THE EFFECTS OF PERCEPTIONS OF CORPORATE SOCIAL PERFORMANCE ON INDIVIDUAL PURCHASING BEHAVIOUR, REPUTATION CAPITAL AND CRISIS MANAGEMENT: A MIXED METHODS STUDY

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DEDICATION

This thesis is dedicated to my dad and late mum for creating a good foundation for my life, my husband for his support and my lovely children who have endured the journey with me.

ABSTRACT

Although some previous research has focused on consumer behaviour with respect to corporate social performance (CSP), few empirical studies have been done, especially in the African context. In particular, a highly under-researched topic is the role that corporate social performance (CSP) plays in South Africa. Due to the increasing public awareness of CSR globally, individuals in South Africa are becoming more aware of the need for companies to engage in corporate social responsibility (CSR) and companies have realised that fulfilling social responsibilities has a positive impact on their overall performance and sustainability. In this regard, the current study examines the effects of perceptions of CSP in South Africa. Particularly, it investigates whether the perception of CSP plays a role on individual's purchasing decisions, in enhancing reputation of a company, and the role that a company's reputation for social responsibility plays during a corporate crisis.

The study uses the exploratory model of surplus, break-even and deficit developed by Coldwell and Joosub (2014) and a modified version of Carroll and Buchholtz's (2000) model to measure the perceived actual CSP of companies in comparison to what individuals expect a company's CSP to be. To measure the effects of perception of CSP in relation to actual purchasing behaviour, Carroll's CSR framework (1991), which takes economic, legal, ethical and philanthropic responsibilities into account, was adopted. To explore whether CSP influences the reputation of a company, Fombrun's, Gardberg, & Sever (2000, p. 253) 20-items RQ grouped into six pillars "(emotional appeal, products & services, financial performance, vision & leadership, workplace environment, and social responsibility)" was used. Finally, to investigate whether CSR-derived reputational capital plays a role in sustaining a company during a crisis, crisis scenarios from Dean

(2004) were adopted and modified to suit the study. A qualitative follow-up study, through face-to-face interviews, was carried out to clarify the quantitative findings.

A mixed methods technique that combines questionnaires, interviews and content analysis was used to explore the effects of perceptions of CSP on individual purchasing behaviour, reputation capital and crisis management. A sample of 145 students at the University of the Witwatersrand in South Africa was used for a quantitative study, and a sample of 30 for a qualitative study. The findings show that a company that fulfils consumer expectations of social performance generates positive perceptions of CSP that not only lead to actual purchases of goods and services but also generate desirable returns through enhanced reputational capital that is seen to sustain a company during a crisis situation. Aspects other than CSP that also influence an individual's actual purchasing behaviour at grass roots level are also described in the study.

The study extended the theoretical understanding of CSR by interrogating Carroll's CSR framework (1991) for empirical analysis and its applicability in an African context. The findings show that CSP plays a positive though relatively minor role in individuals' actual purchasing behaviour. This study also enhances the theoretical knowledge of individual expectations of CSP and actual CSP of companies in South Africa. Our study validates Coldwell & Joosub's (2014) exploratory model of surplus, break-even and deficit in the relationship between actual and expected CSP. Also, the study has managerial implications in that those companies that engage in CSR are perceived favourably than those that do not hence enhancing their reputational capital; and that prior CSP reputational capital played a significant role in a crisis situation. Future research could investigate aspects like culture, political settings and the economic foundations of different

African countries to confirm the findings of this study.

Keywords: corporate social responsibility, corporate social performance, perceptions, purchasing behaviour, reputation capital, crisis management, South Africa.

DOCTOR OF BUSINESS SCIENCES DECLARATION

I, Roselyne Koech, declare that the Doctor of Business Sciences thesis entitled 'The Effects of Perceptions of Corporate Social Performance on Individual Purchasing Behaviour, Reputation Capital and Crisis Management: A Mixed Methods Study' is my own research work. It is submitted in fulfilment of the requirements for the award of the degree of Doctor of Philosophy in Business Sciences in the Faculty of Commerce, Law, and Management, University of Witwatersrand, Johannesburg, South Africa. This thesis contains no material that has been submitted previously, in whole or in part, for examination or for a degree at any other university. I further declare that I have properly acknowledged all sources of information and received all the necessary authorisation and consent to carry out the current research.

Signature: ________________________ Date: ______________________

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In all, I praise my God for sustaining me throughout this journey.

LIST OF PUBLICATIONS AND AWARDS

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List of Awards

- Third prize at the Cross-faculty postgraduate symposium presentation on *"The effects of corporate social performance on individual actual purchasing behaviour, reputation capital and crisis management*" at Wits University, 25 October, 2017.
- Wits Postgraduate Merit Award (PMA), University of Witwatersrand, South Africa (2015 – 2018).
- African American Student Affairs & Ethnic Services, Award for Outstanding Scholastic Achievements, Northern Kentucky University, USA, October, 2008.
- International Student Academic Award, International Student Affairs Office, Northern Kentucky University, USA, 2008.

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LIST OF ACRONYMS

ANC	African National Congress
B	beta
BBBEE	broad-based black economic empowerment
BEE	black economic empowerment
CBR	customer-based reputation
CE	current era
CEO	chief executive officer
Co.	company
CBR	customer-based reputation
CR	corporate reputation
CSP	corporate social performance
CSR	corporate social responsibility
DJSI	Dow Jones sustainability index
DTI	department of trade and industry
EA	emotional appeal
F	female
FEEL	feelings
FP	financial performance
G&S	goods and services
GRI	global reporting initiative
IIRC	international integrated reporting committee
IRC	integrated reporting committee
IIRC	international integrated reporting council
IoDSA	institute of directors in South Africa
JSE	Johannesburg stock exchange
KFC	Kenya farmers corporation
KLD	Kinder, Lydenberg, Domini
KMO	Kaiser-Meyer-Olkin
M	male

MLR	multiple linear regression
MM	mixed methods
MNC	multinational corporation
P	postgraduate
P&S	products and services
PCA	principal component analysis
PUR	purchase
RC	reputational capital
REP	reputation
RESP	respect
RQ	reputation quotient
SMB	small and medium businesses
SPSS	statistical package for social scientists
SR	social responsibility
SRI	social responsibility index
TRU	trust
U	undergraduate
UK	united Kingdom
US	United States
V&L	vision and leadership
VIF	variance inflation factors
WE	workplace environment

CHAPTER 1: INTRODUCTION

1.1 Background to the study

The concept of corporate social performance (CSP) continues to receive a lot of attention in both the academic and corporate fields as evidenced by growing scholarly research on the topic. CSR recognises the close relationship between a corporation and society, and as such these relationships must be foregrounded and deftly managed as corporations and stakeholders pursue their respective goals (Crane, McWilliams, Matten, Moon & Siegel, p. 27). In the literature, CSP "is defined as a business organisation's configuration of principles of social responsibility, processes of social responsiveness, policies, programmes, and observable outcomes as they relate to the firm's societal relationships" (Wood, 1991, p. 693). In other words, CSP is "the 'measurement' of an organisation's overall performance in improving and protecting social welfare compared to its major competitors in the industry, measured over a period of time" (Luo & Bhattacharya, 2009, p. 201).

Numerous academic research have investigated the relationship between CSP and consumer purchasing behaviour (Becker-Olsen, Cudmore & Hill, 2006; Creyer & Ross, 1997; Brown & Dacin, 1997), reputation capital (Brammer & Pavelin, 2006; Fombrun, 2005; Fombrun, Gardberg & Barnett, 2000) and crisis management (Coombs & Holladay, 2006; Godfrey, Merrill & Hansen, 2009). Majority of these studies have shown that meeting social responsibilities not only allows organisations to display high levels of ethical conduct, but also provides instrumental benefits and various competitive advantages that include superior financial performance, enhanced reputation, more motivated work force, and the ability to attract desired employees (Albinger & Freeman, 2000).

While CSR programmes may be targeted at various stakeholder groups with disparate interests and demands (Beckmann, 2007, p. 27), the current study focuses specifically on individuals, who are also customers, as primary stakeholders and how their perceptions of CSP affect their purchasing behaviour, reputational capital of a company, and how it sustains a company in a crisis situation.

Today, consumer awareness and interest in CSR initiatives of companies are increasing (Berens et al. 2005; Boonpattarakan, 2012). Consequently, as evidenced in empirical studies, consumers who have knowledge of a company's CSR activities tend to evaluate the company and its products positively (Brown & Dacin, 1997). They do expect socially responsible behaviour from companies and are willing to reward this behaviour. Therefore, customers are essential for the survival of companies and should then be a central feature of every CSR initiative since they are capable of influencing the performance of companies significantly beyond just being a source of sales (Creyer & Ross, 1997; Hussain & Hussain, 2015). Customers also affect other stakeholders of the firm such as employees, investors, and suppliers (Hussain & Hussain, 2015).

Market polls carried out in the area also suggest that there is a positive correspondence between a company's CSR actions and consumers' reactions to that company and its product(s) (Sen & Bhattacharya, 2001). For instance, a survey by a market research and information firm (Kantar TNS) to assess the impact of CSR strategies on consumer behaviour showed that, in 2014, 42% of consumers acknowledged that CSR had a high impact on their purchasing behaviour – a proportion that grew to 53% in 2017 (Wall, 2017). Conversely, while 44% of consumers said these factors had a low impact on their buying habits in 2014, by 2017 that amount had decreased to 32% (Denis Wall, 2017). Also, in a study done by Cone Communications/Ebiquity Global CSR in 2015 reveals that global consumers do recognize the significance of CSR, with 91% of consumers expecting companies to go beyond their profit-making agenda and participate in CSR activities (Cone Communications/Ebiquity Global CSR, 2015). Furthermore, the same study by Cone Communications/Ebiquity Global CSR, 2015 showed that consumers are embracing CSR as a personal obligation. They expressed their willingness to use that power to make an impact, for instance, through purchase where 84% of global consumers admit that they try to purchase products or services that are socially or environmentally responsible (Cone Communications/Ebiquity Global CSR, 2015).

Increasingly, due to the benefits accrued by practicing CSR, companies globally are implementing CSR processes such as “public commitment to standards, community investment, continuous improvement, stakeholder engagement and corporate reporting on social and environmental performance” (Raynard & Forstater, 2002, p. 12). Recognising that improving their own impacts and addressing wider social and environmental problems will be increasingly crucial in securing a company’s long-term success.

In South Africa, political change and the need to address the unequal distribution of wealth have bolstered CSR’s relevance in society and related research at large. It is mainly seen as a tangible effort by companies to redress their historical contributions to, or benefits from, the apartheid system (Juggernath et al., 2011). This has seen many companies in South Africa, in line with companies globally, acknowledge that not only is CSR the ‘right thing to do’, it can also result in efficiency gains and manifest itself as a win-win strategy (Rangan, Chase & Karim, 2012, Flores-Araoz, 2011). Today, largely through the private sector’s growing role in socio-economic reconstruction and development, and implementation of local legislation (e.g., Broad-Based Black

Economic Empowerment (BBBEE) Act No. 53 of 2003), reference is being made to the 'new partnership' between government and business in South Africa (Skinner & Mersham, 2008). Consequently, there has been a significant growth in CSR participation with many leading companies and brands showing commitment to CSR. As a result, these companies have witnessed a significant benefit in economic, social and environmental capital (HR Pulse, 2016).

1.2 Statement of the Problem

Human social behaviour requires a degree of give and take for an individual to survive in a community. Increasingly, when buying goods and services from business organisations, customers expect companies to reciprocate by going beyond a profit-making agenda to help solve social and environmental issues. Such an approach has seen a growing interest in CSR agenda in the recent years. "Traditional views about competitiveness, survival and profitability are being swept away" (Crane et al., 2008, p. 33). "It is often said that successful companies need an intact society, just as an intact society needs successful companies, and this recognition forms the basis for responsible corporate action" (Peters, 2009, p. 6). Furthermore, with globalisation, it seems the negative consequences of businesses have, as has the public call for CSR (Crane et al., 2008). Consequently, "the government, civil society and business all to some extent see CSR as a bridge connecting the arenas of business and development, and increasingly discuss CSR programmes in terms of their contribution to development" (Blowfield & Frynas, 2005, p. 499).

Despite the rising levels of awareness and the burgeoning body of academic research and publication over the past years, most of the research has focused on western countries (Fatma & Rahman, 2015). Some of the popular western authors on CSR and consumer behaviour include; Cudmore & Hill, 2006; Butt, 2016; Becker-Olsen, Öberseder, Schlegelmilch & Gruber, 2011;

Mohr & Webb, 2005; Beckmann, 2006; Bhattacharya and Sen, 2004; Sen and Bhattacharya, 2001; Mohr, Webb & Harris , 2001; Brown & Dacin, 1997; Creyer & Ross, 1997. Also, the past five years has seen increasing studies from emerging economies like Asia (for instance, Romani, Grappi, & Bagozzi, 2016; Pino, Amatulli, De Angelis & Peluso, 2016; Park, Lee & Kim, 2014). Nevertheless, most of these studies are not of the composite type covered in my thesis studies. This becomes a major challenge because studies investigating the *effects of perceptions of CSP on individual actual purchasing behaviour, reputational capital, and crisis management* in emerging economies, particularly Africa, are relatively scarce. Particularly scarce is literature on the influence of CSP on consumer behaviour in South Africa. Also, noteworthy is the fact that majority of the past studies have investigated the three - *actual purchasing behaviour, reputational capital, and crisis management* - focus areas independently. This approach has created a gap, theoretically and practically, because the three variables are interrelated and are all crucial elements in overall performance of a company, and therefore a study that investigates them all in association with CSP was necessary.

Further research in the area is called for, because there is currently a significant rise in the awareness and practice of CSR in emerging economies due to the intensifying concerns about "lack of good governance and irresponsible business practices" (Azmat, 2015, p. 167). More importantly, mainstream considerations of CSR assume a universal set of conditions, but these are not necessarily the same in developing countries (Newell, 2005), or as Idemudia (2011) commented that circumstances in emerging economies shape the nature of obligations to which businesses should attend in various different ways.

In the case of South Africa, many companies have adopted CSR over the past few years. This can be attributed largely to the government regulation of CSR in the country. In its efforts to invest in historically disadvantaged South Africans in order to create their sustainable access to the economy, they have developed and updated CSR-related policies several times during the last decade. These include reports that were issued in 1994 (*King I*), 2002 (*King II*), and 2009 (*King III*), with a fourth revision (*King IV*) in 2016. In these reports, it can be concluded that although the South African Companies Act (No. 61 of 1973) did not oblige companies to engage in CSR projects, the Johannesburg Stock Exchange (JSE) has, since 2010, mandated integrated reporting and made it a requirement for all listed companies to comply with the *King Code of Corporate Governance* (from the *King III Report* of 2009). The *King* reports clauses are not mandatory, but they take a 'comply/apply or explain' approach that pressures corporations to apply CSR programmes or justify why they have not (Flores-Araoz, 2011). The regulations require all JSE-listed companies to apply the King III principles, more importantly, it forces them to invest 1% of their annual profit after tax on CSR (Ackers & Eccles, 2015).

Therefore, the above mentioned reasons coupled with the effects of globalisation and stringent competitive environments due to the increase in power of multinational corporations, have seen businesses under a lot of pressure to fulfil their social responsibility (Azmat, 2015).

The current study aims to address the above-mentioned gap in the extant literature by examining the effects of perceptions of CSR on individual's purchasing behaviour, reputational capital, and crisis management in South African context. Specifically, given the recent growth in adoption of CSR by companies in South Africa, the current research aims to bring an understanding of whether engaging in CSR at the grassroots level impacts how individuals in this context perceive companies that engage in CSR.

1.3 Motivation and Justification of Study

Most past research focusing on consumer behaviour in response to corporate social performance, as mentioned earlier, was carried out in Western countries, and few empirical studies on this topic have ever been done, especially in the African context. Research that investigates the extent to which a firm's CSP influences actual individual purchasing behaviour and company reputational capital, and if companies that fulfil consumer expectations through CSR are more likely to sustain their reputation and continue to exist after a crisis situation, is relatively scarce. This lack is significant in view of the significance of the associations between companies and customers to the social and economic wellbeing of society. Mohr, Webb & Harris (2001, p. 70) note that "an understanding of consumer expectations of CSR at the industry or firm level is important in the development and implementation of successful CSR programmes". Insight into an individual's attitude towards CSP is crucial for developing a CSP policy that makes a positive influence on the well-being of the society as well as on the overall performance of a company. The current study used mixed methods approach to investigate the effects of perceptions of CSP on individual purchasing behaviour, reputational capital, and crisis management in order to provide a comprehensive and an in-depth understanding of the research problem.

Firstly, an exploratory model of surplus, break-even and deficit (Coldwell & Joosub, 2014), a modified version of Carroll and Buchholtz's (2000) theoretical model of society's rising expectations, over time, of a business's actual CSP was used to assess the actual vis-a-vis expected CSP of companies that individuals purchase goods and services from. This model maintains that people's assessments of a particular company's CSR profile are relatively based on its CSP. Carroll's (1991, p. 41) definition of CSR, which includes "economic, legal, ethical and philanthropic responsibilities," is also operationalised. The current investigation is important in knowing whether companies that engage in CSR are perceived as fulfilling social expectations. Therefore, the current study postulates that companies with significant CSP are those that also have: enhanced consumer purchases; a greater reservoir of reputation capital, and; a greater ability to endure crises in terms of consumer loyalty and share value maintenance.

