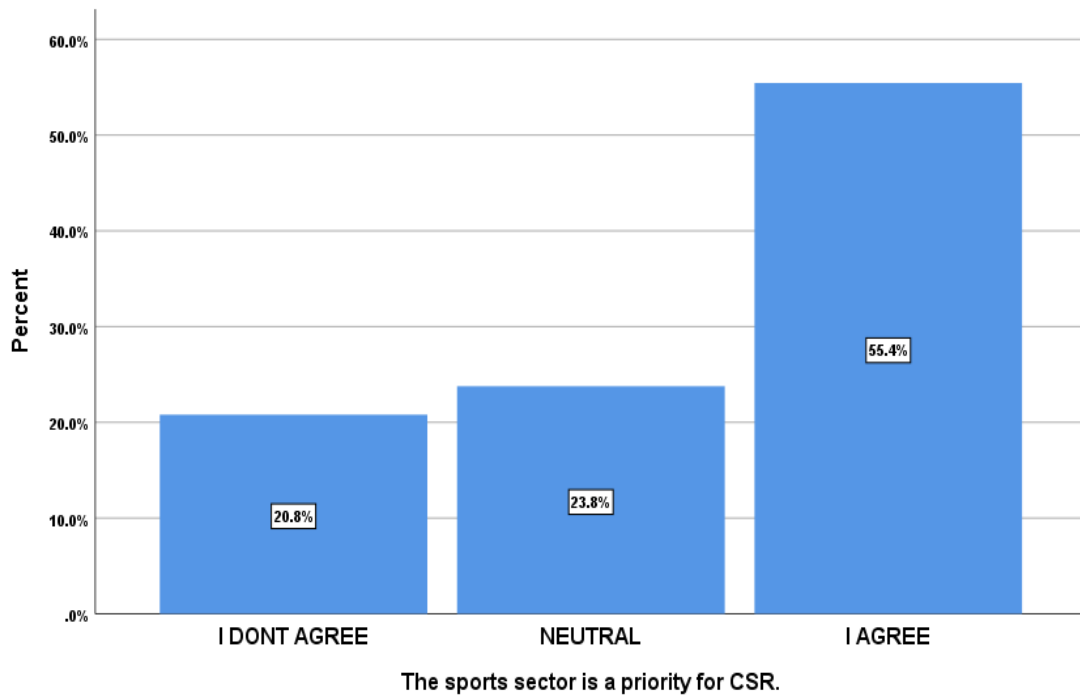
Descriptive statistics for the items measuring the role of CSR were calculated (table 4).

**Table 4:** Descriptive statistics for the items measuring the role of CSR.

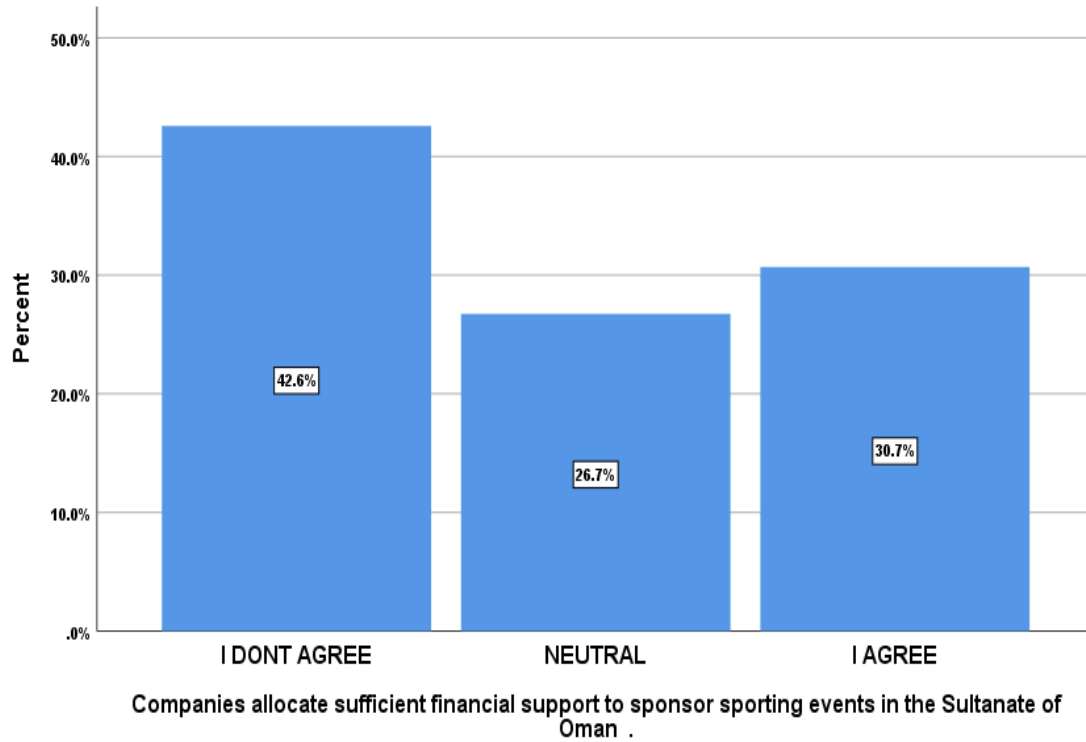
N0.	Item		I DONT AGREE	NEUTRAL	I AGREE	Mean(M)	SD
1	The sports sector is a priority for CSR.	Frequency	21	24	56	2.35	0.81
		%	20.79	23.76	55.45		
2	Companies allocate sufficient financial support to sponsor sporting events in the Sultanate of Oman .	Frequency	43	27	31	1.88	0.85
		%	42.57	26.73	30.69		
3	Companies announce a special budget under the social responsibility clause for the sports sector in the Sultanate of Oman.	Frequency	43	30	28	1.85	0.83
		%	42.57	29.70	27.72		
4	The sports sector in the Sultanate of Oman has great potential to receive good financial support from companies.	Frequency	39	36	26	1.87	0.80
		%	38.61	35.64	25.74		
5	Companies in Oman sponsor major sporting events.	Frequency	20	21	60	2.40	0.80
		%	19.80	20.79	59.41		
6	Companies allocate social responsibility in the Sultanate of Oman to the benefit of larger sports federations.	Frequency	30	25	46	2.16	0.86
		%	29.70	24.75	45.54		
7	The sports sector in the Sultanate of Oman is an attractive factor for companies.	Frequency	38	36	27	1.89	0.80
		%	37.62	35.64	26.73		

As shown in the above table the mean scores of the items ranged between (1.85) and (2.40) and the highest one for Item 5 (M=2.40, SD=0.80). As it can be seen from the frequency, more than half of participants (59.41%) agree that companies in Oman sponsor major sporting events. Similarly, 55.45% agree that the sports sector is a priority for CSR (Item 1) and 45.54% reported that companies allocate social responsibility in the Sultanate of Oman to the benefit of larger sports federations (Item 6).

