Value, or an individual's belief about the importance of normatively desirable behavior in society (Edwards & Cable, 2009), can have a significant effect on business-related outcomes. For example, companies can affect their customers' brand loyalty by implementing activities that increase the value congruence between customers and companies (Inoue & Kent, 2014). However, most management research on value was conducted either toward the organization itself or among customers; hence, little attention has been paid to employees, who actually communicate their organization's value to customers (Slack et al., 2015). Specifically, it is not often known to what extent employees perceive their organizations' value and how their perceived value can be integrated into their work behavior for desired job performance (Leventhal et al., 2015).

Employees do not always follow orders from their employers passively; rather, they play an active role in integrating organizational values into their job performance (Kohles et al., 2012). This process is defined as value integration, which entails the extent to which employees understand and adopt given organizational values for guiding their behaviors (Kohles et al., 2013). Employees with high value integration will perform their assigned tasks by closely meeting the expectations of their organization, which leads the organization to achieve its intended goals. Therefore, companies' success depends on the extent to which their employees engage in value integration.

As a new perspective of managing organizations based on their values, Porter and Kramer (2011) introduced the concept of creating shared value (CSV). CSV serves as a balance point where companies strategically incorporate values into designing their business activities and seeking economic benefits by fulfilling unmet social needs (Porter & Kramer, 2011). Considering the relevance of sport to the achievement of social goals, such as enhanced health and well-being, sport companies represent an ideal context for advancing the understanding of how CSV is applicable to actual organizational settings. For instance, Nike+Run Club (NRC), which was created by Nike in 2013, shows the application of CSV oriented activities in sport by not only increasing the number of active runners, but also contributing to the company's revenues by driving sales among this increased active population (NRC, n.d.). Despite the presumed salience of this concept in sport, no research has been conducted to understand how CSV interacts with value integration in affecting employees' work behavior within sport companies. To address this gap in the literature, the purpose of this study is to investigate the effect of value integration on the relationship between sport employees' perceived CSV and job engagement.

Literature review

The Attraction-Selection-Attrition model (Schneider, 1987) posits that employees' greater perceptions to their organization’s value can serve as an attraction which will increase their job engagement. Based on this model, perceived CSV, which refers to the extent to which an employee knows and believes that the company embraces CSV in their business activities, represents an attraction which motivates employees’ performance at work. Hence, employees who perceive their company as embracing CSV would feel more engaged in their job and be willing to contribute to the company’s effort to fulfill unmet social needs by performing their work. An engaged employee is physically involved, cognitively attentive, and emotionally connected to his or her work (Rich et al., 2010). Therefore, we propose the following hypothesis:

H1. Employees’ perceived CSV will positively influence their job engagement.

References


goals. Since employees who integrate an organizational value will establish a consistent understanding of the value and spontaneously work by following the company’s directions (Roger, 2003), the process of value integration is the key to guiding employees towards increasing their job engagement. Kohles et al. (2012) found that when employees perceive a given value as favorable, their intention to adopt the value will increase, leading to the process of value integration. Value integration, then, increases employees’ job engagement by influencing them to be physically involved, cognitively attentive, and emotionally connected to their work (Mathieu and Zajac, 1990). Thus, we hypothesize:

H2. Value integration will mediate the effect of employees’ perceived CSV on job engagement.

Method
The context of this ongoing research is the NRC Shanghai in China. In 2016, the NRC Shanghai successfully attracted more than 40,000 local runners by offering professional training opportunities for running; this program also contributed to increasing the sales of Nike’s sportswear in the city by establishing the reputation of its products among local runners (China Sport Show, 2015). Consequently, the NRC Shanghai meets the definition of CSV as proposed by Porter and Kramer (2011). The sample (N = 200) will be drawn from frontline employees of Nike (e.g., trainers of the NRC Shanghai, employees of Nike stores) in Shanghai. The total number of frontline employees is estimated to be over 1,500 given that there are 130 Nike retail stores in Shanghai. Because these frontline employees directly interact with customers, their perceptions of the NRC program and resultant integration of Nike’s values are thought to influence the competitiveness of Nike. A snowball sampling will be adopted to recruit study participants. The sampling process will start from the trainers of the NRC Shanghai (n = 150) to whom the first author has access, and then the participating trainers will be asked to introduce other qualified participants until the sample size reaches 200.

A survey design will be used to collect data on employees’ perceived CSV, value integration, and job engagement. Multi-item measures with a 7-point Likert scale will be used to assess these constructs. To measure perceived CSV, Lee et al.’s (2013) six-item scale of perceived social responsibility will be adapted. The measurement of value integration will be adopted from Kohles et al.’s (2013) seven-item scale. Job engagement will be measured with Schaufeli et al.’s (2006) eight-item scale. All three constructs will be measured through a paper-based survey, which will be administered between January and March 2018.

Analysis, Expected Results and Contributions
The hypotheses will be tested by estimating a structural model through structural equation modeling (Gefen et al., 2000). In this structural model, the perceived CSR will be included as an independent variable. The value integration will be entered as a mediator. The job engagement will be specified as a dependent variable. Before testing this model, a confirmatory factor analysis will be performed to assess the reliability and validity of the measurements for the three study constructs (Kline, 2005).

This study is expected to make the following contributions. First, this research provides some of the first empirical evidence to show that CSV positively influences employee outcomes, adding to general management research demonstrating the importance of CSV in organizations (Dembek et al., 2016). Second, this study is the first to empirically test CSV in a sport context, and hence can provide initial insights into how this concept can be applied to further sport management research. Specifically, the capacity of CSV for incorporating organizational values into core businesses contributes to the field’s understanding of how sport organizations’ socially responsible behavior may improve their bottom line (Inoue et al., 2011). Third, the mediating effect of value integration highlights the importance for employees to interpret their organization’s values. The application of value integration may address the question of how employees’ performance can be enhanced without limiting their willingness to engage in diverse value-oriented activities (Slack et al., 2015). Practically, the findings inform sport practitioners about the importance of raising employees’ awareness of organizational values, which serves to increase their value integration for desired job engagement. Due to the heterogeneity among employees, practitioners should adopt active ways of value integration, such as periodical supervisor-employee communications about organizational visions and goals, to explicitly unify employees’ perceived values which lead to their desired performance.