Secondly, the study then adopts Carroll's (1991, p. 41) definition of CSR, which includes "economic, legal, ethical and philanthropic responsibilities," to bring an understanding of whether engaging in CSR at the grassroots level impacts how individuals in this context perceive companies that engage in CSR and whether such perceptions translate into actual purchases of goods and services. Bhattacharya & Sen (2004) noted that "consumer reactions to CSR are not as straightforward and self-evident as marketplace polls suggest", there are several other factors that affect a firm's CSR activities and whether or not they translate into consumer purchases is relatively unknown. A socially responsible company will not necessarily do well financially. The current study will investigate, therefore, whether an individual's perception of a company's CSP is a key factor in the decision-making processes of where to purchase goods and/or services.

Thirdly, the current study inquired whether fulfilling social expectations through CSR enhanced reputational capital by comparing the individual perceptions of reputation of a company that engage in CSR and the company that does not engage in CSR using Fombrun and Gardberg (2000, p. 253), proposed measurement instrument, called 'reputation quotient' (RQ), that comprised of six pillars namely: "emotional appeal, products and services, financial performance, vision and leadership, workplace environment, and social and environmental responsibility". Corporate RC is an area of growing research interest. In the recent past years, the importance of intangible assets, in general, and of RC, in particular, has been growing rapidly (Dolphin, 2004). This can be attributed to the fact that "intangible assets are vitally important in overcoming market entry barriers and fostering customer retention, and thus for strengthening competitive advantages" (Schwaiger, 2004, p. 47). A growing body of academic research further show that a favourable corporate reputation positively influences the behaviour of various stakeholders of a company such as customers, suppliers, and employees, predisposing them in favour of the company (Agarwal, Osiyevskyy & Feldman, 2014; Ponzi, Fombrun & Gardberg, 2011; Fombrun, 1996; Fombrun & Rindova, 1996; Fombrun & Shanley, 1990). Other authors like Hutton, Goodman, Alexander and Genest (2001) suggested that, to date, little research has tied reputation directly to bottom line behaviours – or measures of organisational goals – other writers suggest that reputational advantages do allow marketers to exploit profitable marketing opportunities.

Lastly, the study investigated whether CSR-derived reputational capital protects a company during a crisis. Three crisis scenarios were adopted from Dean (2004) study and modified to fit the study. Crisis is known to damage the reputation of a company to a certain extent. Therefore, understanding how consumers react to a company during a crisis is vital. Particularly, the study tries to investigate whether individuals perceive companies that engage in CSR differently from those that do not. Empirical evidence for this approach is presented in a pioneering study by Klein and Dawar (2004, p. 211), which provides the first support for the premise that "in a product-harm crisis, CSR affects the consumers' brand evaluation and their attribution of blame, and through these, their purchase intentions". Assiouras, Ozgen and Skourtis (2011, p. 164) therefore "conclude that there is a positive relationship between CSR actions and consumer attitudes towards a company". However, the value of CSR during a crisis is largely un-researched, particularly in South Africa, although consumers were generally found to be sensitive to negative CSR (Assiouras et al., 2011).

1.4 Research Objectives and Approach

The research objectives were to determine the following:

1. Whether perceptions of a company's economic, legal, ethical, and philanthropic CSP are associated with individual perceptions of actual vis-à-vis expected CSP.
2. Whether perceptions of a company's CSP influences individual purchasing behaviour.
3. Whether CSP enhances the company's reputation.
4. Whether the CSP-derived reputational capital protects a company during a crisis.

The research questions, therefore, will be as follows:

1. Are perceptions of a company's economic, legal, ethical, and philanthropic CSP associated with individual perceptions of actual vis-à-vis expected CSP?
2. Do perceptions of a company's CSP influence individual purchasing behaviour?
3. Does CSP enhance the company's reputation?
4. Does the CSP-derived reputational capital protect a company during a crisis?

1.5 Scope of the Study

The study surveyed sample groups of undergraduate (3rd and 4th year) and postgraduate students from the University of the Witwatersrand (Wits), Johannesburg, using a pilot questionnaire, a main questionnaire, and face-to-face interviews. These groups were chosen for various reasons: First, as students undergoing tertiary education, they have the level of ability required to complete questionnaires and respond meaningfully when interviewed, and they may have come across the concept of CSR during their studies. Second, students are very brand conscious, and although they do not usually have large disposable incomes, they are knowledgeable about trends, fashions and companies' reputations, and have experience of making independent purchasing decisions and hence are able to form personal opinions on the subject. Third, Wits university is a multi-cultural, multi-racial urban university and the students are selected from across the country hence possess diverse backgrounds and therefore represent a wide range of consumers who actively participate in purchasing decisions. They are also future political and economic leaders and many will become employees of companies or start their own businesses.

1.6 Originality, Contribution and Significance

The current study makes several contributions.

- It contributes to the enhancement of a proposed model of surplus, break-even and deficit that relates expected/actual CSP to behavioural and organisational outcomes regarding consumer purchasing, reputation capital and company crisis endurance.
- It contributes to the emergent body of literature and research on CSR theory and practice in the African context in general and, in particular, exposes the effects of perceptions of CSP on individual purchasing behaviour. More importantly, it challenges the applicability of Carroll's CSR model in an African context. This way the paper contributes to an important research area given the rising practice of CSR by companies in South Africa and the increasing awareness of its significance in society.
- It replicates the findings of previous studies on CSR and buying behaviour (Butt, 2016; Bhattacharya & Sen, 2001 & 2004; Brown & Dacin, 1997), corporate reputation (Ali, Alvi & Ali, 2012; Fombrun & Gardberg, 2000; Gray & Balmer, 1998), and crisis (Coombs, 2007; Brammer & Pavelin, 2005; Godfrey, 2005); which show that positive perception of CSR has a direct impact on buying behaviour, reputational capital and crisis sustainability.
- It concurs too with other studies that show that CSR still only plays a minor role in consumption decisions (Mohr et al., 2001) and that there are numerous other factors shown

to influence buying behaviour (Marquina, 2010; Mohr et al. 2001; Sen & Bhattacharya, 2001).

- The study hopes to be of value not only to academics focusing on CSR but also to business leaders, managers and investors who want to understand consumers' expectations of CSR and how it affects their companies' business effectiveness.

1.7 Ethical Considerations

This study employed a mixed method approach, which comprised of a semi-structured questionnaire and follow-up face-to-face interviews, to gather information from third-year, fourth-year and postgraduate university students.

The general principle of 'epistemic imperative' described by Mouton (2011) is applied in this study. This principle stipulates that the researcher has to have integrity and objectivity, maintain an ethical relationship with the participants, and ensure that all data are authentic, accurate and transparently handled. Proper measures to protect the privacy and rights of all participants must be taken. MM researchers must consider the ethical issues and context and demands of both QUAL and QUAN research settings (Teddlie & Tashakkori, 2009).

The current research adhered to the strictest ethical standards of research. The questionnaire and interview template were submitted to the ethics committee of the University of Witwatersrand for review and approval was granted to carry out the survey. All participants were informed of their rights, the nature of the study, the kinds of questions that would be asked and how long the process would take. Participants read and signed a consent form that outlined the research procedures and activities associated with participating in this survey. Participation in this study did not involve any foreseeable risks, but individual privacy was protected by keeping responses anonymous and not collecting identifying information such as real names and addresses in either the questionnaire or interviews.

1.8 Structure of the Study

This introductory chapter provides a background and context to the research problem, the objectives, the main research questions and scope of the study.

Chapter 2 provides a detailed theoretical and empirical framework for the study. Since the study focused on three study areas - purchasing behaviour, reputational capital and crisis management - in relation to CSP, the theoretical foundations of existing literature on CSP in relation to the three focus areas are discussed. The various conceptual frameworks used include: Carroll's (1991) conceptualisation of CSR; Coldwell and Joosup (2014) exploratory model of surplus, break-even and deficit; stakeholder theory; and attribution theory. Analysis of the relationships between the constructs was elaborated and thereof hypotheses developed.

Chapter 3 discusses the philosophical foundation/research paradigm and methodology of the research. It specifies the research design, quantitative and qualitative data collection and analyses strategy that include; target population, sampling technique, questionnaire and interviews development and data analyses techniques.

Chapter 4 presents results of quantitative data analysis in relation to the research questions and hypotheses. In addition, the chapter presents results of reliability tests using Cronbach alpha coefficient and validity tests using exploratory factor analysis (EFA).

Chapter 5 presents results of qualitative data analysis in relation to the research questions and hypotheses. Both the interview responses and open-ended responses of the questionnaire were analysed.

Chapter 6 triangulates the quantitative and qualitative results to further justify the findings and support the hypotheses of the study. The chapter further made comparisons with previous studies to provide justifications for the findings and either support or challenge the underlying theoretical and empirical explanations.

Chapter 7 draws conclusions based on the main research questions and the problem statement. It also outlines the theoretical, managerial and policy implications of understanding the effects of perceptions of CSP on individual actual purchasing behaviour, reputational capital and crisis management.

CHAPTER 2: LITERATURE REVIEW AND THEORETICAL BACKGROUND

2.1 Introduction and History of CSR

CSR has gained significant prominence in recent years in both the academic and corporate fields, evidenced by growing scholarly research on the topic. It is "an increasingly important area of study, comment, and strategy in the 'new economy' of the early twenty-first century, and corporations are spending more time and resources on it" (Crane, McWilliams, Matten, Moon & Siegel, 2008, p. 156). It is rapidly gaining momentum and impact in the broader international business arena as a result of greater awareness of particular developments and incidents, and is supported by numerous publications and the implementation of various measures and governmental regulations, for example (De Witte & Jonker, 2006).

While the concept of CSR is generally "a product of the twentieth century, especially the second half of the century" (Crane et al., 2008, p. 20), the concept as it is understood today has a long and wide-ranging history. For Chaffee (2017), the origins of the social component in corporate behaviour can be traced back to the ancient Roman Laws and can be seen in entities such as asylums, homes for the poor and old, hospitals and orphanages. For instance, "business practices based on moral principles and 'controlled' greed were advocated by pre-Christian Western thinkers such as Cicero in the first century CE as well as their non-Western counterparts such as India's Kautilya in the fourth century CE" (Blowfield & Frynas, 2005, p. 500). Van Marrewijk (2003, p. 96) describes how "past eras have shown acts of charity, fairness and stewardship, such as the medieval chivalry and Scholastic view on pricing, the aristocracy's noblesse oblige, the early 20th century paternalistic industrialists and the contemporary ways of corporate (and private) sponsoring of arts, sports, and neighbourhood developments". The moral vision of nineteenth-century entrepreneurs in the UK such as John Cadbury and Michael Marks can be seen as the precursors of modern CSR, and a growing awareness of the importance of social responsibility after the Second World War led to the directors of the German firm I. G. Farben being found guilty of mass murder during the Nuremberg war crimes trials for having used slave labour (Blowfield & Frynas, 2005).

In the twentieth century, the debate has developed greater momentum, for example, in the 1930s Berle and Means (1991) advocated incorporating voting rights for all shareholders of a company to ensure greater transparency and accountability (Arli & Lasmono, 2010). A considerable level of awareness of the concept of CSR has seen it grew significantly and so has the associated terminology. According to Garriga & Melé (2004, p. 51), "since the publication of Bowen's influential work, *Social Responsibilities of the Businessman* (1953), there has been a shift in terminology from the social responsibility of business to the concept of CSR."

In the 1980s and 1990s, stakeholder theory contributed significantly to the development of CSR. This theory proposes that "a firm is a nexus of contracts between stakeholders and the responsibility of a business is not to society at large but to legitimate stakeholders: shareholders, employees, customers, suppliers, and local communities" (Van der Putten, 2005, p. 4; Marquina, 2010, p. 72). During the last two decades, however, the concept of CSR was progressively rationalised and it became associated with broader organisational goals including stakeholder management and corporate reputation. Numerous studies and popular literature on CSR contend that CSR positively influences the bottom line performance of a company (Lee, 2008), especially in light of the various social upheavals that have occurred across the globe such as the so-called 'Arab Spring' of 2010 (Schwartz & Gibb, 1999). The recent corporate failures and accounting scandals have undermined corporations' reputations and diminished society's confidence, trust and integrity of markets worldwide (Piedade & Thomas, 2006). Such scandals including those involving Enron in 2001, WorldCom in 2002, Parmalat in 2004, and Volkswagen in 2017, could be seen as tipping points that push many businesses to rethink their responsibilities towards their various stakeholders (Silberhorn & Warren, 2007).

Globalisation, the international financial crisis of 2008, and the impacts of climate change on the environment, have all had, and are still having, negative consequences for businesses, and as the public faces greater difficulties, so the call for CSR has grown (Crane et al., 2008). For instance, some international business leaders of the world's largest companies – American, Chinese, Japanese, European, and South African, signed The Declaration of Corporate Responsibility to try and restore some confidence in the global economy through their financial and economic power (Schwartz & Gibb, 1999). The "declaration received huge public support, and other companies found themselves subject to intense pressure to adopt its principles" (Schwartz & Gibb, 1999, p. 160).

As a result, CSR has been widely practiced, and a growing number of research in the field show that various stakeholders expect companies to act in a socially responsible manner towards the society and to adhere to high standards of ethical behaviour in their businesses (Lindgreen & Swaen, 2010). What is new, according to Fabig and Boele (1999, p. 63) is that "today's debates are conducted at the intersection of development, environment and human rights, and are more global in outlook than earlier in [the twentieth] century or even in the 1960s". Carroll (2015, p.1) outlined four strong patterns in CSR that have characterized its direction in corporate social issues discussions in most decades that include: "globalization of CSR practices, institutionalization of CSR within companies, strategic reconciliation with financial goals, and academic proliferation."

2.1.1 CSR Definitions

As a result of its recent growth and popularity, a proliferation of theories, approaches and terminologies has grown up around the concept of CSR, and until now, there is no consensus on how to define it (Dahlsrud, 2008). Carroll (1999) in his review of CSR's definitional evolution "discussed over 25 different ways that CSR is defined in the academic literature" (Crane et al., 2008, p. 47). Likewise, "a survey of CSR education in Europe found 50 different labels for CSR modules, 40 different labels for CSR programmes" (Visser, 2006, p. 32). Despite all the variations in definitions, the bottom-line is that they concentrate on businesses being socially responsible to its stakeholders and society as well as being profitable (Carroll, 2015).

Many CSR conceptualisations exist and "most scholars agree that there is no universally accepted definition of CSR or a definitive framework of how it should be applied" (Piedade & Thomas, 2006, p. 58). There are numerous and diverse literatures and theories of CSR but none is universally accepted (Garriga and Melé, 2004). For instance, Carroll (2016, p. 1) pointed out that many of the early definitions of CSR were rather general, however, and despite this fact, "Europe, Asia, Australia, Africa, South America, and many developing countries are increasingly embracing the idea in one form or another". Some scholars claim that the meaning of CSR is generally contingent and dynamic, and therefore essentially contested (Matten & Moon, 2008), "making theoretical development and measurement difficult" (McWilliams, Siegel & Wright, 2006, p. 1). Lindgreen and Swaen (2010, p. 1) claim that "business and social researchers have shifted from explicitly normative and ethics-oriented arguments to implicitly normative and performance-oriented managerial studies." Bansal, Jiang & Jung (2015) claim that CSR can also adopt both short (tactical) and long-term (strategic) orientations, arguing that discriminating between tactical and strategic responsible actions can lead to new insights into firms' CSR behaviours.

CSR is now a well-known and widely-used label to represents a collection of different yet related terms including "corporate philanthropy, corporate citizenship, business ethics, community involvement, stakeholder management, socially responsible investment, conscious capitalism, sustainability, triple bottom line, corporate accountability, creating shared value and CSP" (Carroll, 2015, p. 1; Silberhorn & Warren, 2007). Some few definitions are illustrated.

Khoury, Rostami and Turnbull (1999) define CSR as:

> "The overall relationship of the corporation with all of its stakeholders. These include customers, employees, communities, owners/investors, government, suppliers and competitors. Elements of social responsibility include investment in community outreach, employee relations, creation and maintenance of employment, environmental stewardship and financial performance."

The World Business Council for Sustainable Development (1999, p. 3) stated that:

> "CSR is the ethical behaviour of a company towards society; management acting responsibly in its relationship with other stakeholders who have a legitimate interest in the business, and it is the commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large."

This organisation then revised its definition as:

> "The commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life (World Business Council for Sustainable Development, 2002)."

Whetten, Rands and Godfrey (2002) defined CSR as:

> "Societal expectations of corporate behaviour; a behaviour that is alleged by a stakeholder to be expected by society or morally required and is therefore justifiably demanded of a business."

Bansal et al. (2015, p. 70) categorised CSR into tactical CSR and strategic CSR and defined them as:

> "Tactical CSR is defined as corporate social activities oriented towards improving stakeholder relationships in the short-term, requiring fewer resources. In contrast, strategic CSR is defined as corporate social activities that require long time horizons, large resource commitments, and significant adjustments to organizational structures."

Sarkar, & Searcy (2016. p. 1433) who explored how the concept of CSR has evolved overtime drawing from 110 definitions of the construct from 1953 to 2014, came up with the following definition:

> "CSR implies that firms must foremost assume their core economic responsibility and voluntarily go beyond legal minimums so that they are ethical in all of their activities and that they take into account the impact of their actions on stakeholders in society, while simultaneously contributing to global sustainability."

A universal definition of the concept CSR is unnecessary for the purposes of this study, however the current study will use Carroll's often cited definition of CSR as a foundation:

> "The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organisations at a given point in time

(Carroll, 1979, p. 500)."