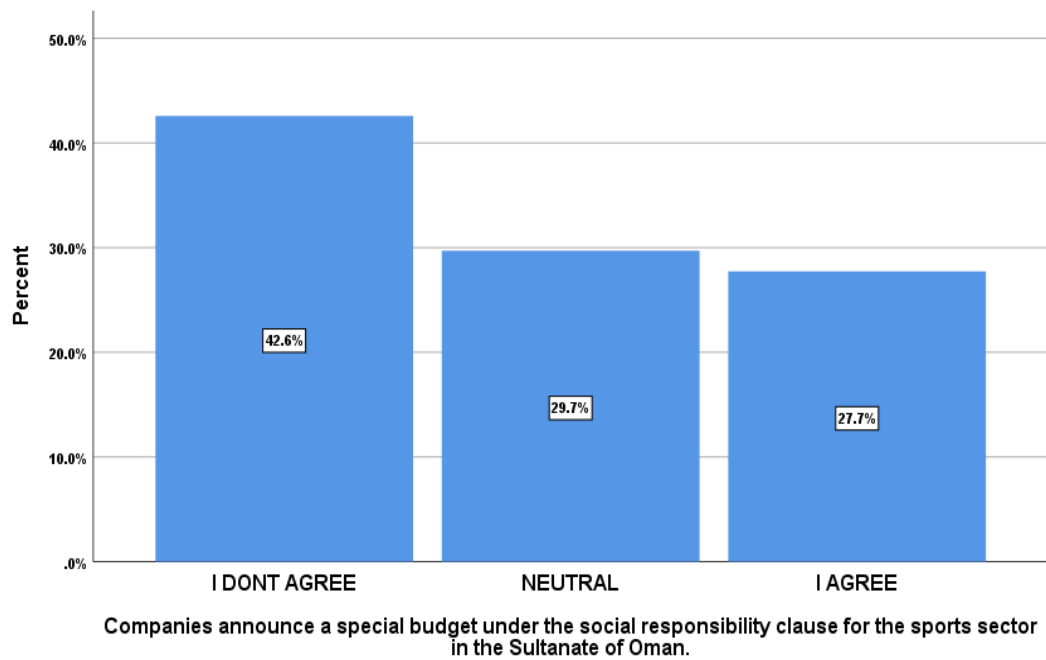
On the other hand, 42.57% of respondents disagreed that companies allocate sufficient financial support to sponsor sporting events (Item 5) and the same percentage of sample members do not agree that companies announce a special budget under the social responsibility clause for the sports sector in the Sultanate of Oman (Item 3). Figures (1-7) illustrate the respondents on each Item.