Carroll's (1991, p. 41) definition was formulated as a pyramid-shaped model with various strata of "CSR where (from the bottom to the top) economic, legal, ethical, and philanthropic (discretionary in an earlier formulation) responsibilities" are located (figure 1, below; see section 2.3.1 for a more in-depth discussion).

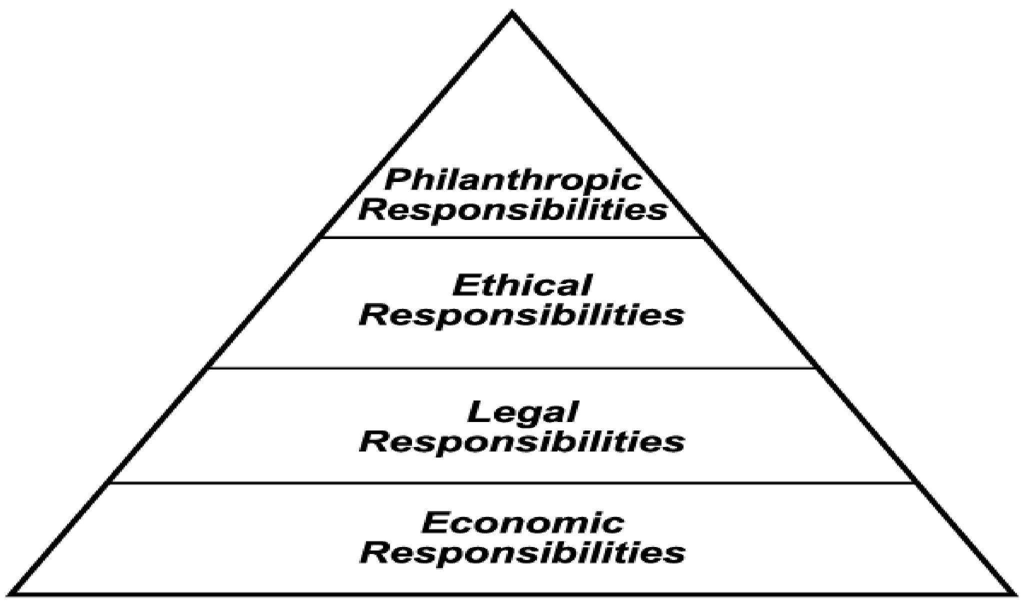

Figure 1: Carroll's CSR Pyramid (1991)

Alexander Dahlsrud (2008, p. 4) gathered the various definitions of CSR used between 1980 and 2003 and developed a coding scheme by grouping together the phrases that referred to the same issues and particularities, and subjected the meaning of the phrases to an analysis. In 37 definitions of CSR in the literature, proposed by 27 authors, the analysis distinguished five dimensions – "environmental, social, economic, stakeholder, and voluntariness" – according to which the range of meanings of the concept of CSR can be focused (Table 2.1, below).

Table 2-1: The Five Dimensions of CSR

Dimension	Aspect referred to	Example phrases
Environmental	"Natural environment"	"a cleaner environment" "environmental stewardship" "environmental concerns in business operations"
Social	"Relationship between business and society"	"contribute to a better society" "integrate social concerns in their business operations" "consider the full scope of their impact on communities"
Economic	"Socio-economic or financial aspects, including describing CSR in terms of a business"	"contribute to economic development" "preserving the profitability" "business operations" "operation"
Stakeholder	"Stakeholders or stakeholder groups"	"interaction with their stakeholders" "how organisations interact with their employees, suppliers, customers and communities" "treating the stakeholders of the firm"
Voluntariness	"Actions not prescribed by law"	"based on ethical values" "beyond legal obligations" "voluntary"

Source: Suciu et al. (2010, p. 845, from Dahlsrud, 2008)

2.1.2 Why Corporations Engage in CSR

In the context of globalisation, some businesses enjoy unprecedented power, which has enabled them to set-up businesses in environments with weak or non-existent social and environmental regulation, to pressure weak governments, and to exploit poor communities (Newell & Frynas, 2007). But conventional views about "competitiveness, survival and profitability are being swept away and corporations can no longer act as isolated economic entities detached from broader society" (Crane et al., 2008, p. 33). In order to be effective, organizations require functional society, similarly as a functional society needs effective organizations, and this acknowledgment frames the reason for responsible corporate activity and supports the concept of CSR (Peters, 2009). Government, civil society and business are all beginning to consider CSR as a bridge connecting the arenas of business and society and how they contribute to sustainable development (Blowfield & Frynas, 2005).

Corporations are among the key players in economic development. This view is connected both to the decrease in trust in the part of the state as a specialist for development and worldwide deregulation since the 1980s, which resulted in the state having a more limited role in the economy (Newell & Frynas, 2007). Instead, the private sector has assumed a bigger role in efforts to tackle poverty and other developmental challenges as "providers of goods and services, as employers, as investors, and increasingly as the shapers of policies in developing countries" (Newell & Frynas, 2007, p. 672). The new concept of CSR recognises the close relationship between a corporation and society, and such relationships must be foregrounded and deftly managed as corporations and related groups pursue their respective goals (Crane et al., 2008).

The positive contribution of CSR activities to a business's bottom line is not yet accepted unequivocally (Mahmood & Humphrey, 2013). From an economic perspective, the mission of a corporation is quite clear – businesses are, after all, 'for profit' organisations (Brown, 2005). Classic economists, as well as advocates of agency theory, maintain that maximisation of organisational wealth or shareholder benefits should be the main priority or even the sole objective of business organisations (Mahmood & Humphrey, 2013). They argue that as the prime motive of business organisation is to make a profit, spending any money on CSR activities could harm the interests of other stakeholders, for example decreased return on investment for shareholders, increased prices of products for consumers, and lower wages for employees (Mahmood &

Humphhrey, 2013).

Under the CSR framework, many scholars advocate that companies “should be held responsible for their actions and decisions since they affected society, and they ought to live up to a higher set of standards than simple adherence to the law” (Scherer & Palazzo, 2008, p. 56). They ought to contribute to the well-being of society for the greater good of all because they are part of that society (Brown, 2005).

As it is known, our societies are fundamentally in transition. The effects of globalisation and the surge in international trade have resulted in greater business complexity and accompanying demands for greater transparency and the need to redefine corporate citizenship (Jamali & Mirshak, 2007). The relationship between companies and civil society organisations has moved on from paternalistic philanthropy and requires a re-examination of the roles, rights and responsibilities of business in society (Raynard & Forstater, 2002). As a result, new and unforeseen responsibilities are being placed on business and implicit and explicit societal demands to incorporate social and environmental values into business practice are being made (De Witte & Jonker, 2006). The increased freedom to do business in the twenty-first century comes along with the demand for this freedom to be used responsibly (Cannon, 1994).

The negative consequences of globalisation, or the “threefold global crisis of deepening poverty, social disintegration, and environmental degradation” (Korten, 2001, p. 13) has led to an increasing realisation that, because corporations maximise our limited natural resources for their own benefit, they also need to give back to society through CSR (Jamali & Mirshak, 2007). As Carroll (2015) explained, during the 1990’s the globalization process increased the operations of multinational corporations which now faced diverse business environments abroad, some of them with weak regulatory frameworks. The new opportunities subjected the corporations to the rising global competition for new markets and an increased reputational risk due to the challenges and pressures of globalisation process. Many multinationals, therefore, understood that that being socially responsible had the potential to be a safe pathway to balance the challenges and opportunities of the globalization process they were experiencing and as a result, the institutionalization of CSR became stronger (Carroll, 2015).

As the international community became aware of the impact of population growth, resource depletion and pollution, there was a call for corporations to act responsibly and a formulation of new regulatory frameworks to guide their operations (Agudelo, Jóhannsdóttir & Davídsdóttir, 2019). Many communities agreed that organisations should not only deliver high quality products and services and be expected to meet the needs of internal and external stakeholders, they should also be held responsible for ensuring that negative social, political and environmental impacts are kept to a minimum (De Witte & Jonker, 2006).

A surge of self-regulatory protocols has swept across the business community worldwide in recent years (Berger-Walliser & Scott, 2018; Ferrell, Liang & Renneboog, 2016; Schwartz & Gibb, 1999) and the development of reporting guidelines has increased, "in part due to the scandals associated with prominent companies like Enron and Worldcom" (Pirsch, Gupta & Grau, 2007, p. 125). In addition, the proliferation of sustainability-linked initiatives (e.g. Global Reporting Initiative (GRI), the Dow Jones Sustainability Indices and the UN Global Compact) and independent evaluations and rankings that make social performance more transparent (e.g. Fortune's Most Admired Companies) are subjecting companies to intense pressure to adopt social responsibility.

The practice of CSR is widely acknowledged as imperative for organizations, resulting in greater competitive advantage and positive economic outcomes for companies along with (Lii, Wu & Ding, 2013). Consumer knowledge of a firm's CSR initiatives increases customers' willingness to purchase the company's product and may lead to a more positive evaluation of the product and a higher evaluation of the company itself which is linked to the generation of value for the company's stakeholders (Öberseder, Schlegelmilch, & Murphy, 2013; Carrol & Shabana, 2010; Brown & Dacin, 1997). Studies have shown that meeting social responsibilities not only allows organisations to display high levels of ethical conduct, but also provides instrumental benefits and various competitive advantages, which include superior financial performance, enhanced reputation, more motivated work force, and the ability to attract and retain desired employees (Albinger & Freeman, 2000). CSR programmes have also been shown to act as buffers against market crises, and may help a company to recover more quickly when affected (Pirsch, Gupta & Grau, 2007).

Increasingly, companies globally are implementing CSR processes such as "public commitment to standards, community investment, continuous improvement, stakeholder engagement and corporate reporting on social and environmental performance" (Raynard & Forstater, 2002, p. 12). The increase in adoption of CSR, as reflected in Chandler's (2019) work on the evolution of CSR and its growing acceptance, is seen as central to the company's strategic decision making as well as to their day-to-day operations. Recognising that improving their own impacts and addressing wider social and environmental problems will be increasingly crucial in securing a company's long-term success.

2.2 CSR in Developing Countries

Belal (2001) and Jamali and Mirshak (2007) indicate that most of the CSR studies so far have focused on developed countries and little research on CSR practice has been carried out in emerging countries. Both the nature and extent of CSR in developing countries is as yet under-researched, and very little empirical data is available. Amponsah-Tawiah and Dartey-Baah (2011) point out that CSR is foreign to many developing countries, even today, and in those countries where it has been embraced it, it does not yet form part of the corporate agenda of a large number of companies (Crane et al., 2008). What little research has been done tends to be “ad hoc with a heavy reliance on convenience-based case studies or descriptive accounts” (Crane et al., 2008, p. 493).

Ward, Fox, Wilson and Zarsky (2007, p. 1) state that, “in practice, much of the business activity that has so far been labelled ‘CSR’ has been driven by the concerns of investors, companies, campaign groups and consumers based in the world’s richest countries”. The abundance of CSR research emanating from the context of Western countries is not necessarily applicable to developing country contexts (Dobers & Halme, 2009). The very concept of CSR is itself contested with respect to developing countries (Moon, 2002), but for the purposes of this study, CSR is considered to encompass “the formal and informal ways in which business makes a contribution to improving the governance, social, ethical, labour and environmental conditions of the developing countries in which they operate, while remaining sensitive to prevailing religious, historical and cultural contexts” (Visser, Matten, Pohl, & Tolhurst (2007), in Crane et al., 2008, p. 474).

Mainstream CSR has been criticized for not being sensitive to priorities and realities in developing countries. Consequently, there is “an increasing recognition that a ‘one-size fits all’ approach to CSR in operations around the world is ineffective in responding to the business drivers of socially responsible behaviour” (Ward, Fox, Wilson & Zarsky, 2007, p. 2). Some of the criticisms from the literature on CSR in developing countries highlights the lack of empirical evidence to support the idea that CSR initiatives could produce win-win outcomes for multinational companies in financial terms and for local workers and communities in social and environmental terms (Jeppesen & Lund-Thomsen, 2010). The key issue, according to Idemudia (2011, p. 3), is that while it can be acknowledged that “the environment and priorities of people in developing countries might share some similarities with western societies, it is also true to recognize that they have apparent differences which significantly shape the nature and viability of obligations business can be expected to attend to in developing countries to meet their social obligations.”

Kemp (2001, p. 1) is of the opinion that there are “numerous obstacles to achieving corporate responsibility in many developing countries where the institutions, standards and appeals system, which give life to CSR in North America and Europe, are relatively weak”. It is supported by Jamali (2007, p. 2) points out that “limited evidence from the developing world seems to suggest that the CSR motivation is attuned in light of the weak drivers for CSR, adoption on the supply and demand side, limited CSR advocacy and awareness raising, limited regulatory capacity, and nascent community organisations, coupled with traditional macroeconomic constraints that serve to divert company attention, to issues of basic economic viability”. To ensure strong institutional environments where CSR will thrive, developing countries should embrace policies and activities that pay particular attention to the economic and legal requirements (Jamali and Mirshak, 2007). This is seen as a milestone and a demonstration of responsible corporate behaviour in weak institutional environments, where “non-compliance, tax evasion, corruption and fraud are a norm rather than an exception” (Dobers & Halme, 2009, p. 9).

2.2.1 CSR Practice in Africa

Even though Africa is characterised as a poverty-stricken continent with an enormous burden of external debt and a high rate of population growth, an increase in consumer awareness is evidenced by the large number of consumer organisations that have emerged recently (Visser, 2008). Hence, this has seen the CSR debate in Africa gain heightened interest and its practical and expansive implications have resulted in redefining the roles and responsibilities of business from being the cause to becoming a part of the solution to the problem of underdevelopment in the region (Idemudia, 2014; Idemudia, 2010; Rajak 2011). However, a review of CSR research and publications focused on Africa over a period of ten years from 1995 to 2005 revealed that there is an extremely low volume of published research, and most papers focused on South Africa and Nigeria (Muthuri, 2013; Amponsah-Tawiah & Dartey-Baah, 2011). Likewise, in Visser's study (2006, p. 479) on African CSR literature between 1995 and 2005, he determined that “only twelve of Africa’s 53 countries have had any research published in core CSR journals, with 57 per cent of all articles being focused on South Africa and 16 per cent on Nigeria” (see also Hinson & Ndhlovu, 2011).

Over the recent years, the volume of literature and research concentrating on CSR in Africa is unquestionably increasing (Neil, 2009). However, there is still room for expansion “as well as improving the diversity of content and geographic coverage” (Amponsah-Tawiah & Dartey-Baah, 2011, p. 109). Despite the limited CSR research in developing countries, evidence has shown that in Africa and most developing countries in the Middle East where most of the business operations are controlled by multinational corporations (MNCs), there have nonetheless been increasing demands for enterprises to provide community development programmes and assistance in their host communities to promote and protect the welfare of the indigenes (Hinson & Ndhlovu, 2011). This has enhanced CSR by encouraging companies to rethink their responsibilities and self-interest. Elsewhere, governments of some countries facing major social challenges have explicitly sought to engage business in meeting those challenges, as "with 'black economic empowerment' in South Africa, or 'presidential encouragement of business efforts' to tackle poverty in the Philippines" (Ward et al., 2007, p. 2).

Visser (2007, p. 474) suggested four justifications why CSR focus in a developing country is different from CSR in the developed world:

- "Developing countries represent the most rapidly expanding economies, and hence the most lucrative growth markets for business."
- "Developing countries are where social and environmental crises are usually most acutely felt in the world."
- "Developing countries are likely to have the most dramatic social and environmental impacts (both positive and negative)."
- "Developing countries present a distinctive set of CSR agenda challenges which are collectively quite different to those faced in the developed world."

Visser (2006, p. 45) describes Carroll's model as "a durable and useful model for defining and exploring CSR", but reworks the classic CSR pyramid to be more applicable to developing country contexts. He claims that philanthropy is the expected norm in African society due to enormous socio-economic need, but he argues that economic responsibilities are still widely given preference over the other CSR elements due to the continent's generally high unemployment, debt, and poverty. Visser therefore places 'economic responsibilities' at the base of his pyramid, following Carroll. Philanthropy is given the second highest priority. Visser (2006, p. 42) places legal priorities on the third level in his CSR pyramid since he claims that "in Africa there is far less pressure for good conduct dictated by law than in developed countries because of, among other reasons, poorly developed legal infrastructure". Finally, drawing on global statistics on corruption in Africa, Visser (2006) is of the opinion that, in practice, ethics remains the lowest CSR priority, and places this at the top of his pyramid (Figure 2, below).

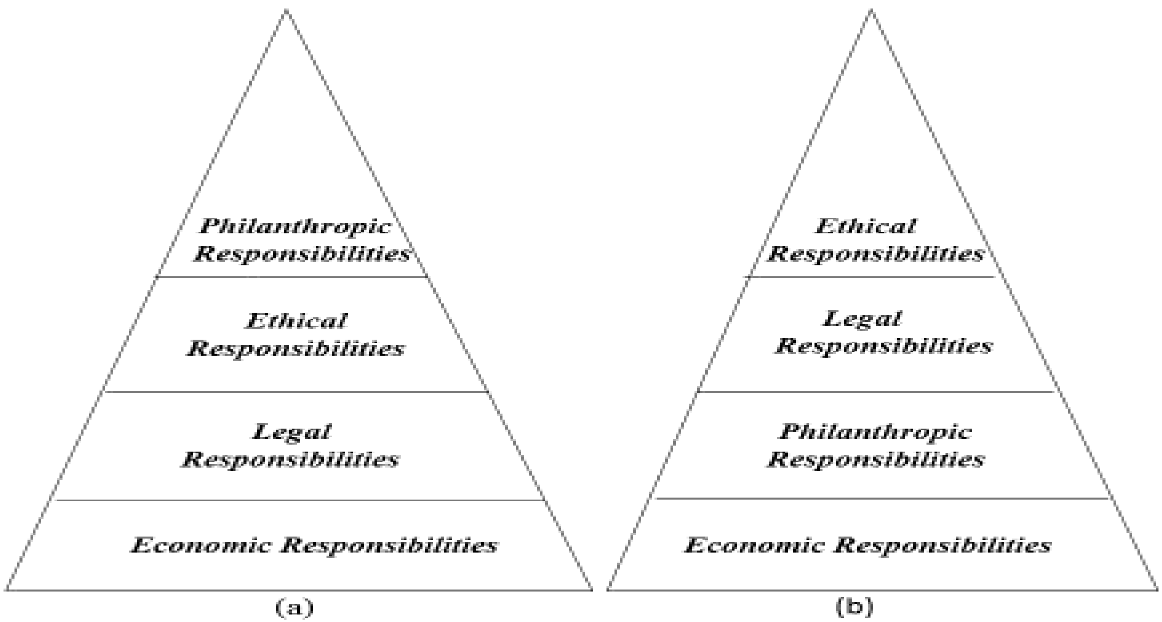

Figure 2: (a) Carroll's Revised CSR Pyramid (1991) and (B) Visser's CSR Pyramid adapted for Developing Countries (2008)

2.2.2 CSR in South Africa

i) Introduction and background

South Africa is described as "an emerging market economy with the tenth largest stock market in the world, and is the wealthiest and most economically developed country in Africa" (Dawkins & Ngunjiri, 2008, p. 287). The country's population has grown at a rapid pace – from 38 million to 54 million over the last 20 years, and is still growing (Statistics South Africa, 2018). According to the mid-year population estimates report for 2018 released by Statistics South Africa, the population of South Africa is estimated at 57,7 million (Statistics South Africa, 2018). The black African population is the majority – approximately 80.9% of the total, followed by coloureds at 8.8%, whites at 7.8%, and Indian/Asian at 2.5%.

In South Africa, there is an increasing campaign for corporate organizations to increase their CSR initiatives, particularly to host communities and other stakeholders. Not only is there evidence of growing poverty which is partly as a result of high unemployment rate which currently stands at approximately 29% (StatisticsSA, 2019), but there exist many other challenges that proliferate in most communities that host multinationals, especially in the manufacturing and mining sectors (Samuel, 2017). Despite the black community being the largest, it was oppressed under the apartheid regime and race and gender-based discrimination affected every facet of social, economic and political life (Juggernath, Rampersad & Reddy, 2011). The apartheid era saw many black people being deliberately excluded from meaningful participation in the economy, and from significant property and asset ownership. This resulted in limited access to quality education, skills development and employment opportunities (Esser & Dekker, 2008).

The democratic dispensation that has governed the country since 1994 made important efforts to combat those social imbalances through various social programmes and public initiatives, and by stimulating the private sector (Flores-Araoz, 2011). The introduction of black economic empowerment (BEE) has had a positive impact where the country's wealth has been redistributed through the apportionment of equity which in the past belonged to companies owned by whites to black economic empowerment groups. Despite the government's focus on black economic empowerment, change has been slow but significantly progressing. Studies show that at the end of the year 2013, whites still controlled majority of the companies listed on the Johannesburg Stock

Exchange even though they only made up 10% of the population; 39% of companies were owned by foreigners and 23% were controlled by black people (Johannesburg Stock Exchange, 2015). Further, "in 2015, 9 out of every 10 poor people in South Africa (93%) were black, with around 64.2% of African/blacks regarded as poor, despite an emerging black middle class" (Statistics South Africa, 2018). According to Reddy (2006, in Juggernath et al., 2011), given the persistence of this inequality, initiatives to bridge the divide, particularly the socio-economic gap, between the previously advantaged and disadvantaged groups, cannot rest solely on the state. The business sector, among others, has a significant role to play in promoting equality, and hence the need for greater CSR.

ii) Corporate social responsibility in South Africa: Driving forces

Corporate apathy in the past, or even support for apartheid capitalism and the resultant exploitation of black people, earned capitalism a bad name among many South Africans (Skinner & Mersham, 2008). As a way of winning back their confidence, large MNCs have been at the forefront of CSR, and more and more companies, of different sizes, and from a variety of sectors, are starting to show an interest in social responsibility policies in terms of education, infrastructure, economic power, and basic services access, and not only because of external pressure or to be in line with global trends. Many companies are realising that not only is CSR the 'right thing to do', it can also result in efficiency gains (Flores-Araoz, 2011).

CSR, particularly in South Africa, through its CSR regulations and development of CSR programs has not only "seen the integration of social and environmental considerations into all aspects of the enterprise's operations) but also 'affirmative action' to address inequality, and a prioritising of skills development to redress the ills of apartheid" (Hinson & Ndhlovu, 2011, p. 69). Today, largely through the private sector's growing role in socio-economic reconstruction and development, reference is being made to the 'new partnership' between government and business in South Africa (Skinner & Mersham, 2008). The drivers are local legislation and stakeholder activism, as well as globalisation of South African companies and concomitant adherence to international corporate governance requirements, and global standards and codes, including ISO 14001 (Piedade & Thomas, 2006; Visser, 2005).

iii) Legislation

On being voted into power in the first democratic election in South Africa in 1994, the African National Congress (ANC) government committed itself to social development and, since 1994, has enacted a number of laws with a CSR component to redress historic imbalances, provide opportunities for the black population to participate equally in the broader economy (Visser, 2005), and promote social investment and empower communities (Esser & Dekker, 2008). These laws are:

- The Employment for Business and Society Equity Act No. 55 of 1998.
- The Skills Development Act No. 97 of 1998.
- The Promotion of Equality and Prevention of Unfair Discrimination Act No. 4 of 2000.
- The Broad-Based Black Economic Empowerment (BBBEE) Act No. 53 of 2003.

These CSR laws in South Africa have been informed by notable global initiatives such as the Global Reporting Initiative (GRI), which is supported by the United Nations among other international bodies (Visser, 2005). "The GRI encourages reporting on nonfinancial aspects of corporate performance, in areas of social investment, occupational health and safety, the environment, and ethics" (Arya & Bassi, 2011, p. 677).

The King Committee (named for its Chair, retired Supreme Court of South Africa judge Mervyn King) first convened in 1993 and was tasked with setting up guidelines for the principles and best practices of corporate governance in South Africa. Reports were issued in 1994 (*King I*), 2002 (*King II*), and 2009 (*King III*), with a fourth revision (*King IV*) in 2016. The first *King Report* (Institute of Directors of Southern Africa (IoDSA), 1994), heralded "a new departure in stakeholder accountability and since then South Africa has taken a lead, through its stakeholder-oriented corporate governance reports, in forcing businesses to embed social, environmental and governance considerations in the heart of their operations" (Solomon & Maroun, 2012. P. 4).

The *King II* report on Corporate Governance (IoDSA, 2002, p. 7) recommends that companies should adopt an "inclusive approach which recognises that stakeholders such as the community in which the company operates, its customers, its employees and its suppliers need to be considered when developing the strategy of a company". The *King III* report (IoDSA, 2009, p. 51) explicitly defined CSR as:

> "the responsibility of the company for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that contributes to sustainable development, including health and the welfare of society; takes into account the legitimate interests and expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the company and practised in its relationships."

The South African government's Policy Document (that is, the "*Policy Document* of the South African Department of Trade and Industry (DTI): The Guidelines for Corporate Law Reform, South African Company Law Reform for a 21st Century, of May 2004)" and "the *King II* and *King III* reports" explicitly address the need for corporations to acknowledge all stakeholders and to adopt a ‘triple bottom line’ approach – that is, the publication of organisational initiatives not only on corporate performance in the economic sphere, but also in the social and environmental spheres (Flores-Araoz, 2011). In particular, King III requires adopting organisations to provide independent assurance on their CSR disclosures (IoDSA, 2009). The latest report, King IV code of governance, focused on “ethical leadership, the organisation in society, corporate citizenship, sustainable development, stakeholder inclusivity, integrated thinking and integrated reporting” (IoDSA, 2016, p. 3).

The JSE sought, by leveraging its unique position within the financial services environment, to direct ever greater attention to the debate on responsible investment. Its Social Responsibility Index (JSE-SRI), first launched in 2004, provides a measurement of the triple bottom line performance of participating companies (Flores-Araoz, 2011). Companies that are part of the FTSE/JSE All Share Index are invited to participate in the assessment annually. Performance is measured from a central base of good corporate governance principles, as well as, separately, against criteria based on the environmental, social and economic pillars of the triple bottom line (Skinner & Mersham, 2008). In connection to this, although the King III report is regarded as a voluntary governance code, it has a big impact on companies that are listed in the Johannesburg Stock Exchange in that it requires all JSE-listed companies to apply the King III principles, more importantly, it forces them to invest 1% of their annual profit after tax on CSR (Ackers & Eccles, 2015).

The Integrated Reporting Committee (IRC) of South Africa was formed in May 2010, also under the chairmanship of Mervyn King, to further develop and promote guidelines on good practice in integrated reporting. The organisational members of the IRC are: “Association for Savings &

Investment South Africa; Banking Association South Africa; Business Unity South Africa; Chartered Secretaries Southern Africa; Institute of Directors in Southern Africa; Institute of Internal Auditors; Government Employees Pension Fund; Johannesburg Stock Exchange Ltd; Principal Officers Association; and The South African Institute of Chartered Accountants" (Solomon & Maroun, 2012, p. 9). The larger International Integrated Reporting Council (IIRC) concluded a series of meetings in Brazil in November 2011, marking a new phase in the initiative to develop an internationally accepted Integrated Reporting Framework (Solomon & Maroun, 2012).

As a result of all these initiatives, sustainability reporting is now commonplace in South Africa with the publication not only of corporate economic performance, but also the other spheres of the triple bottom line (Grayson, 2005; Corporate Governance of South Africa, 2002; Piedade & Thomas, 2006; Vermeir, Van de Velde & Corten, 2005; World Business Council for Sustainable Development, 2002).

iv) CSR and Broad-based black economic empowerment (BBBEE)

The BBBEE Act (No. 53 of 2003) was signed into law in South Africa in January 2004. This Act mandated the Department of Trade and Industry (DTI) to issue explanatory codes of practice to guide companies on implementing the BEE legislation and drafting their own industry sector transformation charters (Skinner & Mersham, 2008). The BBBEE Act urges companies to consider, directly or indirectly, the broader South African community in its political and socio-economic context (Esser & Dekker, 2008). Companies that do not comply or obtain negative ratings on their BBBEE scorecard may compromise their right to operate in the country (Flores-Araoz, 2011).

The objectives of the BBBEE Act according to Venter, Levy & Conradie (2009, Juggernath et. al., 2011, pp. 8226-8227) include:

- "promotion of economic transformation;"
- "substantial change in the racial composition relating to ownership and management structures of new and existing enterprises;"
- "increasing the extent to which communities, workers, co-operatives and other collective enterprises, own and manage new and existing enterprises;"
- "increasing the extent to which black women own and manage new and existing enterprises;"
- "promoting investment programmes that lead to BBBEE;"
- "empowering rural and local communities by enabling access to economic activities, land, infrastructure and training;" and
- "promoting access to finance for BBBEE."

In effect, according to Ponte, Roberts and Van Sittert (2007, p. 4), "BEE (currently BBBEE) is facilitating four systemic, structural and discursive shifts in South Africa":

- "It is moving the debate from a political terrain, where redistribution is, in theory, possible, to a managerial terrain, where discussions are technical and set within the limits of codification, measurement intervals and systemic performance."
- "It is partially shifting the responsibility for promoting change and for bearing the consequences of failure away from elected government and towards a generic 'system' in which the emerging industry of accountants, technocrats, auditors and certifiers are the foot soldiers, but bear no responsibility."
- "It is developing a system so complex that it implicitly legitimises 'outsourcing' of its management from government to the private (auditing) sector, thus reinforcing a further weakening of the state and a next round of 'outsourcing' of previously political and now managerialised functions."
- "It is forwarding the idea that some level of redistribution is actually possible in a
- neoliberal economic policy setting, thus disenfranchising more radical options in

policy-making."

It can be concluded that the introduction of CSR policies mainly through BBBEE policies and strategies in South Africa has seen companies and directors consider the interests of the previously disadvantaged South Africans in their business endeavours. Couple with a growing national and universal awareness of corporation's duty and, consequently, benefits to their stakeholders and society in general, many organizations now want to go beyond just complying with regulations to effecting social change (Esser &Dekker, 2008). The benefits that the society has accrued due to BBBEE are very self-evident: there has been "increased black ownership and control of enterprises and assets, increased black management at senior level, human resource development, employment equity and skills development will benefit the community at large. These direct empowerment elements make up 60% of the generic scorecard" (Esser & Dekker, 2008, p. 164)

2.3 Theoretical and Conceptual Framework

2.3.1 Carroll's 1979/1991 Conceptualisation of CSR

The 1970s and the 1990s were expansion/proliferation periods in the evolution of CSR conceptualisations. In a seminal article, Carroll presented CSR as a construct that "encompasses the economic, legal, ethical, and discretionary categories of business performance" (1979, p. 499). These 'expectations' translate as responsibilities not only towards corporate stakeholders, but also towards society as a whole (Carroll & Shabana, 2010). Different authors' theoretical disparities attribute diverse degrees of obligation to a firm beyond its role as an economic institution (Hemphill, 1997), but Carroll (1979, p. 500) argued that "firms wishing to effectively engage in CSP needed to have (a) a basic definition of CSR; (b) an understanding of the issues for which a social responsibility existed; and (c) a specification of the philosophy of responsiveness to the issues."

Carroll (1991) later refined his definition of CSR into a four-part 'pyramid' (figure 3, below). The first three levels of responsibilities – economic, legal and ethical – occupy the same three positions as before. The apex of the pyramid, previously 'discretionary', has now become 'philanthropic' responsibilities (Carroll, 1991, Zabin, 2013). This revised conceptualisation conceives of the four responsibilities are additive or aggregative. In this formulation, economic and legal responsibilities are socially required (i.e. mandatory), ethical responsibilities are socially expected, and philanthropic responsibilities are socially desired. Each of these responsibilities is a basic component of the total social responsibility of a business (Jamali, 2007).

Forming the base of the pyramid, the foundation upon which all others rest, is **economic responsibility**. Carroll explained that the economic responsibility of business is "to produce goods and services that society desires and to sell them at a profit (Carroll, 1979, p. 500), and therefore, "from this perspective, business is the basic economic unit of society and all its other roles are predicated on this fundamental assumption". However, to what extent should a business pursue profits? Carroll observes that the profit principle was originally understood in terms of 'acceptable profits', but it has now been transformed into 'profit maximisation' (Carroll & Shabana, 2010).

The second level of the pyramid is **legal responsibility**. The expectation is that corporations will abide by, and operate according to, the relevant laws and regulations as "partial fulfilment of the social contract between business and society" (Carroll, 1979, p. 500). According to Sacconi, L. (2004, p. 14), "the social contract has been presented as a normative deliberative procedure by which to identify the terms of an agreement that would be acceptable from an impartial standpoint

– that is, from the point of view of any whatever stakeholder'. This means that the business and society are governed by self-enforcing interests and discipline that should be voluntarily complied with. The firm is expected to meet and demonstrate their fulfilment of both fiduciary duties towards the owners and social responsibility towards all the stakeholders (Sacconi (2007). Or as Carroll (1991, p. 41, also 1979) puts it that, society expects business to fulfil "its economic mission within the framework of legal requirements set forth by the societal legal system and according to the 'codified ethics' of the society". According to Grewal (2018, p. 28), the self-imposed discipline removes any motivation to move away from the mutually expected responsibilities; and firms acknowledge that if self-discipline is maintained over time, it generates a trust that leads further to reputational capital for the firm, built upon responsible relationships with its stakeholders. But if the firm were to abuse this trust, it will lose all its reputational capital with the stakeholders.

The third level of the pyramid is **ethical responsibility**. The ethical responsibilities of business "embody those standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, or in keeping with the respect or protection of stakeholders' moral rights" (Carroll 1991, p. 41). Carroll (1979) considers this to be additional behaviours and activities that are not necessarily codified into law but are nevertheless expected of business by society. Such responsibility is mainly rooted in religious convictions, humane principles, and human rights commitments, and it may include respecting people, avoiding social harm, and preventing social injury (Carroll & Shabana, 2010). This definition is broad and imprecise and consequently it may be difficult for business to get to grips with this type of responsibility (Carroll 1979, p. 500).

The apex of the pyramid is philanthropic (**discretionary) responsibility** in the original formulatiion. It encompasses "those corporate actions that are in response to society's expectation that business be a good corporate citizen, by actively engaging in acts or programs to promote human welfare or good will" (Carroll 1991, p. 42). Here firms can exercise their own discretion in deciding on specific philanthropic contributions aimed at giving back to society (Carroll 1979). Examples of such activities might be making charitable donations to community aim at addressing diverse social causes such as providing education scholarships, skills development and providing food, medicine and clothing to the elderly. This type of responsibility is the most controversial since its parameters are the most vague and it may have implications that conflict with the economic and profit-making orientation of the business (Jamali, 2007).