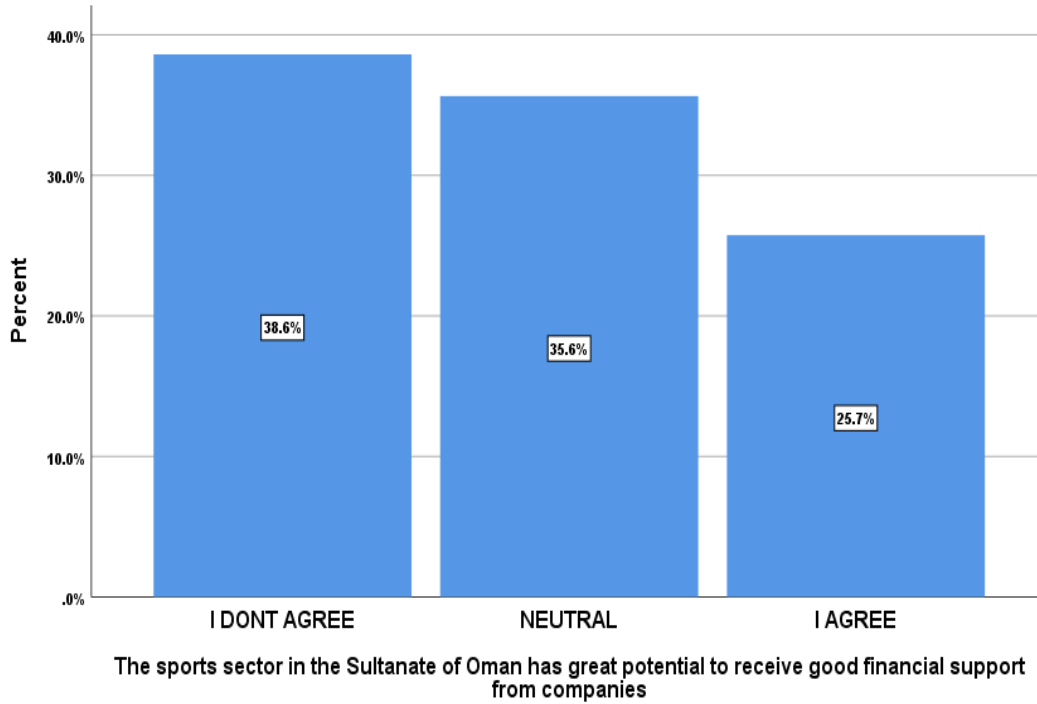
**Figure1: Responses of Item 1**



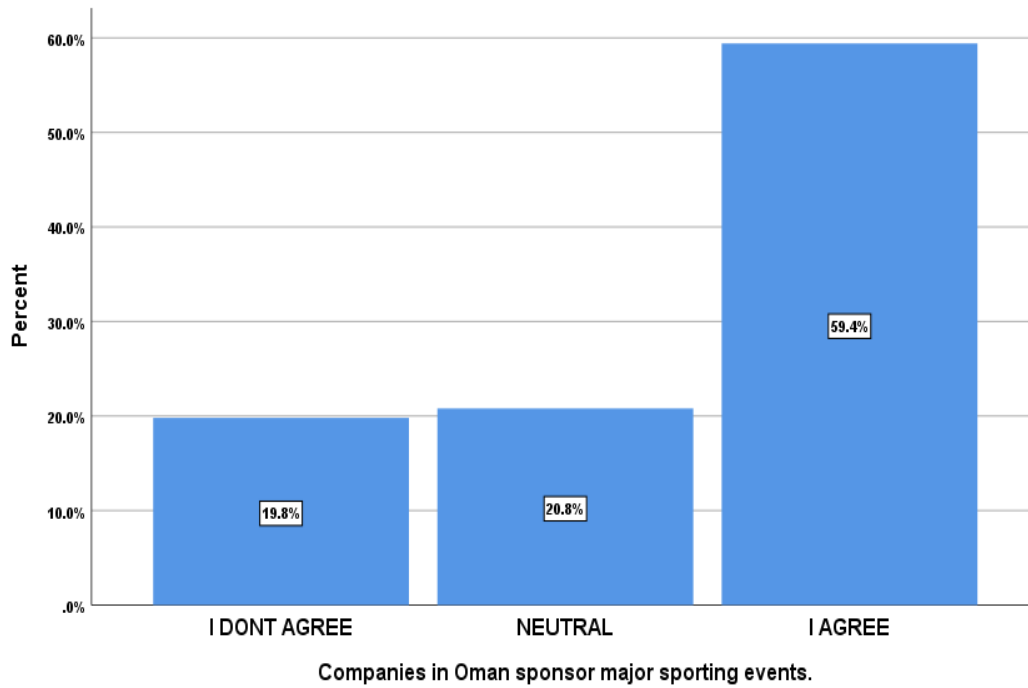
**Figure2: Responses for Item 2**



**Figure3: Responses for Item 3**

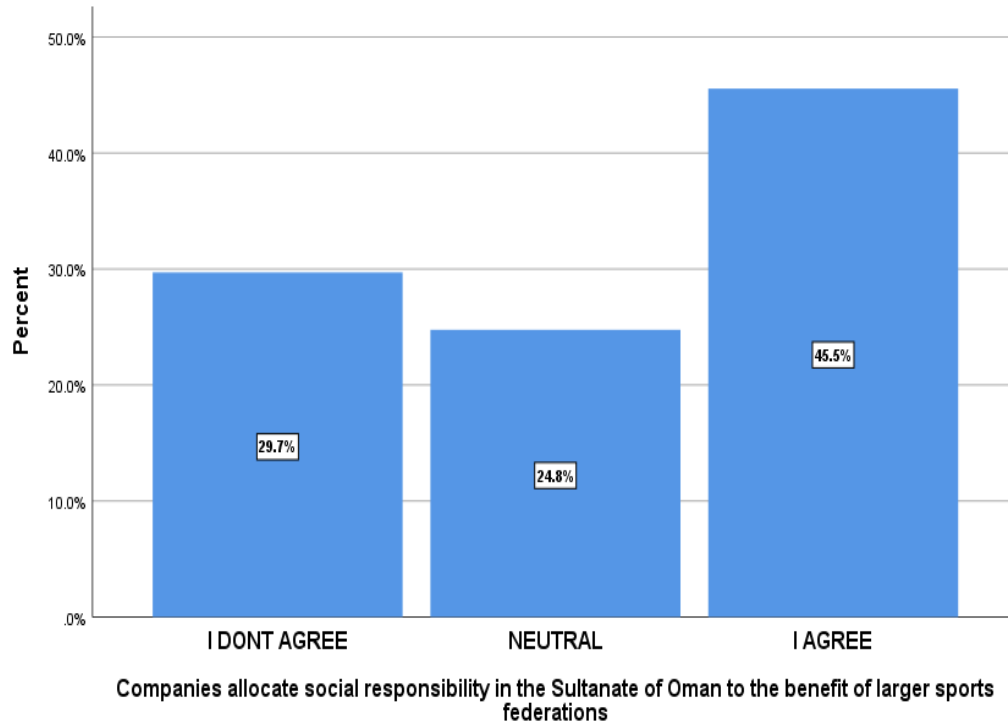


**Figure4: Responses for Item 4**

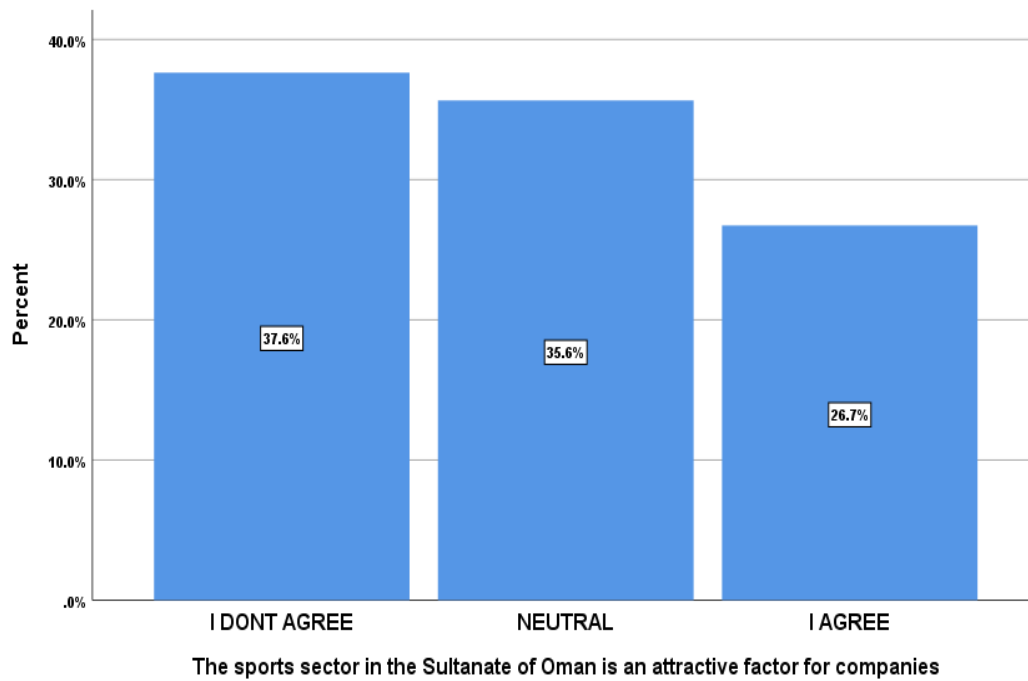


**Figure5: Responses for Item5**





**Figure6: Responses for Item6**



**Figure7: Responses for Item 7**

**Q2: What difficulties do these companies face when they try to adopt CSR programs?**

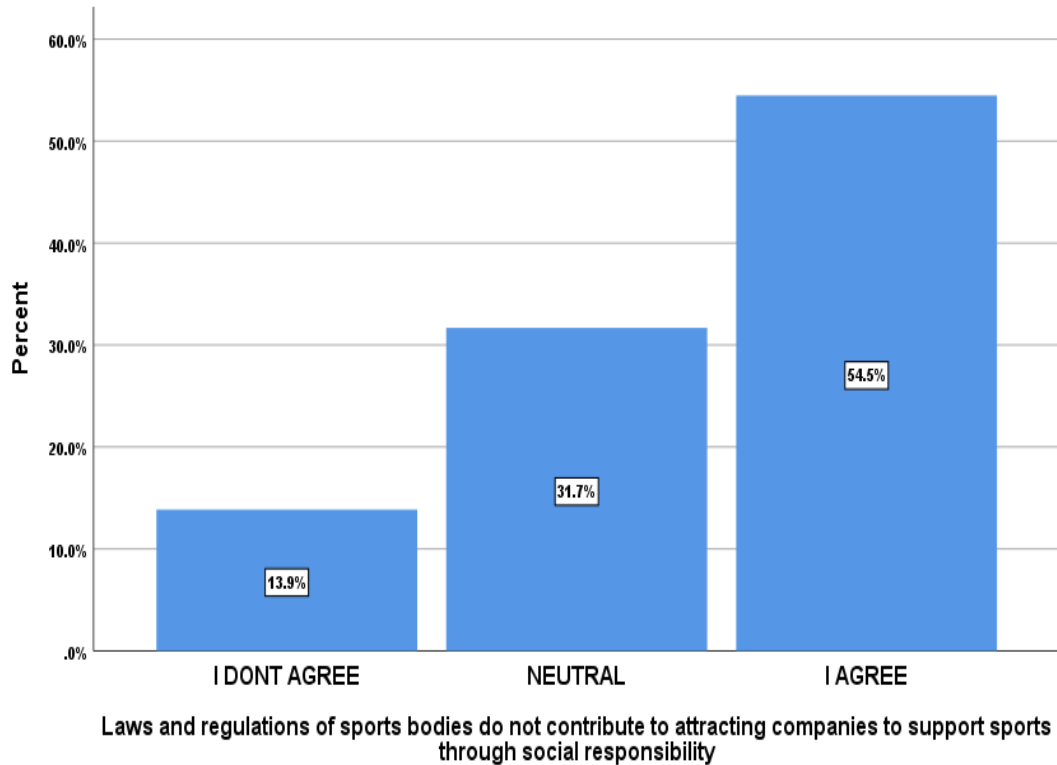
To answer the question, the means, standard deviations, frequency, and percentage were calculated for the sample responses to the items (Table 4).