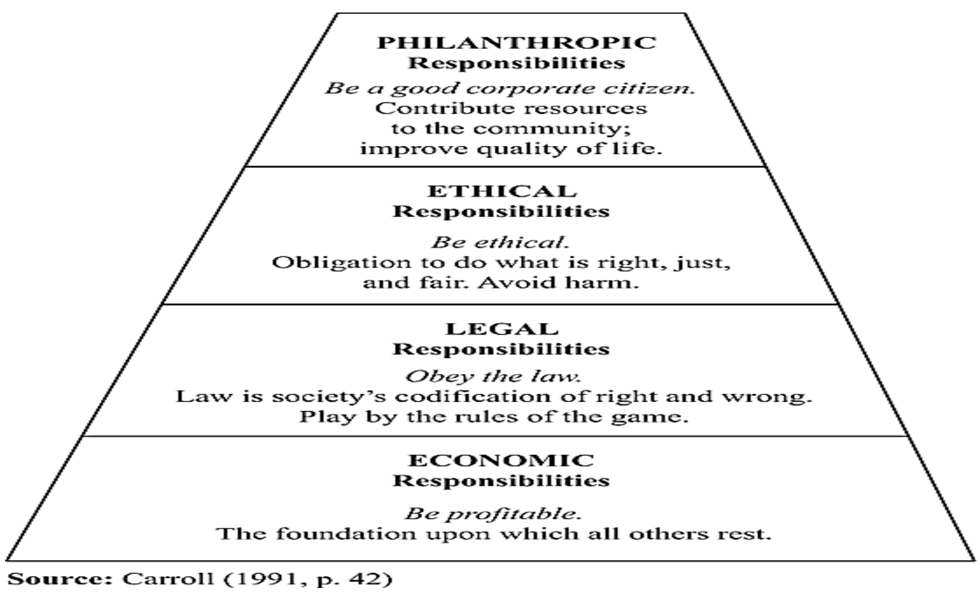

Figure 3: Carroll's Revised CSR Pyramid (1991, p. 42)

Despite the plethora of CSR definitions over the last 50 years, Carroll's four-part conceptualisation has been the most durable and widely cited in the literature (Visser, 2006). Some of the reasons for this could be that: the model is simple, easy to understand and has a spontaneously alluring judgement; it has been used successfully for research purposes and frequently being reproduced in top management and CSR journals for over 25 years (Carroll and shabana, 2010); the model has been empirically tested and largely supported by the findings (Aupperle, Carroll & Hatfield, 1985; Pinkston & Carroll, 1994); the model incorporates and gives top priority to the economic dimension as an aspect of CSR, which may endear it to business scholars and practitioners (Visser, 2006).

Although Carroll's conceptualisation represented a significant advancement in CSR research, it has been criticised by various authors. Jamali (2007) argues that it fails to distinguish explicitly between mandatory and voluntary responsibility types. While this is implicit in the term 'discretionary', and in the structure of the pyramid which places discretionary (philanthropic) responsibility at the apex of the hierarchy in its own category, the divide between voluntary and mandatory is unclear because ethical responsibility could feasibly be either or both. A more precise definition of ethical responsibility, and a clearer distinction between voluntary and mandatory, was required. Casanova, Crone Jensen, Sloan, Gradillas and Hockerts (2008) also criticise this framework and argue that there is no need to represent CSR as a hierarchy, because, unlike in Maslow's Hierarchy of Needs, in Carroll's CSR pyramid there are weak or no relationships between the CSR activities involved at each level.

2.3.2 The Concept of Corporate Social Performance (CSP)

Like CSR, CSP can be considered one of the mainstream contemporary business theories, and similarly, it evolved from various previous notions and approaches (Crane et al., 2008). CSP has been defined as 'business activity, focusing on the impacts and outcomes for society, stakeholders and the firm' (Wood, 2010, p. 54). Scholars agree that CSP is a 'composite term' (Bendheim, Waddock & Graves, 1998; Crane et al., 2008) and a 'multidimensional construct' (Rowley &

Bernam, 2000; Waddock & Graves, 1997; Crane et al., 2008) that "simultaneously refers to organisational inputs, transformation processes, and outputs, as well as the development of more holistic programmes concerning corporate values or ethics" (Crane et al., 2008, p. 204). It can therefore refer to many different aspects of corporate behaviour. For instance, De Quevedo-Puente, De la Fuente-Sabaté & Delgado-García (2007, p. 66) points out that "in essence, CSP describes the legitimacy of the firm's behaviour towards its stakeholders by the standards of its institutional context at a particular moment in time. A firm is understood to behave legitimately when its actions are congruent with society's expectations".

The conceptual developments of CSP by Carroll (1979), Wartick and Cochran (1985), and Wood (1991) are significant milestones in business-and-society literature (Ghobadian, Money & Hillenbrand, 2015). Carroll (1979), suggested a model of 'corporate performance' with three elements: "a basic definition of social responsibility, a listing of issues in which social responsibility exists and a specification of the philosophy of response to social issues" (Garriga & Melé, 2004, p. 60).

Scholars extended Carroll's approach by focusing on the process of analysis to identify relevant issues, suggesting that "corporate social involvement rests on the principles of social responsibility, the process of social responsiveness, and the policies developed to address social issues" (Garriga & Melé, 2004, p. 60). Wartick and Cochran (1985) argue that by integrating these aspects, the CSP model provides a valuable framework for overall analysis of business and society. In contrast, Wood (1991) argues that the term 'performance' speaks of actions and outcomes, not of interaction or integration, and regards addressing social responsiveness as a single process rather than a set of processes. He regards the third element of the CSP model as limiting arguing that the use of policies to resolve social issues is only one possible outcome by which a company's social performance can be judged, and its absence does not necessarily means that social performance does not exists.

Wood (1991) advocated for integrating process and content and moved the discussion towards a set of principles of engagement (see also, Ghobadian et al., 2015). To address the shortcomings he identified in Wartick and Cochran's definition, Wood formulated a CSP model composed of principles of social responsibility, processes of corporate social responsiveness, and with policies, programmes, and observable outcomes of corporate behaviour relating to the firm's societal relationships. He argued that "to assess a company's social performance, the researcher would examine the degree to which principles of social responsibility motivate actions taken on behalf of the company, the degree to which the firm makes use of socially responsive processes, the existence and nature of policies and programs designed to manage the firm's societal relationships, and the social impacts (i.e. observable outcomes) of the firm's actions, programs, and policies" (Wood, 1991, p. 695).

The theory of CSP maintains that apart from wealth creation, a business also has responsibilities relating to social problems created by business or by other causes, beyond its economic and legal responsibilities. These include ethical considerations and discretionary or philanthropic actions carried out by business for the benefit of society (Crane et al., 2008, p. 49).

The advantage of the CSP concept over previous concepts is its development of ideas of social responsibility, integrated responsibility, and responsiveness, which allow for a more pragmatic orientation (Ghobadian et al., 2015). It is just as important to scrutinise a company's performance in other fields such as the social or environmental, in terms of its success or failure of programmes, policies and strategies, despite the fact that these are less measurable than traditional financial indicators (Suciu et al., 2010).

The measurement of corporate social responsibility, more recently termed CSP, is still a topic of much debate despite its significant evolvement since it first gained prominence in the 1960s (Crane, Henriques, Husted & Matten, 2017; Alvarado-Herrera, Bigne, Aldas-Manzano & Curras-Perez, 2017; De Quevedo-Puente et al., 2007). “Measuring CSP is contingent on variables such as time, culture, industry and context” (De Quevedo-Puente et al., 2007, p. 62). Although there is ample consensus among stakeholder groups about both the need for CSP and a comprehensive evaluation of the company’s performance, CSP evaluation, in the absence of universal CSP measures, is chastely subjective, and decisions about whether social or environmental performance is good or insufficient, is difficult to make. A company’s performance might be admirable in some areas, whereas in others the company might be regarded as irresponsible (Suciu et al., 2010).

2.4 Actual Vis-À-Vis Expected CSP Of Companies: Carroll and Buchholtz’s (2000) Model Vs Coldwell’s Exploratory (2014) Model

Carroll and Buchholtz's (2000) argue that corporate social performance falls short of society’s expectations and the widening gap between society’s expectations for CSR and actual CSP is driven by a continual upward trend in individual consumer expectations (see Figure 4, below). This widening gap is a problem for both society and commerce. Carroll and Buchholtz (2000) are of the opinion that the gap has been widening since the 1960s as community expectations of CSP have increasingly surpassed actual business social behaviour. This “revolution of rising expectations” as they refer to it (Carroll & Buchholtz, 2000; Coldwell, Billsberry, Van Meurs &

Marsh, 2008, p. 612) results from each succeeding generation's expectation of a higher standard of living and better quality of life than the preceding generation's. Business is expected to improve CSP continuously to meet these growing expectations (figure 4, below).

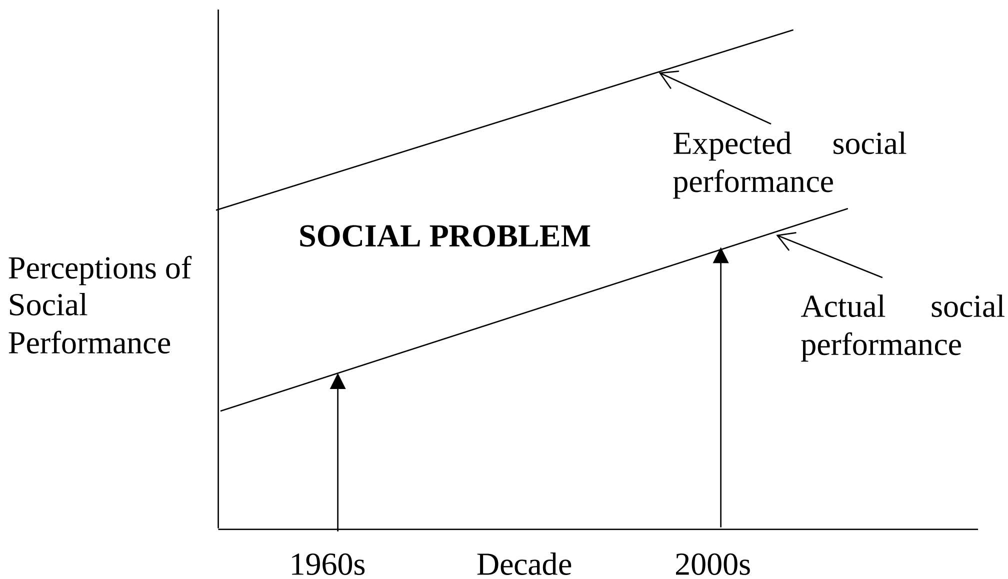

Figure 4: Society's Expectations Vis-À-Vis Business's Actual Social Performance (Adapted From Carroll & Buchholtz, 2000).

Carroll and Buchholtz (2000) suggest, however, that although the trend of rising expectations continues, the widening gap has been tempered to some extent by increasing levels of crime, poverty, unemployment, homelessness, environmental pollution and AIDS, which consumers see as acting outside the business domain but which negatively impact on it. This actual vis-a-vis expectation CSP gap has not been effectively operationalised for testing empirically, hence its validity is questionable, especially in non-Western countries (Coldwell, 2001, p. 51). In South Africa, in particular, given the deprivations of the apartheid era and the comparatively recent advent of equal opportunity for all, the Carroll and Buchholtz (2000) model requires validation. Coldwell, et al. (2008, p. 612) argues, however, that "the idea that people's expectations of CSP are always greater than actual business performance, as suggested in Carroll and Buchholtz's

(2000) model, is debatable.” In a study of university students in South Africa, Coldwell (2000) found that black students’ expectations of CSP exceeded their perceptions in the manner suggested by the model, but with white students the opposite was true and their perceptions of actual business social performance exceeded expectations (Coldwell et al., 2008, p. 2). These findings suggest that the actual and expected performance gaps, as perceived as just widening, may not apply in a non-Western situation.

Coldwell and Joosub (2014) maintain that although the expected and actual social performance gap may be widening over time at the ‘aggregated’ societal level, individual organisations may be able to close the gap, wholly or partly, and in some cases, be perceived to exceed social expectation. They suggest that individual perceptions of the closing of the actual/expected performance gap is significantly affected by organisational social responsiveness to specific ethical, environmental and social issues in South Africa. Thus, they developed a new exploratory model of surplus, break-even and deficit (a modified version of Carroll and Buchholtz’s (2000) model) (see figure 5, below), where in the *surplus zone*, actual corporate social responsibility performance exceeds individual expectations, in the *break-even zone*, actual corporate social responsibility performance approximately equals individual expectations; and in the *deficit zone*, actual corporate social responsibility performance falls short of individual expectations.

Campbell (2007, p. 950) points out that “socially responsible corporate behaviour may mean different things in different places to different people and at different times”. Therefore, studying the individuals’ perceptions of CSR performance for different reputable companies will shed some light on the extent of influence that the CSR of these companies has on individual customers.

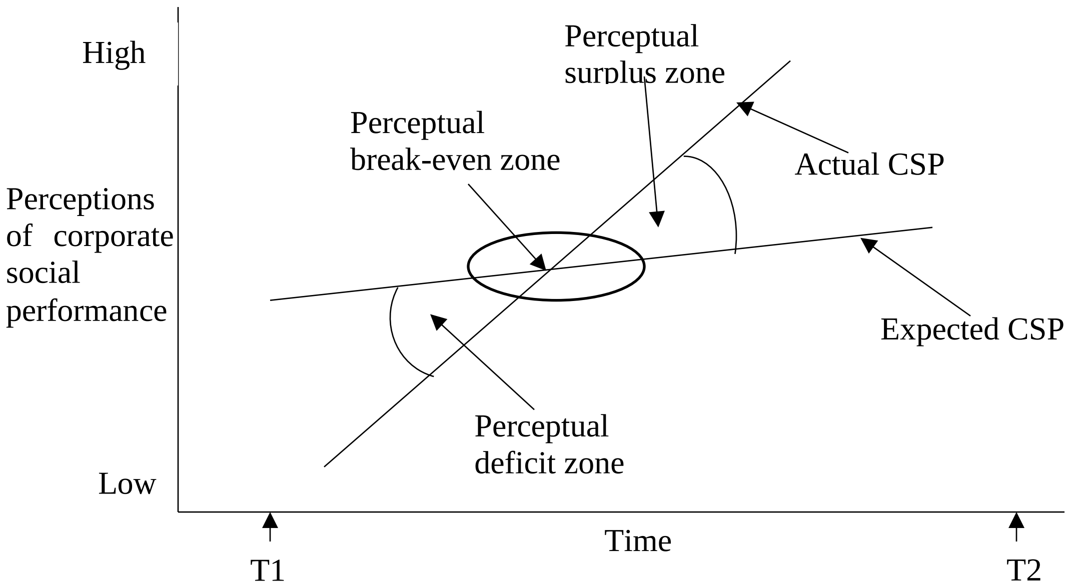

Figure 5: Exploratory Model of Surplus, Break-Even and Deficit (Coldwell and Joosub, 2014)

Particularly, the study seeks to tests whether the *actual* CSP of companies that consumers purchase goods/services from vis-à-vis the *expected* CSP, was: a) above the norm (in surplus) leading to enhancement of corporate reputational capital; b) equal to the norm (at break-even) leading to maintenance of corporate reputational capital; or c) below the norm (in deficit) leading to detachment of corporate reputational capital. Hence the hypothesis that:

H1 Perceptions of a company's economic, legal, ethical, and philanthropic CSP are associated with individual perceptions of actual vis-à-vis expected CSP.

H1-a above the norm (in surplus) leading to enhancement of corporate reputational capital

H1-b equal to the norm (at break-even) leading to maintenance of corporate reputational capital

H1-c below the norm (in deficit) leading to detachment of corporate reputational capital

2.5 Perceptions of CSP and Actual Purchases of Goods and Services

The concept of CSP describes how the firm delivers value to stakeholders at a moment of time, and corporate reputation (CR) is the perception of how the firm is going to deliver value in the future. The concepts are connected by a legitimation process that interprets past activities (CSP) into desires for the future (CR). A good firm performance over time merges CR with CSP because past fulfilment of stakeholders' expectations generates an expectation of future fulfilment (de Quevedo-Puente et al., 2007).

2.5.1 Stakeholder Theory

Companies are embedded in networks of stakeholder relationships which can range from mutually beneficial to conflictual. Stakeholder theory is "not a single theory per se but an amalgamation of eclectic narratives" (Miles, 2017, p. 437) or an umbrella term for a set of theories that help scholars and managers understand relationships between firms and their stakeholders, as well as some of the performance outcomes of these relationships (Jones, Harrison & Felps, 2018). A company's highest priority is usually to make a profit whereas other stakeholders might have a variety of different interests and expectations. Stakeholder theory suggests that "organisational survival and success are contingent on satisfying both economic (e.g. profit maximisation) and non-economic (e.g. CSP) objectives" (Pirsch et al., 2007, p. 127), and that executives should make decisions that assess the interests of *all* stakeholders who are affiliated with a firm (Jensen, 2001; Crane et al., 2008). Stakeholder theory therefore proposes a way to organise thinking about firm obligations by focusing attention on considerations beyond direct profit maximisation – the needs of one group of stakeholders, for example, "shareholders, cannot always be met without satisfying, to some degree, the needs of other stakeholders" (Jamali, 2008, p. 217). In effect, there must be a shared and associated connection amongst organizations and partners which results in business sustainability and also societal advancement (Hussain & Hussain, 2015).