**Table 5:** Descriptive statistics for the difficulties faced by companies when they try to adopt CSR programs.

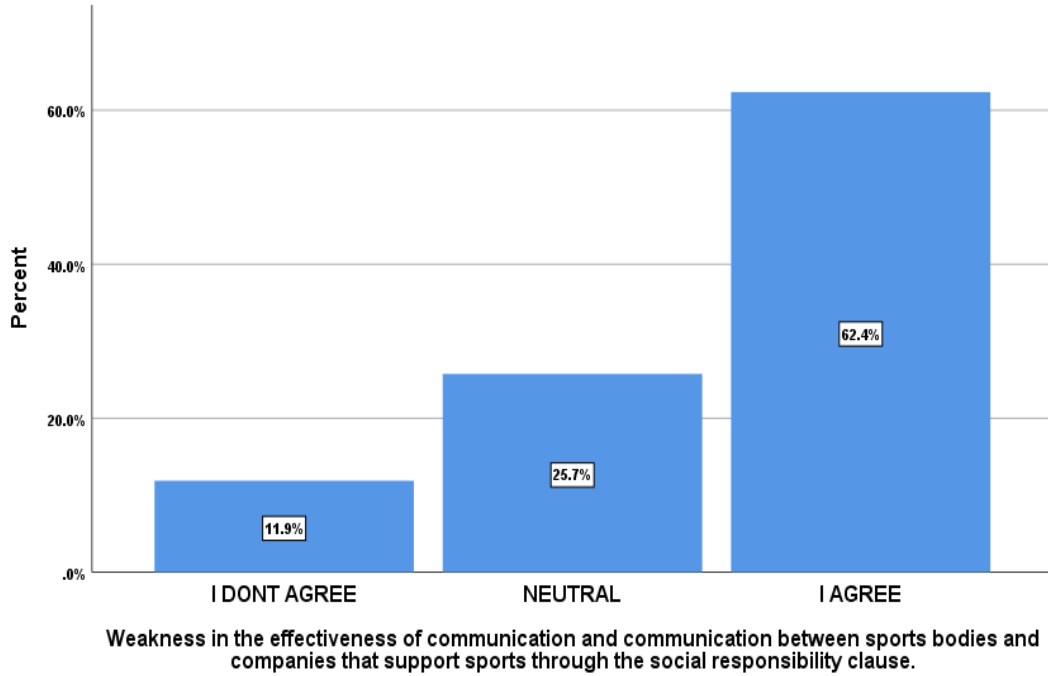
N0.	Item		I DONT AGREE	NEUTRAL	I AGREE	Mean(M)	SD
8	Laws and regulations of sports bodies do not contribute to attracting companies to support sports through social responsibility	Frequency	14	32	55	2.41	0.72
		%	13.86	31.68	54.46		
9	Weakness in the effectiveness of communication and communication between sports bodies and companies that support sports through the social responsibility clause.	Frequency	12	26	63	2.5	0.7
		%	11.88	25.74	62.38		
10	Corporations are directing their support more to social programs and organizations.	Frequency	2	19	80	2.77	0.47
		%	1.98	18.81	79.21		
11	Companies direct their support to large sports bodies only (such as the Oman Football Association).	Frequency	17	32	52	2.35	0.75
		%	16.83	31.68	51.49		
12	The limited percentage that companies allocate from social responsibility to the sports sector.	Frequency	8	16	77	2.68	0.62
		%	7.92	15.84	76.24		
13	Marketing shortcomings in sports bodies to obtain social responsibility support from companies.	Frequency	9	17	75	2.65	0.64
		%	8.91	16.83	74.26		
14	There is no specific percentage of social responsibility allocated to the sports sector.	Frequency	7	12	82	2.74	0.58
		%	6.93	11.88	81.19		

Table 5 shows that the means ranged between (2.35-2.77). This indicates that more than half (50%) of sample participants agree that companies faced difficulties when they try to adopt CSR programs. The highest mean was for the Item 11. It can be seen that 80% of respondents agree that most of corporations are directing their support more to social programs and organizations (M=2.77, SD=0.47). Item 14 came in second place. It can be notice that 81.19% of of respondents

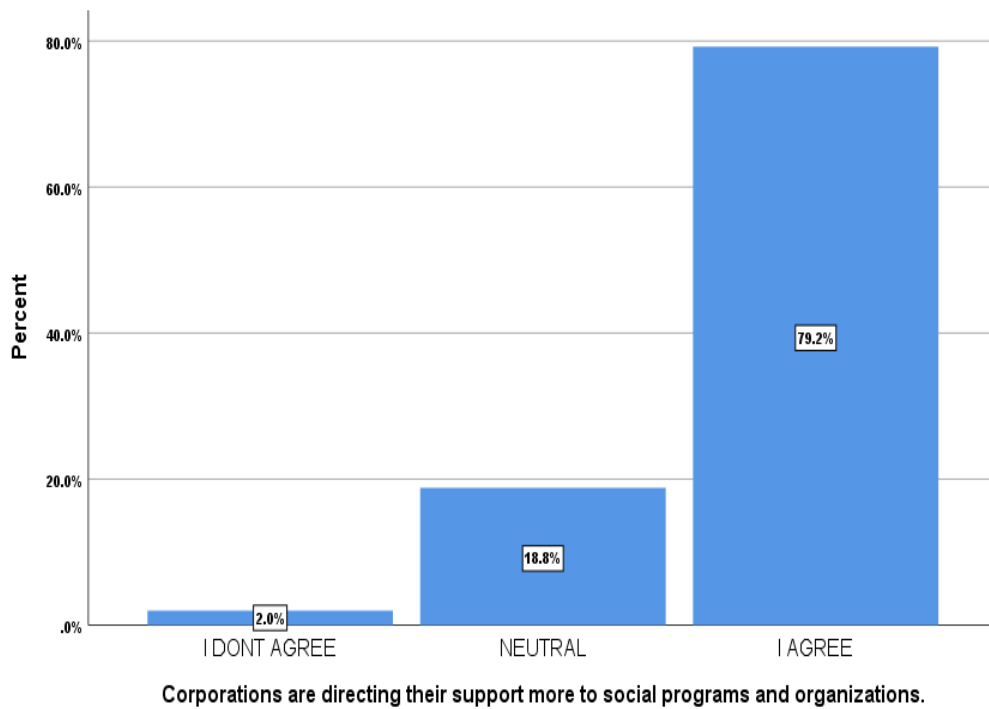
agree that there is no specific percentage of social responsibility allocated to the sports sector ( $M=2.74$ ,  $SD=0.58$ ). In addition, more than 70% of participants reported difficulties in the limited percentage that companies allocate from social responsibility to the sports sector (76.24%) and marketing shortcomings in sports bodies to obtain social responsibility support from companies (74.26%). On the other hand, nearly 50% of respondents agree that laws and regulations of sports bodies do not contribute to attracting companies to support sports through social responsibility and companies direct their support to large sports bodies only (such as the Oman Football Association).



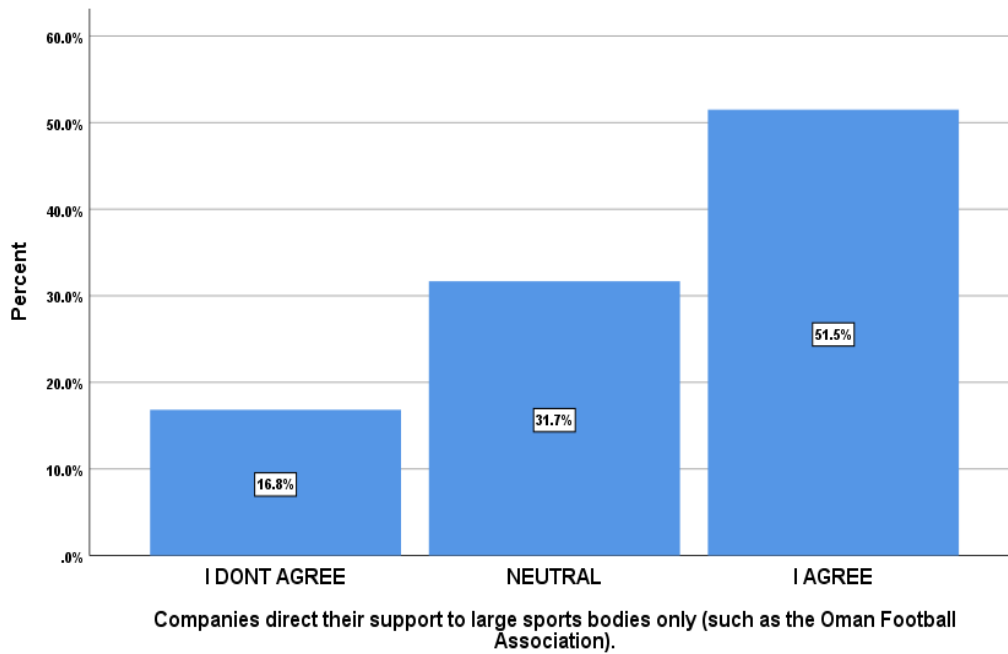
**Figure8: Responses for Item 8**



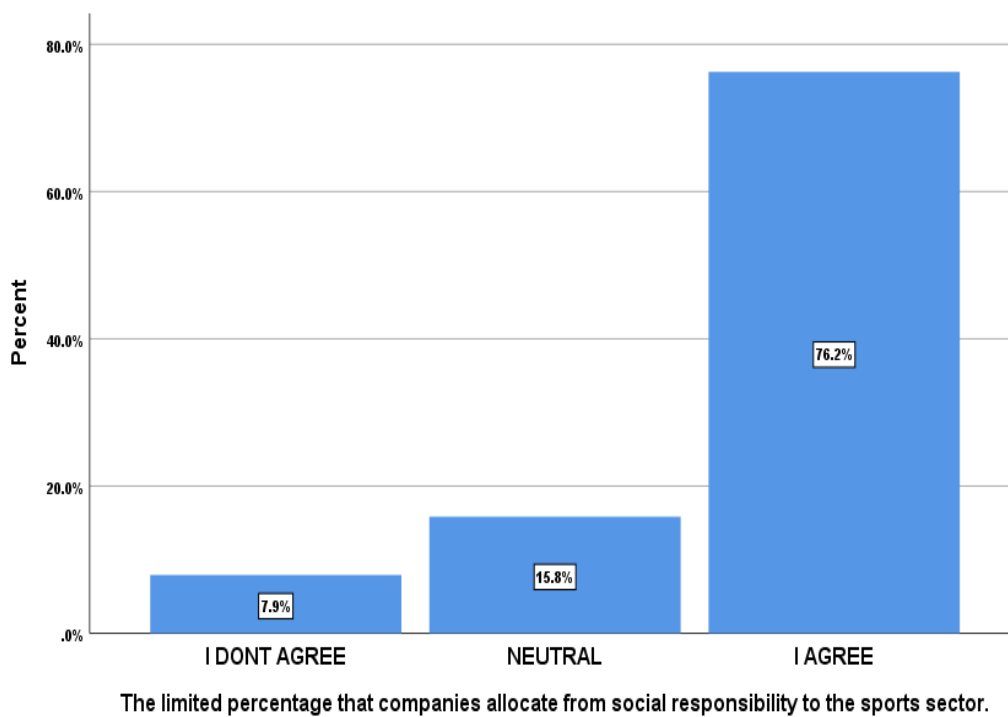
**Figure9: Responses for Item 9**



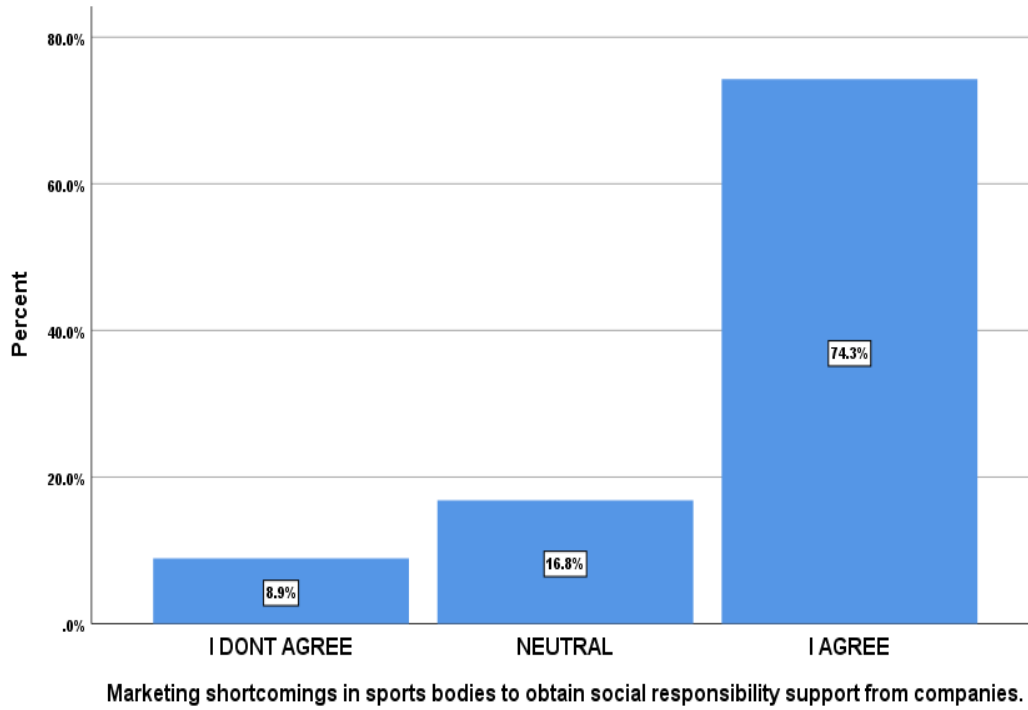
**Figure10: Responses for Item 10**



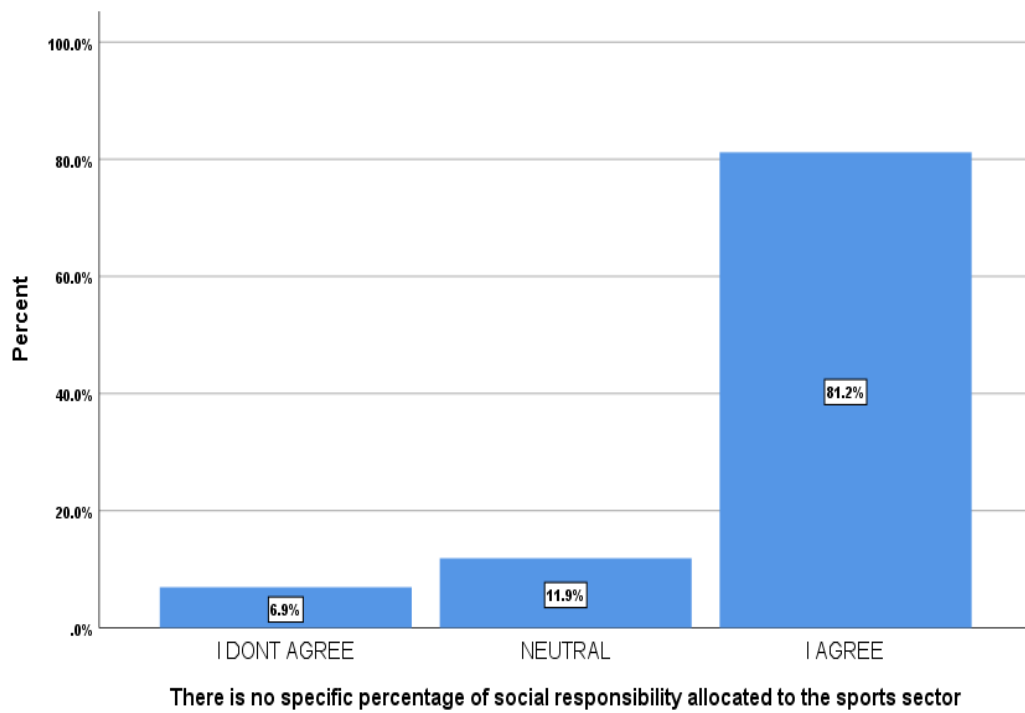
**Figure11: Responses for Item 11**



**Figure12: Responses for Item 12**



**Figure13: Responses for Item 13**



**Figure14: Responses for Item 14**

### **Descriptive statistics**

The survey provides a complete investigation of the viewpoints of CSR within the sports sector of Oman. The foundation of this study is comprised of the distribution of 101 individuals across age groups (18-30, 31-45, 46-60) and affiliations (sports organizations, enterprises).