Freeman (1984, p. 46) describes stakeholders as "any person, group, organisation, institution, society or even the natural environment." Stakeholders have an interest in a company and are affected by its activities, but, in turn, they are able to influence a firm: stakeholders may be able to exert a force that contributes to business performance and long-term sustainability, and might even determine the eventual fate of a firm (Hussain & Hussain, 2015). To operate within such a complex system of interests and influences, business owners and managers need to carefully assess and evaluate these external forces and build up and foster their relationships (De Witte & Jonker, 2006), continually asking to whom should they be accountable, and whose interests are best served.

Mitchell, Agle and Wood (1997, p. 854) propose that "classes of stakeholders can be identified by their possession or attributed possession of one, two, or all three of the following attributes:

- the stakeholder's power to influence the firm;
- the legitimacy of the stakeholder's relationship with the firm, and
- the urgency of the stakeholder's claim on the firm" (1997, p. 854).

According to Mitchell et. al., (1997), because stakeholders – customers, employees, suppliers and investors – are necessary for corporate survival, they consequently deserve maximum attention from management. Crane et al. (2008 p. 63) posit that "stakeholder theory can be considered a CSR theory because it provides a normative framework for responsible business in society". Successful stakeholder engagement is critical to the realisation of a responsible company's CSR initiatives, which might affect an expansive range of stakeholders, including employees, suppliers, competitors, communities, governments, and even the media (Maon, Kotler, Vanhamme &

Lindgreen, 2012). The underlying claim is that addressing the interests of groups implicated in corporate activity has intrinsic value, beyond the firm's profit motivation (Crane et al., 2008).

In the past two decades, many companies have engaged in the CSR discourse and adopted various CSR-related initiatives, ranging from the formulation and implementation of codes of conduct to triple bottom line reporting, collaborations with non-governmental organisations and UN agencies, and expanded help for community development projects (Maon et al., 2012). Although it is clear from CSR trends and practices that social responsibility has added an ethical or moral component to the dominant business component, however, it is also that "in a world of intense global competition, it is acknowledged that CSR can only be sustainable so long as it continues to add value and not compromise corporate success" (Crane et al., 2008, p. 42).

2.5.2 Customers as Stakeholders

While CSR programmes may be targeted at various stakeholder groups with disparate interests and demands (Beckmann, 2007, p. 27), this study focuses specifically on customers as primary stakeholders, and their perceptions of CSP. Customers are vital for the existence of firms and should then be a central feature of every CSR initiative (Creyer & Ross, 1997; Hussain & Hussain, 2015) since they are capable of influencing the performance of companies significantly beyond just being a source of sales. Customers also affect other stakeholders of the firm such as employees, investors, and suppliers (Hussain & Hussain, 2015).

Customers who are socially conscious do expect socially responsible behaviour from companies and are willing to reward this behaviour. A socially conscious consumer can be defined by "as a consumer who takes into account the public consequences of his or her private consumption or who attempts to use his or her purchasing power to bring about social change" (Webster 1975, p. 188). They have specific expectations of corporate behaviour, which they regard as being "expected by society or morally required" and which can therefore justifiably be demanded of a business (Whetten et al., 2002). Businesses can then attract "customers by being socially responsible and offering the best, innovative, eco-friendly products or services" (Hussain & Hussain, 2015, p. 72). In a Nielsen Global Survey on CSR, 30 000 consumers in 60 countries were polled to find out how passionate they are about sustainable practices. Fifty-five percent of them said they are willing to pay more for products and services provided by companies that are committed to contributing to society and the environment (Nielsen, 2014).

To maintain legitimacy and social support, firms' CSR programmes need to go beyond merely building a positive corporate image in the society, enhancing brand value and improving product evaluation (Brown & Dacin, 1997; Fombrun, 1996; Simon, 1995). Firms must continue to satisfy, and sometimes even exceed, their customers' expectations (Husted, 2000), by implementing CSR programmes that enhance the customer's willingness to purchase the company's products (Brown & Dacin, 1997; Sen & Bhattacharya, 2001; Pirsch et al., 2007). Hussain and Hussain (2015) comment that the absence of such behaviour may ruin corporate reputation and promote a hostile stakeholder relationship.

2.5.3 CSR and Consumer Perceptions

Perception has been defined as "the process of selecting, organising, integrating, and organising environmental stimuli. It is the result of a specific interaction between an individual and his [or her] environment and cannot be explained by reference to one of these alone" (Cohen, 1972, p. 141). People are selective in perceiving those stimuli that are relevant to their experiences, wants goals, and contemporaneous activities and orientations (Cohen, 1972). Individuals generally base their actions or reactions on perceptions and not necessarily their objective reality. This is one of the reasons why most of the literature related to CSR focuses on "consumer responses to specific CSR activities, testing a CSR action (a stimulus) against consumer perception (a response) in an attempt to quantify the effects of CSR" (Mueller, 2014). Consumer perceptions are extremely important to a business since perceptions affect the actions, buying habits and leisure engagements of consumers (Du Plessis & Rousseau, 2003). It is important, therefore, for business owners, managers and marketers to "understand the notion of perception and its related concepts so that they can more readily determine what influences consumers to buy" (Du Plessis & Rousseau, 2003, p. 177).

It is evident, as Campbell (2007, p. 950) points out, that "socially responsible corporate behaviour may mean different things in different places to different people and at different times". Some stakeholders may perceive one CSR activity in a positive light and have an undesirable judgement of another (Aguilera, Rupp, Williams & Ganapathi, 2007; Peloza & Shang, 2011), while other stakeholders may have the opposite opinion. There is clearly no single vision of what CSR should be since stakeholders create their own meanings of CSR based upon the activities and behaviours they value (Maon et al., 2012).

Becker-Olsen et al. (2006) suggest that since consumers do evaluate a firm and its CSR initiatives, if they find out that the motive for engaging in CSR initiatives is profit-driven rather than socially-driven, then they will rate the firm's credibility negatively. Another important factor that matter to consumers is when CSR activities take place. Proactive CSR initiatives get positive evaluations from consumers whereas reactive CSR activities are regarded as just 'doing CSR business', and are evaluated negatively (Becker-Olsen et al., 2006).

Consumers analyse the intentions, motives and causes underlying a company's actions by making their own inferences and using information provided by the marketer, the media, and their own social circle (Carvalho, Sen, De Oliveira Mota & De Lima, 2010). Addressing selected CSR initiatives that 'fit' with a firm's image and expertise can result in a firm being perceived as 'doing good' even when the firm takes an apparently negative action. For example, if a price hike is perceived to be motivated by a positive and justifiable reason (e.g. to fund CSR efforts), customers perceive the higher price to be significantly less unfair than when the company has a negative and unjustifiable reason for the higher price (e.g. profit alone). Consumers' perceptions of price fairness therefore vary directly according to the extent to which they perceive a company to be socially responsible (Carvalho et al., 2010).

2.5.4 Effects of Perceptions of CSP on Individual Purchasing Behaviour

Consumer behaviour comprises the behaviour patterns of decision units (individuals, families, and other groups) which precede, determine and follow on the decision process for the acquisition of need-satisfying products, ideas and services (Du Plessis & Rousseau, 2003). Research into consumer behaviour has made valuable contributions to the knowledge of human behaviour in general and has developed into a fully-grown mature practice (Du Plessis & Rousseau, 2003).

Universal surveys propose that a positive relationship exists between a company's CSR actions and consumers' reactions to that company and its products (Bhattacharya & Sen 2004), and the opposite, that customers are less likely to follow through on purchase intentions if they have a negative perception of a company's CSR (Becker-Olsen et al., 2006). However, the specific relationship between "CSR activities and the perceptions, attitudes and behaviours" of consumers-as-stakeholders is under-researched (Beckmann, 2006, p. 164). Such CSR research as has been done focused on industrialised countries, and most of it analysed the business side of CSR rather than the consumer side. Too little research has been done on how consumers respond to CSR, and specifically, how that reaction affects their purchasing decisions in non-western countries (Kline & Dai, 2005).

The increased attention CSR is attracting appears to impact consumers' purchasing behaviour, as a number of surveys and experiments have shown (e.g. Brown & Dacin, 1997; Lafferty & Goldsmith, 1999; Mohr & Webb, 2005; Sen and Bhattacharya, 2001). Some of the main findings presented in the CSR literature have shown that consumers are interested in the social behaviour of firms, and this behaviour positively influences their purchasing decisions (e.g., Butt, 2016; Öberseder, Schlegelmilch & Gruber, 2011; Castaldo, Perrini, Misani & Tencati, 2009; Smith & Langford, 2009). This is evident in the studies performed by Sen and Bhattacharya (2001) and Brown and Dacin (1997), which showed that perceived CSR, has a direct impact on individual purchasing intentions. Other studies especially in non-western countries, including Romani, Grappi, and Bagozzi (2016), found that favourable consumer behaviour followed CSR activities by organizations which related positively to consumer support for other green products; while Pino, Amatulli, De Angelis and Peluso (2016) demonstrated that producers' fulfilment of philanthropic and legal responsibilities positively affected Italian purchasers' attitudes toward genetically modified foods and their intentions to buy such products.

Other studies that have confirmed that consumers take the social responsibility profile of a producer into account when comparing different brands. For instance, a study by Gupta and Pirsch

(2006) revealed that approximately 80% of consumers identify more with companies that support CSR, and have greater trust in them, and 86% would switch their purchase to a CSR-related product when faced with a choice between products of equal price and quality (Lin, Chen, Chiu & Lee, 2011). Some customers even claim to be willing to pay more for products coming from socially responsible companies (Castaldo et al., 2009). Park, Lee & Kim (2014, in Awomodu, Alofoje & Fasehun, 2014, p. 24) found, in a study of 772 students from 8 countries, that 70% preferred environmentally friendly goods and packaging, and 58% reported a willingness to pay slightly higher prices for such products.

Mohr et al. (2001, in Zhao, 2012, p. 10) investigated the impact of a firm's CSR on consumer behaviour using questions such as: "How well are consumers aware of the CSR level of individual firms?"; "Are the purchase decisions of consumers affected by a firm's CSR, and how much?"; and "How do consumers think about firms' motivation for being socially responsible?". They found that customers are certain about the significance of business in general and thus accept the notion of pursuing economic interests as good for business' long-term sustainability. However, they also expect firms to be socially responsible. The mind-sets of consumers towards socially responsible and true firms are more positive than towards socially irresponsible firms. For instance, Sen and Bhattacharya, 2001; Öberseder, Schlegelmilch & Gruber, 2011) examined what kind of CSR initiatives have positive consumer reactions by exploring time, approach and target. They argue that the congruence between CSR initiatives and consumer's individual characters and interests matter.

In South Africa, an increasing number of companies are adopting some form of CSR. This is attributed to… "augmented stakeholder demands for companies to take responsibility for their actions” (Scherer & Palazzo 2011, p. 907), and through government efforts, such as the Broad Black Economic Empowerment (BBEE) codes, to combat social imbalances created by the apartheid era (Flores-Araoz, 2011). Although literature on individual consumer behaviour response to CSR in South Africa is scarce, available research shows that companies' CSR initiatives do have an impact on consumer behaviour. For instance, Van Heerden and De Beer (2016, p. 161) conducted a survey at the National Zoological Gardens of South Africa to determine whether a relationship between consumer attitudes toward Coca Cola's CSR activities and their propensity to purchase Coca Cola products existed. The study found that consumers who perceived Coca-Cola as being socially responsible were likely to report positive consumer behaviour towards Coca-Cola products. Also, Coldwell and Joosub (2014) observed that accounting students' perceptions of prominent CSR companies in South Africa were associated with higher tendencies to purchase goods and/or shares from those companies. Also noted in the findings is that consumers are aware that socially responsible firms are helping themselves by engaging in CSR, yet this observation does not influence consumer assessments of such firms.

The impact of CSR on consumer's purchasing intention is more multi-faceted. Consumer perception and the resulting reaction is influenced by a number of dynamic and changing factors, either singly or in combination (Du Plessis & Rousseau, 2003). Customers' trade-off numerous factors when considering purchasing decisions: in addition to price and quality of products, consumers consider convenience, service, available information, and brand dominance. With respect to CSR, they also consider the company's specific CSR activities, their own personal support for particular CSR issues, and their general beliefs about CSR (Öberseder et al., 2011). The financial status of an individual consumer also has an impact on the relative weight of CSR in the decision-making process. Wealthier individuals are more likely to be interested in CSR and have the ‘luxury’ of being able to make decisions according to their beliefs, whereas consumers who are under financial stress might be forced to make purchasing decisions on economic grounds alone. This indicates that despite most consumers’ interest in CSR and its ostensive impact on purchase intention, in reality, CSR still only plays a relatively minor role in consumption decisions (Mohr et al., 2001).

On the same note, availability of information plays a major role on consumer perceptions of company’s CSR initiatives. At the most basic level, research into CSR programmes indicates that an awareness about CSR initiatives influences consumer attitudes positively, and increases the customer’s willingness to purchase a company’s products (Hussain & Hussain, 2015; Öberseder, Schlegelmilch & Murphy, 2013; Wigley, 2008; Pirsch et al., 2007). Consumers are exposed to information about a company sooner than they are exposed to information about a product. In this manner, the perception of quality might already be shaped before consumers know much about a specific product (Öberseder et al., 2011). Their response to corporate social activities depends on their perceptions of those initiatives and perceptions do not always correspond to actual corporate social engagement (Becker-Olsen et al., 2006). Although most consumers generally have some knowledge about a firm’s reputation and stance on CSR, it might, in practice, be very limited, and an informed consumer might doubt the credibility of CSR information available (Öberseder et al., 2011).

The question to be asked is “to what extend does the perception of CSR influence individual purchasing behaviour?” Research demonstrates that the relationship between a company’s CSR actions and consumers’ reactions is not always direct and evident (Maignan & Ferrell, 2004; Mohr, Webb & Harris 2001; Marquina, 2010), and some researchers challenge the survey findings that consumers do take a company's CSR initiatives into account when making purchasing decisions (Öberseder et al., 2011). Öberseder et al., (2011, p. 1) note that there is "an unresolved paradox concerning the role of CSR in consumer behaviour" since research has shown that a substantial gap exists between consumers' perceived interest in CSR and the limited role CSR actually plays in purchase behaviour. The contradictory findings in the literature indicate that further exploration is required about which of the companies' social responsibilities matter to consumers; whether consumers are themselves socially responsible; and when forced to make a trade-off, about a higher price, for example, how weighted are the various factors, relative to each other, in the consumer's decision about buying the product (Mohr et al., 2001; Marquina, 2010).

Carrigan and Attalla (2001) found that although CSR initiatives corresponding with consumers' interests and high consumer commitment influence consumer behaviour positively, a firm's poor ethical practices do not necessarily have a negative impact on consumer choice if the product finds sufficient favour. In general, the findings of various studies have found that when a consumer identifies with a company involved in social causes, the overall evaluation of the company is more positive and consumers are more inclined to buy from that company, especially where parity in price and quality exists (Brown & Dacin, 1997; Sprinkle & Maines, 2010). Hence, the hypothesis that:

H2 There is a positive relationship between individual positive perceptions of CSP and actual purchases of goods and services.

2.6 Reputation Concepts: Corporate Image, Corporate Reputation and Reputational Capital

Several authors highlight the complexity – and the multidimensionality – of corporate reputation.

Deephouse (2000) points out that corporate reputation is established over time, through a socially multifaceted process that involves a firm and its stakeholders – internal and external (De Castro, López & Sáez, 2006). According to Bennett and Kottasz (2000, in Weiwei, 2007, p. 58), "corporate reputation theory evolved in the 1950s due to upsurge research on the concept of corporate image. In the 1970s and 1980s, it evolved to focus more on corporate identity". A decade later, the theory developed into its modern form of corporate reputation with the increased interest in brand management and corporate reputation" (see Abd-El-Salam, Shawky & El-Nahas, 2013; and Bennett & Rentschler, 2003).

Although the two terms corporate image and corporate reputation are frequently used interchangeably, and some writers regard them as being synonymous, they are generally considered by scholars and practitioners in the field of marketing to be two strongly related, but distinct constructs (Bromley, 1993; Coldwell & Joosub 2011; Gotsi & Wilson, 2001; Nguyen & Leblanc, 2001).

Barnett, Jermier and Lafferty (2006) note that when scholars do not use these terms inter-changeably, they argue for a particular hierarchy. For example, as Wei (2002, p. 270) contends:

> "if 'reputation' stems (partly) from persuasion, as suggested by Fombrun, then it ought to be subsumed under 'image' not the other way around. Of course, reputation also contributes to the making of a corporate image, but still, it should be considered a variable within the parameters of 'image', like other variables, such as marketing strategies, product qualities, and customer services, all of which can shape the outcome of image making."

In general, a positive corporate image and a good reputation are considered to be assets that attract new customers, retain existing ones, and play a crucial role in customers' buying behaviour (Nguyen & Leblanc, 2001; Barich & Kotler, 1991; Zeithaml, 1981). Corporate image and reputation also give an organisation the chance to differentiate itself from its competition, counteract competitors' actions, diminish their success, and even threaten their survival in the market (Abd-El-Salam, Shawky & El-Nahas, 2013).

2.6.1 Corporate Image and Corporate Identity

Corporate image and corporate identity are defined by various scholars in a number of different ways. Weiwei (2007, p. 8) is of the opinion that corporate image relates to a "business's name, architecture, variety of products or services, tradition, ideology, and the impression of quality communicated to the organisation's clients that is, the 'total offering'. While Whetten & Mackey (2002, p. 401) define corporate image as "what organisational agents want their external stakeholders to understand is most central, enduring and distinctive about their organisation". Fombrun (1996, p. 36) considers corporate identity to be "the set of values and principles employees and managers associate with the company". And image is 'what comes to mind when one hears the name or sees the logo' of a particular firm, state Gray and Balmer (1998).