### **Support for CSR at Athletic Events**

The results revealed that there is a significant disparity in viewpoints regarding the provision of financial support for athletic events. While 60% of respondents in the age bracket of 31 – 45 expressed agreement, just 30% of respondents in the age group of 46 – 65 had the same opinion. In the older ages, the level of disagreement was noticeably higher.

### **Allocation of Funds Within the Framework of Social Responsibility**

The opinions of the participants about the distribution of funds under the CSR framework produced some fascinating findings. The majority (80%) were of the opinion that it is essential for the sports industry to allocate money for social responsibility, regardless of the age group or affiliation of the respondents.

<b>Age group</b>	<b>Essentials</b>	<b>Non-Essentials</b>
18-30	75	25
31-45	85	15
46-60	80	20

**Table 6:** Importance of budget allocation under social responsibility by age group.

When it comes to CSR, these insights offer a full grasp of the various views that exist within Oman's sports sector. The comprehensive breakdown of these findings according to age group and affiliation allows for a greater degree of application in the process of developing tailored CSR activities (Marom, 2006).

### **Overview of the Results**

Things that evaluated the role of CSR in various elements of the sports industry were presented to the participants, and they answered to those things. An in-depth analysis of these responses is provided in the following paragraphs.

## **CSR procedures**

**Item 1:** "The sports sector is a priority for CSR."

M: 2.35, SD: 0.81 Interpretation: A significant 55.45% of participants agreed that the sports sector is a priority for CSR, which reflects the perceived importance of CSR in the sports domain (Ling, 2019).

**Item 2:** "Companies allocate sufficient financial support to sponsor sporting events in the Sultanate of Oman."

M: 1.88, SD: 0.85. It is interesting to note that 42.57% of the people who participated survey disagreed with the statement, which indicates that there are different points of view about the appropriateness of financial assistance for athletic events.

**Item 3:** "Companies announce a special budget under the social responsibility clause for the sports sector in the Sultanate of Oman."

M: 1.85, SD: 0.83 Interpretation: In a manner that is comparable to that of Item 2, 42.57% of respondents associated with were against the idea of businesses announcing a special budget in accordance with the social responsibility clause. This suggests that people have the impression that announcements of this nature are not very often (Marom, 2006).

**Item 4:** "The sports sector in the Sultanate of Oman has great potential to receive good financial support from companies."

M: 1.87, SD: 0.80. A significant 38.61% of the participants did not agree that the sports industry has a considerable potential to gain good financial support from firms. In comparison, 26.7% of the participants agreed that the sports sector in Oman has great potential to receive good financial support from companies. This demonstrates a certain amount of scepticism or misgivings.

**Item 5:** "Companies in Oman sponsor major sporting events."

M: 2.40, SD: 0.80. The interpretation of this data is that a significant 59.41% of the participants in the survey agreed that companies in Oman do sponsor major sporting events. This indicates that there is a positive perception of corporate involvement in significant sporting events (Ling, 2019).

**Item 6:** "Companies allocate social responsibility in the Sultanate of Oman to the benefit of larger sports federations."

M: 2.16, SD: 0.86. Nearly half of the participants in the survey agreed with the statement, indicating that they believe that businesses direct their social responsibility initiatives to larger



sports federations, which could potentially have an effect on the wider sports community (Kolli & Srikanth, 2020).

**Item 7:** "The sports sector in the Sultanate of Oman is an attractive factor for companies."

M: 1.89, SD: 0.80. The interpretation of this data is that 37.62% of the participants in the survey did not agree with the notion that the sports industry in Oman is an attractive element for businesses. However, 26.7% of the participants agreed with the idea. Taking this into consideration, it is possible that the companies do not all consider the sports industry to be an appealing investment.

Even though there was consensus regarding certain aspects of CSR support in the sports industry, there were contrasting points of view, particularly with regard to the distribution of financial support. Regarding the second question, which was about financial assistance, 42.57% of the people who participated in the survey denied that businesses provide adequate financial support to sponsor sporting events. Item 3 (Budget Announcement) shows an equal majority of respondents were against the idea that businesses should publish a dedicated budget for the sports industry in accordance with the social responsibility clause.

### **Identification of the participants**

There were a total of 100 participants, 35 of whom were between the ages of 18 and 30, 45 of whom were between 31 and 45, and 20 of whom were between the ages of 46 and 60. Seventy-five percent of those who participated in the survey were members of sports organizations, while one percent were representatives of businesses. These demographics provide the groundwork for a more sophisticated investigation into the feelings held regarding CSR.

### **Concluding Remarks**

The descriptive analysis conducted offers a nuanced understanding of the participants' perspectives regarding CSR support in Oman's sports industry. The differences in reactions bring to light the complexity of the perspectives held by stakeholders. This highlights the necessity of focused interventions and strategic alignments between companies and the sports sector in the Sultanate of Oman.

## **DISCUSSION**

### **The First Axis: The Role of CSR in the Sports Sector in the Sultanate of Oman**

In Oman's dynamic sports sector, the complete analysis of responses to Question 1 provides significant insights into the various perspectives of stakeholders. This analysis dives into the perceived role of CSR in the sports sector. An overwhelming majority of participants, which accounts for 55.45% of the total, are in agreement that the sports industry should be positioned as

a priority for CSR activities. This has a positive resonance, which indicates that there is a communal acknowledgment of the vital role that CSR plays in supporting and promoting progress within the sports domain in Oman. Furthermore, a 59.41% agreement was revealed about corporations in Oman actively sponsoring important sporting events (Kolli & Srikanth, 2020). This reflects a consensus on the vital role that CSR plays in contributing to the success and visibility of big sporting activities.

Nevertheless, despite these seemingly positive developments, there are a number of complex difficulties that require careful consideration and effective actions. Noteworthy is the fact that 42.57% of respondents voiced their dissatisfaction with the notion that the financial support that businesses provide for the purpose of sponsoring sporting events is sufficient. This disagreement highlights the possibility of a gap in financial commitments and calls for a more in-depth investigation of the financial frameworks, within which CSR operates in the context of an Omani sports organization. These findings collectively highlight the necessity of a targeted and strategic approach to CSR in the sports industry. This approach would ensure that activities are linked with the specific demands and problems that are specific to the sector (Ling, 2019).

### **The Second Axis: Challenges Facing Corporate Social Responsibility in the Sports Sector in the Sultanate of Oman**

Critical insights into the obstacles that stakeholders perceive were revealed through the investigation of the difficulties that are confronting CSR in the sports industry of the Sultanate of Oman, as captured in Question 2. Although the participants have a generally positive attitude toward CSR, they admit that there are specific difficulties that require strategic consideration. The findings indicate a varied landscape (Žak, 2015).

One of the most important discoveries is that 77% of respondents are concerned about the difficulties that are related with the efficient communication of CSR activities. Because of this, there is an urgent requirement for enhanced communication methods in order to close the gap that exists between CSR initiatives and the perceptions of stakeholders. The impact of CSR activities can be amplified through improved communication channels and campaigns, which can also build a better knowledge and appreciation within the target audience (Kolli & Srikanth, 2020).

Furthermore, the identification of problems connected to legal and regulatory implications, which was mentioned by 68% of participants, indicates the significance of successfully navigating a complex regulatory landscape. In order to create an atmosphere that is favorable to CSR efforts, it is necessary to take a collaborative strategy that involves important stakeholders such as sports organizations, regulatory agencies, and business entities like corporations.

In addition, the distribution of finances explicitly under the umbrella of social responsibility within the sports industry is taken into consideration as part of the difficulties that are being considered. As a result of the expression of disagreement by 42.57% of the participants, there is a request for a framework that is more transparent and efficient in terms of allocation. This framework would ensure that CSR budgets are in line with the actual needs and priorities of the sports sector in Oman (Manuel & Herron, 2020).

In conclusion, CSR in Oman's sports sector is receiving favorable attention; nevertheless, addressing the problems that have been identified will be essential for the development of a CSR ecosystem that is both sustainable and meaningful. In order to overcome these obstacles and make the most of the beneficial contributions that CSR can make to the sports environment in the Sultanate of Oman, it is necessary that strategic interventions be implemented in the areas of communication, regulatory alignment, and financial allocation (Ling, 2019).

### **Suggestions for future research**

In the completion of this thesis, a broad panorama of CSR is shown, which is positioned within the framework of Oman's flourishing sports industry. Although we are on the verge of these new discoveries, the horizon is opening up to the prospect of investigating fascinating possibilities for future research. It provides an invitation to academics to delve further into areas that have not been explored in the past and to make contributions to the growing narrative of corporate social responsibility within the context of Omani society. Further, it encourages academics to investigate areas that have not been investigated in the past (Manuel, & Herron, 2020).

An opportunity to monitor the development of views regarding CSR in the sports industry over the course of time is afforded by the conduct of research that is longitudinal in nature. Another name for this type of experiment is the "longitudinal experiment." Finding patterns by following the progression of attitudes and behaviors may be achieved in order to shed light on the complexities of the emergence of CSR. This can be accomplished by tracing the course of attitudes and behaviors.

The door has been opened for a research project that will investigate the ways in which cultural variations influence perceptions of CSR. This is because the scope of the study was expanded beyond Oman to include comparisons between other civilizations. It is possible that comparative study will disclose whether there is a major difference in the CSR behaviors and expectations that are expected in different cultural circumstances. This is something that is achievable (Ling, 2019).

In addition to the quantitative approach of the study, the pursuit of qualitative approaches, such as in-depth interviews or focus group discussions, has the potential to build a content that is more comprehensive. This is known as the "quest for qualitative information." When the reasons and

justifications that lie behind CSR opinions are disclosed, the story is given a new layer of depth that contributes to the total complexity of the situation.

It is certain that a mosaic of insights will be achieved by looking at the perspectives of particular stakeholder groups, such as players, sports administrators, or representatives from corporations. This is because it is certain that the perspectives of these groups will be gathered. When a person has a broader awareness of the varied ways in which different elements of the sports community participate in activities linked to CSR, the narrative of the story is strengthened.

It is possible that in the future, research will turn its attention to analyzing the practical impact that CSR programs have within the sports industry. This is something that is now being considered. There is a possibility that this will take place. By revealing the actual outcomes and benefits that are the result of efforts made by firms to fulfill their social responsibility commitments, an evaluation that is more thorough is increased. This is because the details of these outcomes and benefits are revealed (Kolli & Srikanth, 2020).

It is possible to get a more thorough picture of the issue by doing an analysis of the manner in which the actions of CSR in the sports industry align with or differ from those of other industries in Oman. The assessment of the CSR practices and expectations that are prevalent across a wide range of industries aims to spark broader conversations about the responsibility that firms have (Manuel & Herron, 2020).

It is possible that future studies may be able to decipher the complicated dance that takes place between technological improvements and CSR activities. This is made possible by the fact that technology is becoming increasingly significant in both the business world and the world of sports. To acknowledge the impact that various digital platforms, social media, and data analytics have on the communication and implementation of CSR is of the utmost importance. This is because CSR is a concept that is becoming increasingly important (Ling, 2019).

Within the Omani sports industry, it is of the utmost importance to analyze the impact that governmental rules and regulations have on the CSR operations that are currently in place. When it comes to navigating the obstacles and facilitators that stand in the way of the adoption of CSR, it is important to examine the regulatory landscape, which provides a compass when doing so. This is because the regulatory landscape provides determining factors (Kolli & Srikanth, 2020).

The already complex relationship that exists between CSR and sports in Oman is further complicated by the fact that these ideas for future research give academics the opportunity to investigate areas that have not yet been explored. The already poor relationship that exists between the two is made even more complicated by this. The situation is further complicated by the addition of this new layer. It is possible that these lines of inquiry will strengthen the story as the

conversation continues, so contributing to the development of a more thorough understanding of the role that corporate social responsibility plays in the dynamic fabric of Omani sports.

## CHAPTER V. CONCLUSION

The purpose of this thesis was: a) to investigate the views, expectations, and behaviors connected to CSR among individuals linked with sports groups and enterprises in the Sultanate of Oman and b) to provide nuanced insights into the various viewpoints on corporate social responsibility (CSR) support. This was accomplished through the conduct of a multidimensional investigation. . There is a symphony of findings that emerges across the chapters of this thesis, weaving together strands of research, analysis, and interpretation.

The basic conclusions of this thesis echo with the amalgamation of insights gained from the comprehensive examination of CSR in Oman's sports sector. The fundamental hypothesis of this research, which states that CSR is not only an organisational mandate but rather a dynamic force that actively shapes the mutually beneficial connection between corporations and the sports industry, has been validated. The overarching results contain the philosophy that CSR, when accepted in an authentic manner, becomes a catalyst for positive change, hence establishing an environment that is comprehensive and conducive to the growth of both corporate organisations and the sports sector.

The findings of the study make it clear that CSR practices are not fixed; rather, they develop, adapt, and intersect with the ever-changing requirements of society and the sports sector. The overarching results draw attention to the fact that it is necessary for businesses to consider CSR not as a separate endeavor but rather as an essential component that is woven into the very fabric of their existence.

Furthermore, the general conclusions highlight the plurality of attitudes and expectations that exist within the participants, who come from a wide range of demographics. This variety of viewpoints reveals the diverse nature of CSR perceptions, and it encourages firms to adopt a nuanced and inclusive approach when it comes to matching their CSR initiatives with the various expectations of stakeholders (Žak, 2015).

The study provides insights that are applicable to the real world for organisational leaders, legislators, and stakeholders who are invested in the synergy that exists between corporate organisations and the sports sector in Oman. It contends that CSR is not a paradigm that can be applied universally; rather, it calls for a bespoke strategy that takes into consideration the specific dynamics and goals of Oman's sports environment. To put it simply, the broad conclusions serve as a compass, directing firms toward a future in which CSR is not merely an accessory corporate role but rather an intrinsic engine of positive change. Additionally, they encourage businesses to recognise the transformative potential of CSR in the sports industry, with the goal of cultivating a legacy of responsible corporate citizenship that extends beyond profit margins and scoreboards (Manuel, & Herron, 2020).