A corporate image has two principal components: the functional and the emotional (Kennedy, 1977). The functional component is related to tangible characteristics that can be measured easily, while the emotional component is associated with psychological dimensions manifested by feelings and attitudes towards a firm. These feelings are derived from individual experiences with a firm and from the processing of information on the attributes that constitute functional indicators of image. Corporate image is, therefore, the result of an aggregate process through which the public compares and contrasts, consciously or unconsciously, the various attributes of firms (Nguyen &

Leblanc, 2001).

2.6.2 Corporate Reputation

Despite the growing research and number of studies published on corporate reputation, there is no definite, generally accepted definition since it is difficult to conceptualise and has diffuse meanings (Cornelissen & Thorpe, 2002; Devine & Halpern, 2001; Gotsi & Wilson, 2001; Nguyen & Leblanc, 2001). Fombrun and Rindova (1996) argue in their cross-disciplinary literature review that this problem of defining corporate reputation derives mainly from the diversity of studies that explore the construct from different disciplinary perspectives. Some of the various definitions relevant to this study are given below:

According to Brown & Logsdon (1999, p. 169):

> "reputation is the long-term combination of outsiders' assessments about what the organisation is, how well it meets its commitments and conforms to stakeholders' expectations, and how effectively its overall performance fits with its socio-political environment."

Fombrun (1996, p. 37):

> "the net perception of a company's ability to meet expectations of all its stakeholders."

Nguyen and Leblanc (2001, p. 228) define corporate reputation as a mirror of the firm's history:

> "which serves to communicate to its target groups information regarding the quality of its products or services in comparison with those of its competitors."

Barnett, Jermier, & Lafferty (2006, p. 34) define reputation as:

> "observers ' collective judgments of a corporation based on assessments of the financial, social, and environmental impacts attributed to the corporation over time."

Coombs (2007, p. 164) defines corporate reputation as:

> "an aggregate evaluation stakeholders make about how well an organisation is meeting stakeholder expectations based on its past behaviours."

Common to all these definitions is the concept of a stakeholder's general assessment of a firm, over time. This assessment depends on the stakeholder's direct experience of the firm, as well as other forms of correspondence that provide information about the firm's activities, and possibly comparison with the activities of prominent competitors (Gotsi & Wilson, 2001). One way that stakeholders evaluate a company's performance is through their corporate social performance. According to Coldwell (2000, p. 50) "corporate reputation vis-à-vis corporate social responsibility refers to the extent to which corporate social performance meets individual expectations of businesses' social responsibilities."

Therefore, we can understand "corporate reputation as the collective representation of actions and outcomes of the past and present of the organisation that describe its capability to obtain valuable outcomes for the various stakeholders" (De Castro et al., 2006, p. 362). Because reputations are evaluative, some point of comparison is required. Stakeholders compare what they know about an organisation to some standard, self-determined or market-related, to determine whether an organisation meets their expectations for how an organisation should behave. A failure to meet expectations, an expectation gap, is therefore problematic for any organisation (Reichart, 2003;

Coombs, 2007, p. 164).

2.6.3 Reputational Capital

The fluctuating value of a company's reputation has been termed reputational capital and is calculated as 'excess market value of its shares' (Fombrun, 1996) and calculated as "the market value of the company in excess of its liquidation value and its intellectual capital" (Fombrun, Gardberg & Barnett, 2000, p. 87). Reputational capital can also be defined as an organisation's stock of perceptual and social assets – the quality of the relationship it has with stakeholders and the regard in which the company and the brand are held (Coldwell, Joosub & Papageorgiou, 2012; Fombrun & Van Riel, 2004).

A company's reputational capital is 'at risk' in everyday interactions with stakeholders. Rising sophistication of stakeholders' knowledge and awareness of environmental issues, sharp competition, growing demand for corporate transparency and social responsibility have gradually become the new corporate challenges of the 21st century which have caused firms to be increasingly concerned about corporate reputation (Saeidi, Sofian, Saeidi, Saeidi & Saaeidi, 2015, p. 343). The economic and intangible asset quality attributed to reputation capital accumulates over time, and ebbs and flows (Barnett et al., 2006). Reputational capital changes in the equity markets as partners pass on or pull back help from the organization. It is generated and grows when "managers convince employees to work hard; customers are encouraged to buy the company's products or services; and when analysts and reporters praise the company and recommend that investors purchase its stock" (Fombrun, Gardberg & Barnett, 2000, pp. 87-88). It is "destroyed when stakeholders withdraw their support because they lose confidence in the company's managers, its products or its prospects" (Fombrun, et al., 2000, p. 88). Barnett et al. (2006) specify that corporations with higher reputation have higher total capital (tangible and intangible) and they enjoy more benefits as a result than those with low reputations. Gray and Balmer (1998) and Ali, Alvi, & Ali (2012) consider that in today's competitive environment, building and sustaining a good corporate reputation is crucial to a firms' ultimate survival.

2.6.4 Effects of Perceived Reputation to a Company

Many strategists, organisation theorists, and economists hypothesise that there are extensive competitive benefits to having a strong corporate reputation (see, for example, Ali, Alvi & Ali, 2012; Fombrun & Gardberg, 2000; Gray & Balmer, 1998). According to Rayner (2003, p. 16), "corporate reputation is not only a measure of past performance but also an indicator of likely future success." A sustained positive reputation is a major indicator of a business's ability to generate wealth in future and thrive in the long-term; it signals to external groups that the company has sound organisational strategy, is likely to sustain returns on sales and services, and has overall rosy future prospects. This affects how internal and external stakeholders think about, value, and respond to, a business's products and services (Dowling, 1994, p. 14).

Stakeholders may be interested in different aspects of the same company's reputation based on their own economic, social and personal needs and background (Bromley, 1993; Fombrun, 1996; Gotsi & Wilson, 2001). A collection of perceptions and opinions about an organisation, past and present, lodges in the consciousness of its stakeholders (Yilmaz & Kucuk, 2010). Consumers have less information available to them than managers do about a corporation's responsibility of conveying attractive product features like quality or reliability (Grossman & Stiglitz, 1980; Stiglitz, 1989; Fombrun & Van Riel, 1997), or about what sort of employment opportunities a firm might offer, and so they rely heavily on a firm's reputation. Firms with a good reputation are perceived to be more reliable as they are likely to be reluctant to jeopardise their reputation by acting opportunistically (Chiles & McMackin, 1996).

The public develops expectations of a firm based on its past performance. A strong corporate reputation generates a favourable attitude in existing and potential future customers through positive word-of-mouth referrals (Ali et al., 2012), and increases customers' confidence in the quality of products and services and their belief in the claims made by advertising. Although corporate reputation is acknowledged as one of the central determinants of consumer loyalty (Valenzuela, Mulki & Jaramillo, 2010), some studies found only a modest positive correlation between a corporation's reputation and the actual purchasing behaviour of customers (Schwaiger, 2004). This is because purchasing behaviour is profoundly reliant on many other variables operating at the firm as well as the consumer levels (Bhattacharya & Sen, 2004; Castaldo et al., 2009). Nevertheless, a good reputation gives a business a competitive advantage – Carvalho et al. (2010 in Awomodu et al., 2014, p. 23) found that "50% of consumers have a higher likelihood of purchasing from a firm with a good reputation, with 60% indicating that they would avoid purchasing products or services from firms with a bad reputation."

A competitive advantage enables a firm to charge premium prices for its products, spend less on marketing, negotiate better terms of trade with suppliers, attract better job applicants, generate interest from investors and have greater freedom in decision-making (Caruana & Chircop, 2000; Dutton, Dukerich & Harquail, 1994; Fombrun & Shanley, 1990; Gatti, Caruana & Snehota, 2012; Robinson et al., 2008). In effect, "reputation-building can be regarded as a form of enlightened self-interest" (Fombrun, 1996, p. 21).

The concept of the triple bottom line, which encompasses economic, operational, environment and social performance, is inextricably tied to perceptions of corporate reputation (Yilmaz & Kucuk, 2010)**.** This is particularly evident following a major crisis such as when the Exxon Shipping Company's oil tanker, the *Exxon Valdez,* ran aground in Alaska in 1989, spilling massive quantities of oil and precipitating a large-scale environmental pollution disaster. This caused enduring damage to Exxon's corporate reputation in addition to the actual costs of the clean-up operation severely affecting the company's bottom line. More broadly, how companies react to a global crisis such as the October 1987 collapse of world stock markets can positively enhance or negatively damage corporate reputation, for example, when the public considers that lapses of ethical standards by managers indicate greed for huge short-term profits for themselves and their companies and are not in the wider public good (Dowling, 1994).

2.6.5 Effects of CSP on Reputation Capital (RC)

According to McGuire, Sundgren and Schneeweis (1988), firms should invest in building not only their overall corporate reputation, but also, specifically, their reputation for being socially responsible. CSR can be an effective management tool to strengthen an organisation's performance and has been recognised as a key contributor to a firm's competitiveness (see Agarwal, Osiyevskyy & Feldman, 2014; Peloza, 2005; Siltaoja, 2006; Vilanova, Lozano & Arenas, 2009). Research carried out by Marquina (2010) in Peru to determine the influence of CSR on consumer purchasing behaviour in the purchasing of athletic shoes in Lima, Perú indicated that a positive relationship exists, with 86% of participants claiming that they are likely to purchase a product from a company that contributes to society through CSP.

Stakeholders' decisions depend on a general assessment of the firm's conduct behaviour

(Polonsky, Neville, Bell & Mengüç, 2005; also Brammer & Pavelin, 2006), and a firm's reputation for social performance is viewed as one of the numerous conceivable positive measurements of a firm's reputation (Saeidi et al. 2015; Hur et al. 2014; Polonsky, Neville, Bell & Mengüç, 2005). Responsible behaviour towards society and the environment creates a better image of a firm in the various stakeholders minds (Saeed & Arshad, 2012). Wood (1991, p. 691) considers that "a business organisation's configuration of principles of social responsibility, processes of social responsiveness, and policies, programmes, and observable outcomes as they relate to the firm's societal relationships" are all of importance.

In addition to knowledge about a firm's reputation, in Zyglidopoulos's (2001) opinion, firms should also consider the feelings and perceptions that different stakeholder groups have towards social performance. Consumer–company identification, brand loyalty (Valenzuela, Mulki & Jaramillo, 2010; Ali et al., 2012) and customer trust (Lii & Lee, 2012) can all be enhanced by effective CSP. A good company performance in relation to issues of sustainability can build reputation, while a poor performance, when exposed, can damage the brand value of a company and its products and services pressure (Raynard & Forstater, 2002). This is mainly essential to "companies with high-value brands, which are often the focus of media, activist and consumer pressure" (Raynard & Forstater, 2002, p. 8).

Social responsiveness, and an engagement with community development and environmental protection (Creyer & Ross, 1996), can assume a critical part in advancing ideal associations with primary stakeholder groups and encouraging existing and potential customers to attach greater value to companies with a good track record in this area. Page and Fearn (2005) consider that perceptions of fairness towards consumers and the attribution of success and leadership to a company are enhanced as a result of activities that generate CSP. These perceptions affect the bottom line of a company positively via the growth of its stock of 'reputational capital'– the financial value of its intangible assets (Dawkins & Lewis, 2003; Fombrun, 1996; Gatti et al., 2012). At the same time, brand equity, human resources motivation, labour productivity and efficiency (Stuebs & Sun, 2010), and the time taken to recover from a crisis (Coldwell et al., 2012), can all be improved.

In addition to improving a company's image and strengthening its brand, successful CSR initiatives have the potential to raise the value of a company's stocks (Porter & Kramer, 2006). More than 80% of the Fortune 500 companies address CSR issues on their websites and as many as 90% of these companies have CSR initiatives in place, clearly reflecting a pervasive belief that CSR initiatives enhance reputation (Lii & Lee, 2012), or at least serve as a hedge against the potentially damaging effects of *not* having a CSR orientation, given the scrutiny such concerns are under in the international media. If a company's reputation is favourable, its CSR practice is more likely to be perceived as a mutually beneficial activity rather than as motivated purely by self-interest (Lii & Lee, 2012).

Lichtenstein, Drumwright and Braig (2004) and Lii & Lee (2012) state that while the frequency, intensity and duration of a firm's CSR initiatives contribute to consumer assessment of a firm's CSR reputation, as is most often the case, many other issues also have a direct effect on consumer responses. However, CSP initiatives that meet expectations and are perceived as relevant to the stakeholders, or that are effective in the mitigation or reparation of social issues, are likely to be viewed more favourably, whereas activities that bear little or no relation to a firm's activities or the broader society's interests are perceived as irrelevant, or worse, wasteful managerial excess that harms a firm's reputation (Brammer & Pavelin, 2006, p. 413). Hence the hypothesis that:

H3 Positive perceptions of CSP enhance corporate reputation capital.

2.6.6 Measuring Reputation

The exact nature of 'reputation' is intangible, and while the benefits of a good corporate reputation are known and lauded, it is challenging to measure precisely (Ponzi et al., 2011; Schwaiger, 2004). The "lack of a commonly agreed upon definition and scope of the concept limits the practicability of current measurement instruments" (Bromley, 2012, p. 35), and the proliferation of different measuring methods with variations in sampling frames, items and length (Ponzi et al., 2011), has brought up the issue of whether or not a standard can ever be established. However, since reputation plays a crucial role in an organisation's success, it is imperative for a firm to attempt to measure its reputation (Mushtaq, 2013). There is no one 'right' set of criteria for measuring reputation "(to approach a 'right' set of criteria would mean involving every stakeholder from every company under investigation)" and, normally, the similar concerns will crop up with multiple evaluators, using only slightly differing concepts (Siltaoja, 2006, p. 94).

As a consequence, a variety of corporate reputation measurement instruments are currently in use, the most familiar of which is probably *Fortune* magazine's popular lists of most admired companies – "*America's Most Admired Companies* and *Global Most Admired Companies"* – released annually by the magazine since 1982. *Fortune* magazine has developed a survey instrument where invited financial analysts and executives are asked to rate companies (Ponzi et al., 2011, p. 17), based on the following eight characteristics (Shamma, 2012, p. 162): "financial soundness; value as a long-term investment; wise use of corporate assets; innovativeness; ability to attract, develop and keep talented people; quality of products and services; quality of management; and community and environment responsibility."

Despite its wide popular acceptance and the fact that it has the advantage of providing comparable data over an extended period of time (McGuire et al.1988, in Chun, 2005, p. 99), *Fortune*'s rating has been widely criticised because, according to Fryxell and Wang (1994), it is measuring a unidimensional construct. It is considered "an invalid measurement tool because it focuses on financial performance only from the viewpoint of CEOs and financial analysts" (Siltaoja, 2006, p. 92). According to Fombrun, Gardberg and Sever (2000), its usefulness is limited because the sample is limited to large-size companies that are publicly traded, which excludes small and medium businesses and start-ups. Brown and Perry (1994) consider this demonstrable sample bias to indicate a lack of methodological rigour. They comment that the set of participants is homogenous, over-representing industry experts that might share perceptions and opinions, in contrast to those of other stakeholder groups that are excluded from the survey. In addition, the items assessed overwhelmingly relate to financial performance, strongly outweighing items related to issues such as ethics and sociality.

Fombrun and Gardberg (2000), together with the market research firm, Harris Interactive, proposed a remarkable multi-stakeholder measurement instrument, called 'reputation quotient' (RQ), to measure corporate reputations systematically. It measures a company's reputation by examining how the underlying attributes of what they consider to be the six pillars of a company's reputation are perceived by a representative group of stakeholders (general public, customers, employees, suppliers and investors). According to Fombrun, Gardberg and Sever (2000, p. 253), the six pillars are:

- *“Emotional appeal*: How much the company is liked, admired, and respected.”
- *“Products and services*: Perceptions of the quality, innovation, value, and reliability of its products and services.”
- *“Financial performance*: Perceptions of its profitability, prospects, and risk.”
- *“Vision and leadership*: How much the company demonstrates a clear vision and strong leadership.”
- *“Workplace environment*: Perceptions of how well the company is managed, what it is like to work for, and the quality of its employees.”
- *“Social responsibility*: Perceptions of the company as a good citizen in its dealings with communities, and employees.”

Lewis (2001, p. 4) suggests similar criteria for judging companies taking into account what he considers to be the most important factors, that is, “product quality, customer service, treatment of staff, financial performance, quality of management, environmental responsibility, and social responsibility.” Helm (2005) developed another measure for corporate reputation composed of ten indicators: “quality of products, commitment to protecting the environment, corporate success, treatment of employees, customer orientation, commitment to charitable and social issues, value for money of products, financial performance, qualification of management, and credibility of advertising claims” (in Helm, Liehr-Gobbers, & Storck, 2011, p. 103). Schultz, Mouritsen and Gabrielsen (2001, p. 28) propose a different approach taking the system itself as the object of research and analysing the mechanics of ranking systems based on “environmental responsibility, price, human resources, internationalisation, financial strength and importance to society.”

A methodology that turns qualitative variables affecting corporate reputation into a ranking is the RepTrak system developed by the Reputation Institute in 2006. It measures the degree of admiration, trust, good feeling and overall esteem that participants express about companies in different industries. Twenty-three key performance indicators (valued through an online questionnaire) are grouped around seven key dimensions (Trotta & Cavallaro, 2012, p. 24):

- "*Products/Services*: High quality, value for money, stands behind, meet customers' needs)."
- "*Innovation*: Innovative, first to market, adapts quickly to change."
- "*Workplace*: Rewards employees fairly, employee well-being, offers equal opportunities."
- "*Governance*: Open and transparent, behaves ethically, fair in the way it does business."
- "*Citizenship*: Environmentally responsible, supports good causes, positive influence on society."
- "*Leadership*: Well organised, appealing leader, excellent management, clear vision for its future)."
- "*Performance*: Profitable, high performing, strong growth prospects."