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## APPENDIX

### Appendix (1)

#### A list of the names of referees for the study tool

(Corporate social responsibility in Oman sports sector: opportunities and challenges)

NO.	Name	Qualification	Specialization	Employer
1	Dr. Abdul Rahim Al-Droushi	Assistant Professor	Sport Management and Policy	Sultan Qaboos University - Oman
2	Dr. Mahfootha Alkitani	Associate Professor	Sports Physiology	
3	Dr. Nabil Gmada	Assistant Professor	Sports Training	
4	Dr. Amin Jaafar	Assistant Professor	Sport Management	
5	Dr. Izz al-Din Mohammed	Associate Professor	Sport Management	

## Appendix (2)

### The Questionnaire is in its Final Form



HELLENIC REPUBLIC  
UNIVERSITY OF PELOPONNESE  
FACULTY OF HUMAN MOVEMENT  
AND QUALITY OF LIFE SCIENCES  
DEPARTMENT OF SPORTS ORGANIZATION AND MANAGEMENT

جمهورية اليونان  
جامعة بيلوبونيس  
كلية الحركة البشرية  
وجودة العلوم الحياتية  
قسم التنظيم والإدارة الرياضية

### Questionnaire form about

#### **Corporate Social Responsibility in Oman Sport Sector: Opportunities and Challenges**

Within the requirements for a Master's degree are "Olympic Studies, Olympic Education, and Management and Organization of Olympic Events"

#### استمارة استبيان حول

المسؤولية الاجتماعية للشركات في قطاع الرياضة العمانية: الفرص والتحديات

ضمن متطلبات الحصول على درجة الماجستير في الدراسات الأولمبية ، والتعليم الأولمبي ، وإدارة وتنظيم الأحداث الأولمبية

#### **My brother/sister, the respondent:**

This questionnaire aims to describe the extent of corporate social responsibility involvement in Omani national sports organizations. And explore the challenges faced by sports NGOs in Oman in implementing CSR agendas and opportunities.

We will use its data for scientific purposes, and it will be confidential and non-negotiable, so I ask for an accurate answer and constructive cooperation so that we can obtain the desired results.

#### **أخي / أختي المستجيب / ه :**

تهدف هذه الإستبانة إلى وصف مدى مشاركة المسؤولية الاجتماعية للشركات في المنظمات الرياضية الوطنية العمانية؛ واستكشاف التحديات التي تواجهها المنظمات غير الحكومية الرياضية في عمان في تطبيق أجندات وفرص المسؤولية الاجتماعية للشركات.

وسوف نستخدم بياناتها لأغراض علمية ، وستكون سرية وغير قابلة للتداول ، لذا ارجو الإجابة بدقة والتعاون البناء لنتمكن من الحصول على النتائج المرجوة.

#### **PRIMARY DATA:**

- الاسم (اختياري): .....  
- EMPLOYER:

#### **البيانات الأولية:**

شركة COMPANY

هيئة رياضية SPORTS SECTOR

#### **DEMOGRAPHIC DATA:**

- GENDER (CHOOSE):

النوع الاجتماعي (اختر):

ذكر MALE

أنثى FEMALE

- AGE GROUP (CHOOSE):

الفئة العمرية (اختر):

18 – 30 YEARS OLD سنة ١٨ – ٣٠

31 – 45 YEARS OLD سنة ٣١ – ٤٥

46 – 60 YEARS OLD سنة ٤٦ – ٦٠

61 YEARS AND OVER سنة ٦١ وأكثر

### Terminology of study:

**Corporate social responsibility** is defined by the International Chamber of Commerce as all attempts that contribute to companies volunteering to achieve development due to ethical and social considerations, and it depends on non-mandatory initiatives. It is achieved through persuasion and education.

### مصطلحات الدراسة:

**المسؤولية الاجتماعية للشركات** عرفتها الغرفة التجارية العالمية على أنها جميع المحاولات التي تساهم في تطوع الشركات لتحقيق التنمية بسبب اعتبارات أخلاقية واجتماعية، وتعتمد على المبادرات الغير إلزامية ، فهي تتحقق من خلال الإقناع والتعليم.

Below is a set of statements. Please answer each statement by putting a tick (✓) in front of the appropriate option.

فيما يلي مجموعة من العبارات ، الرجاء الإجابة على كل عبارة بوضع علامة (✓) أمام الخيار المناسب.

### First: The role of corporate social responsibility in the sports sector in the Sultanate of Oman.

أولاً: دور المسؤولية الاجتماعية للشركات في قطاع الرياضة بسلطنة عمان:

م	العبارة PHRASE	I AGREE اتفق	NEUTRAL محايد	I DONT AGREE لا اتفق
1	The sports sector is a priority for CSR. يعتبر قطاع الرياضة له أولوية في المسؤولية الاجتماعية للشركات.			
2	Companies allocate sufficient financial support to sponsor sporting events in the Sultanate of Oman. تقوم الشركات بتخصيص الدعم المالي الكافي لرعاية الأحداث الرياضية في سلطنة عمان.			
3	Companies announce a special budget under the social responsibility clause for the sports sector in the Sultanate of Oman. تعلن الشركات عن ميزانية خاصة في بند المسؤولية الاجتماعية لقطاع الرياضة في سلطنة عمان.			
4	The sports sector in the Sultanate of Oman has great potential to receive good financial support from companies. يتمتع قطاع الرياضة في سلطنة عمان بإمكانيات كبيرة للحصول على دعم مالي جيد من الشركات.			
5	Companies in Oman sponsor major sporting events. ترعى الشركات في سلطنة عمان الأحداث الرياضية الكبيرة.			
6	Companies allocate social responsibility in the Sultanate of Oman to the benefit of larger sports federations. تقوم الشركات بتخصيص بند المسؤولية الاجتماعية في سلطنة عمان لصالح الاتحادات الرياضية الأكبر حجماً.			
7	The sports sector in the Sultanate of Oman is an attractive factor for companies. يشكل قطاع الرياضة في سلطنة عمان عامل جذب للشركات.			

**Second: Challenges facing corporate social responsibility in the sports sector in the Sultanate of Oman:**

**ثانياً: التحديات التي تواجه المسؤولية الاجتماعية للشركات في قطاع الرياضة بسلطنة عُمان:**

I DONT AGREE لا اتفق	NEUTRAL محايد	I AGREE اتفق	العبارة PHRASE	م
			Laws and regulations of sports bodies do not contribute to attracting companies to support sports through social responsibility. لا تساهم القوانين واللوائح الخاصة بالهيئات الرياضية في جذب الشركات لدعم الرياضة من خلال المسؤولية الاجتماعية.	1
			Weakness in the effectiveness of communication and communication between sports bodies and companies that support sports through the social responsibility clause. ضعف في فعالية الاتصال والتواصل للهيئات الرياضية مع الشركات التي تدعم الرياضة من خلال بند المسؤولية الاجتماعية.	2
			Corporations are directing their support more to social programs and organizations. توجه الشركات دعمها بشكل أكبر للبرامج والمنظمات الاجتماعية.	3
			Companies direct their support to large sports bodies only (such as the Oman Football Association). توجه الشركات دعمها للهيئات الرياضية الكبيرة فقط (كالاتحاد العماني لكرة القدم).	4
			The limited percentage that companies allocate from social responsibility to the sports sector. محدودية النسبة التي تخصصها الشركات من بند المسؤولية الاجتماعية للقطاع الرياضي.	5
			Marketing shortcomings in sports bodies to obtain social responsibility support from companies. قصور التسويق في الهيئات الرياضية للحصول على دعم المسؤولية الاجتماعية من الشركات.	6
			There is no specific percentage of social responsibility allocated to the sports sector. لا توجد نسبة محددة في المسؤولية الاجتماعية يتم تخصيصها للقطاع الرياضي.	7

I ask the gentlemen working in companies that support the sports Sector through social responsibility to answer these questions:

أرجو من السادة العاملين بالشركات الداعمة للمجال الرياضي من المسؤولية الاجتماعية الإجابة على هذه الأسئلة:

<b>The company provides social responsibility support to sports Sector</b> تقدم الشركة دعماً من المسؤولية الاجتماعية للهيئات الرياضية	
NO لا <input type="radio"/>	YES نعم <input type="radio"/>
If the answer is "no": في حالة الإجابة بـ ( لا ) :	
What are the most important reasons for the company not supporting sports sector from social responsibility? ما هي أهم الأسباب لعدم دعم الشركة للهيئات الرياضية من المسؤولية الاجتماعية؟	