Schwaiger (2004) developed a six-item corporate reputation measure consisting of affective and cognitive dimensions, and Walsh and Beatty (2007) developed a 28-item customer-based reputation (CBR) measure, later reduced to 15 items, and validated it in the UK and Germany (Walsh, Beatty & Shiu, 2009). They defined CBR as "the customer's overall evaluation of a firm based on his or her reactions to the firm's goods, services, communication activities, interactions with the firm and/or its representatives or constituencies (such as employees, management, or other customers) and/or known corporate activities."

Many measuring systems have been criticised for being excessively centered around the financial performance of corporations, for focusing on the assessments of a single stakeholder, or for simply using single, unidimensional measurement items (Chun, 2005). Despite the number of instruments for measuring reputation, critics indicate that there is still a research gap in this field (Siltaoja, 2006). Wartick (2002, in Siltaoja, 2006) emphasises the poor theoretical development of the concept of reputation during past decades, especially among business and social scholars, while according to Dowling (2004, in Siltaoja, 2006)), recent studies lack information on *how* corporate reputation is created among key stakeholders.

2.7 CSP, Reputation Capital and Crisis Management

2.7.1 Corporate Crisis

Pauchant and Mitroff (1992, in Dean, 2004, p. 193) define a crisis as "a disruption that physically affects a system as a whole and threatens its basic assumptions, its subjective sense of self, and its existential core". Undoubtedly, even under the best of conditions, corporations face crisis that results in adverse impacts on a wide range of important stakeholder groups, including community members, employees, customers, and suppliers among other shareholders. Commonly identified negative effects of crises include not just tangible losses such as a decline in revenues and cutbacks or layoffs, they also include severe and sometimes fatal damage to intangible assets; for instance, "a tarnished reputation and a harsher business environment associated with the flood of negative information and increased media scrutiny, government scrutiny and social media discussion resulting from the crisis" (Kim & Woo, 2019, p. 22; Coombs, 2015). Its "sudden and unexpected occurrence of a crisis threatens to disrupt an organisation's operations and poses both a financial and a reputational threat that can harm stakeholders physically, emotionally and/or financially" (Coombs, 2007, p. 164). Some negative impacts are relatively benign (for example, discontinuing products or services), some may have only local consequences (for example, a plant closure), while others may have global ramifications (for example, market-destabilising fraud or environmental disaster (Godfrey, Merrill & Hansen, 2009).

Whatever their magnitude and nature, crises threaten an organisation and have disruptive effects on reputational, organisational, societal, and environmental systems (Kabak & Siomkos, 1990). A crisis creates an organisational judgement platform that, in many cases, causes investors to react negatively, which can have serious, and long-term, implications for the value of the firm (Coldwell & Joosub, 2011). When public perceptions turn against a company, the risk may range from negligible to terminal bankruptcy or some other form of exit (Schwartz & Gibb, 1999). Ulmer and Sellnow (2000) highlight how a corporate crisis may be a threat to the firm's financial as well as its social legitimacy if it is seen to be irresponsible, dishonest, breaking the law, or acting in a manner that exhibits little concern for the community.

Companies are very familiar with three broad types of risk – economic, technological and political – that are routinely modelled and managed (Kytle & Ruggie, 2005). However, some of the risks companies face today are specifically associated with the emerging networked operations and new operating environments called 'social risks'. From a company's perspective, social risk occurs when an empowered stakeholder takes up a social issue and applies pressure, exploiting a vulnerability in the earnings drivers – e.g., reputation or corporate image – for the company to change policies or approaches in the marketplace (Kytle & Ruggie, 2005). These risks are not well understood, and most companies do not yet have effective existing circuits for managing them (Kytle & Ruggie, 2005).

2.7.2 Crisis – a Threat to Reputational Capital

Reputational capital normally fluctuates, much as the equity markets do, as stakeholders support or pull out support from the company. Fombrun, Gardberg and Barnett (2000) define reputational risk "as the range of possible gains and losses in reputational capital for a given firm". A crisis will, in most cases, inflict actual reputational damage in which reputational capital is lost (like a 'debit' on the existing 'bank account' of reputational capital) (Coldwell & Joosub, 2011). Fombrun and Van Riel (2004) posit that the significance of corporate reputation tends to be exaggerated in a crisis because of the loss not only of business impetus but also of financial and physical assets, as well as the impact on people assets and the mounting of specific costs such as possible legal or clean-up and restoration costs.

Stakeholders develop reputational appraisals and assessments of the company's different activities that create positive or negative reputational capital (Fombrun, 1996; Godfrey, 2005). How well a business withstands and recovers from the threat of a crisis, or an actual crisis, is shaped to some extent by 'prior relational reputation'. This identifies with how well or inadequately a firm has or is seen to have treated stakeholders in different settings. If the firm has a history of treating stakeholders badly, or if an organisation shows little consideration for stakeholders across a number of domains, not just in a crisis, then prior relational reputation will be unfavourable (Coombs, 2007).

Following stakeholder theory, with regards to social responsibility, crises are socially harmful events that diminish the value of a company's reputation in the eyes of its stakeholders (Brammer & Pavelin, 2005; Godfrey, 2005), although a positive prior (pre-crisis) reputation safeguards a company against the possible reputational capital lost during a crisis. An organisation with a more favourable pre-crisis reputation will have a relatively stronger post-crisis reputation because it has more reputational capital to spend than an organisation with an unfavourable or neutral prior reputation. As a result, a favourable prior reputation means an organisation suffers less and rebounds more quickly (Coombs, 2007).

If a “reputation shifts from favourable to unfavourable, stakeholders can change how they interact with an organisation” (Coombs, 2007, p. 164). Crises threaten to damage corporate reputation because a crisis gives people reasons to think badly of the organisation (Coombs, 2007). Stakeholders respond to both the negative effects of the event *and* the perceived state of mind and intentions of the offender. Godfrey (2005) argues that stakeholders take evidence of a good corporate reputation, established through social investment, as evidence of *good character*. In contrast, when negative events occur, if the company is seen to be at fault, “stakeholders respond by punishing the firm with sanctions ranging from mild (boycotts or badmouthing) to severe (revoking the right to do business)” (Godfrey et al., 2009, p. 428). Punishments will be more severe when negative events are perceived to have been committed by ‘bad actors’ (Brammer & Pavelin, 2005; Godfrey et al., 2009).

Laufer and Coombs (2006) caution companies against underestimating the significance of handling product-harm crises properly, as they have been renowned to have negative effects on market share, sales of recalled products, stock prices, purchase intentions, and sales of other company products, as well as to threaten a company’s reputation. Knights and Pretty (1999, in Watson, 2007), investigated the impact of major human-made crises on fifteen large companies, ranging from Johnson & Johnson’s response to Tylenol tampering, to Heineken’s recall of bottles of beer rumoured to contain shards of glass. The findings showed that there was loss of reputational capital in each case, which indicated that on average, the companies experienced an eight per cent loss in value of stocks. In general, the reputational damages associated with crises are extensive and, on average, amount “to eight to fifteen per cent of the market values of affected companies” (Fombrun & Van Riel, 2004, p. 38; Watson, 2007, p. 374).

The above scenarios suggest that a company has to maintain its reputational capital continually. It should carefully generate strategies in place to ensure it suffers minimal immediate or ongoing reputational damage from an unusual event or crisis with potential negative impacts (Coldwell & Joosub, 2011). Therefore, firms may pre-emptively 'insure' against such losses by engaging in social investment (Brammer & Pavelin, 2005). Social venture, by building up a positive reputation in the eyes of stakeholder groups, mitigates the effect of negative events by diminishing the likelihood that stakeholders ascribe blame to the organization concerned. If no appropriate mitigating action is taken, the crises could inflict a lot of harm on the company's reputation (Brammer & Pavelin, 2005).

2.7.3 Company Crisis and Attribution Theory

Weiner (1986, in Coombs, 2007), a well-known scholar in the area of attribution studies, posited a theory that people search for the causes of events and need to assign responsibility (make attributions), especially for unexpected, sudden, negative events. Attribution theory "suggests that consumers act like naïve scientists, seeking underlying causes for the events they observe, motivated, apparently, by a need to establish a sense of control in their lives" (Dean, 2004, p. 198). Consumers make attributions in relation to a variety of events and circumstances, such as when a product fails, when they switched brands, when a celebrity endorses a product, and when a firm's employees are on strike (Dean, 2004, p. 198). Weiner's theory posits that, following an unexpected negative event, observers experience an emotional reaction and make an intellectual evaluation of the cause of the event along different causal measurement continua, which in turn influences judgements of duty, feelings, conduct and attitude (McDonald, 2006).

Attribution theory has become an effective tool for predicting stakeholder responses to crises.

Research has consistently demonstrated that the reputational threat to an organisation increases as stakeholders' attributions of crisis responsibility to the organisation intensifies (Coombs, 2007). Attributions of responsibility for a tragic event can be anticipated to convey a substantial weight in the mind of the buyer, relative to other factors (Dean, 2004).

Siomkos (1999) examined consumer perceptions of corporate responsibility in the context of product safety crises. He found that consumers are more likely to attribute the reason for the defective product to other factors, not controllable by the company, when the company has a high pre-crisis reputation, but firms are more likely to be held responsible for the harmful product if they already have a low reputation (Laufer & Coombs, 2006).

2.7.4 Role of CSR-Derived Reputational Capital during a Corporate Crisis

To mitigate risk and address uncertainty, companies develop risk management systems. Their key goal is to create controls and countermeasures that eliminate or minimise interruption and loss or damage to business operations from an unwanted event, and shorten the recovery time, reducing the overall impact on the business (Kytle & Ruggie, 2005).

The value of reputation and the management of reputational capital is critical to the field of crisis management (Coombs, 2007). Empirical studies have shown the value of a good prior reputation in times of crises (e.g. Coombs and Holladay, 2015; Sohn and Lariscy, 2014; Klein and Dawar, 2004). Ihlen (2002) and Morley (2002) consider a good reputation to be a resource in a crisis situation, as a form of 'insurance' or a 'reservoir of goodwill' that can be drawn on in case of a crisis. A favourable prior reputation means an organisation suffers less and rebounds more quickly (Coldwell & Joosub, 2011). If a corporation has a poor reputation, "it will be assumed guilty of harmful allegations regardless of the legitimacy of its response" (Tucker & Melewar, 2005). According to Kytle & Ruggie (2005), CSR has been associated with corporate risk management in two key ways: by providing intelligence about what risks might be, and by offering an effective means to respond to them. In their paper, Kytle & Ruggie (2005, p. 15) concluded in that "CSR provides the framework and principles for stakeholder engagement, supplies a wealth of intelligence on emerging and current social issues/groups to support the corporate risk agenda, and ultimately serves as a countermeasure for social risk." Acquiring knowledge of social expectations from enhanced associations with various stakeholder groups, managing stakeholder relationships, understanding the international norms and standards by which a company should abide, and smarter allocation of resources, are all enabled through linking a CSR programme to a risk management programme (Kytle & Ruggie, 2005).

When businesses engage in CSR activities, they accumulate moral capital which then generates economic value. The economic value, thus "acts as a mitigating factor in the *mens rea* attribution process" (Fombrun, Gardberg & Barnett, 2000; Godfrey, 2005, in Godfrey et al., 2009, p. 428). The goodwill a business has generated previously from CSR is "able to reduce the overall severity of sanctions by encouraging stakeholders to give the firm 'the benefit of the doubt' when ambiguity over motive exists" (Uzzi, 1997, in Godfrey et al., 2009, p. 428). A good record of CSR is an effective means of boosting stakeholders' intent to display strong resilience in negative situations as well (Kim, 2019; Bhattacharya & Sen, 2003). Kim (2017) comments that proactive CSR engagement by a firm, heightens support of it and promotes favourable word-of-mouth communication and information-seeking behaviour among stakeholders. Fombrun (1996) cites the case of Johnson & Johnson, where, facing a second case of Tylenol tampering, the company's good reputation acted as a 'halo' that 'softened the blow' when the crisis hit.

Fombrun, Gardberg and Barnett (2000) describe how companies that participate in CSR activities generate reputational capital that not only safeguards the existing assets of the firm, but also shapes a platform from which future opportunities may spring. They give the giant US retailer Wal-Mart as an example. Investors applaud Wal-Mart's "profitability, employees cherish its family-like culture, and customers welcome its quality-at-a-low-price ethic" (p. 88). However, communities often deplore the arrival of a new Wal-Mart store in their area, and the media give this extensive coverage. To counter adverse effects and build reputational capital, Wal-mart has developed an in depth portfolio of social responsibility activities that concentrate on its key stakeholders. For instance, Wal-Mart targets small-towns where other stores are scarce by making goods and services available to consumers there and it also offer lower prices for their goods and services.

However, despite the significant role that CSR-derived reputation brings to the company in times of a crisis, Janssen, Sen, & Bhattacharya (2015) point out that the role played by CSR in times of crisis may, however, be more complex than research suggests, arguing that the role CSR plays in times of crisis can be multi-faceted and might not always be the insurance policy against crises. They gave an example of British Petroleum crisis, known by its abbreviation BP, where the company invested substantial amount of resources for years in its CSR responsibilities under the umbrella "Beyond Petroleum campaign" to depict itself as a socially and environmentally conscious company, yet suffered huge market losses and high cost of clean-up and reparations, following the 2010 Deepwater Horizon disaster (Janssen, et. al., 2015); Hargreaves, 2010). BP received heavy public criticism not only for the crisis itself, but also for the way in which it handled the matter and suggests that BP has only ever engaged in actions of corporate social responsibility in order to detract from its even more serious irresponsible actions. Although BP took many actions to change the public's view of the company, many observers argue that one of the main reasons for the criticism was the positive CSR image BP had worked to create in years leading up to the spill (Holmes & Sudhaman, 2011). The BP crisis highlights the complexities surrounding the practice and the role of CSR in a crisis.

In a pioneering study Siomkos and Kurzbard (1994) presented consumers with scenarios depicting two separate product-harm crises, each based on actual incidents of product-harm. The first scenario involved people receiving electrical shocks after using hairdryers; the second involved apple juice containing ingredients that were potentially harmful to consumers. In both of these experiments, the authors found that the likelihood of consumers purchasing the product after the product-harm crisis was higher for the companies with favourable reputation. Consumers feel the products involved in a product-harm crisis are less dangerous when a company with an otherwise good reputation is involved (Laufer & Coombs, 2006).

Even when customers are reluctant to compromise on core aspects such as price and quality, they remain "resilient to negative information about a CSR committed company and stay loyal when there is an occasional lapse on its part" (Beckmann, 2007, p. 31). Dawar and Pillutla (2000, in Dean, 2004) note that identical firm responses to a crisis could have diverse effects, depending on consumer prospects. Consumers with a pre-existing favourable opinion of a firm, now in crisis, would discount negative information, whereas consumers who lacked a pre-existing favourable opinion of the firm would draw more negative conclusions.

Epstein and Schnietz (2002) carried out a study on whether a reputation for social responsibility helps to protect firms from losses. They investigated whether firms with a reputation for social responsibility, as indicated by their involvement on the KLD Domini Social Index, suffered less damages as a result of the failure of the 1999 Seattle world trade organisation meetings. Given that the meetings were derailed by protests against irresponsible corporate social practices, the authors hypothesised that this event would have a larger negative impact on firms with a bad reputation for CSR. Their results supported this prediction (Epstein & Schnietz, 2002, as cited in Robinson et al., 2008).

Coldwell and Joosub (2011) examined the effects of reputation capital on share price values for selected South Africa companies six months after a crisis. They concluded that company reputational capital, as measured by perceptions of good reputation and brand strength, was associated with higher post-crisis company share prices. Hence the hypothesis that:

H4 Companies perceived to have higher levels of reputation capital are associated with higher crisis sustainability potential.

2.8 Conclusion

As mentioned earlier, four hypotheses relating to CSR have been developed for this study. In summary, they are outlined as follows:

H1 Perceptions of a company's economic, legal, ethical, and philanthropic CSP are associated with individual perceptions of actual vis-à-vis expected CSP.

H2 There is a positive relationship between individual positive perceptions of CSP and actual purchases of goods and services.

H3 Positive perceptions of CSP enhance corporate reputation capital.

H4 Companies perceived to have higher levels of reputation capital are associated with higher crisis sustainability potential.

Figure 6 below shows the proposed CSP conceptual development by the researcher in relation to the research model and hypotheses. The study begins by determining the individual's perception of actual vis-à-vis expected CSP of the companies they purchase goods/services from, as indicated by hypotheses H1. It refer to the behavioural and organisational outcomes of individual reactions to the company: where a company whose actual CSP exceeds expected CSP (above the norm or in surplus) leads to enhancement of corporate reputational capital; while a company whose actual CSP is equal to expected CSP (equal to the norm or at break-even) leads to maintenance of corporate reputational capital; and a company whose actual CSP is below expected CSP (below the norm or in deficit) leads to detachment of corporate reputational capital. The individuals' perceptions of a company's CSP determine their purchasing behaviour (H2) and how it affects the reputation of the company (H3). The CSR-derived reputation of the company (H4) determines whether the company will endure a crisis better than one that does not engage in CSR.

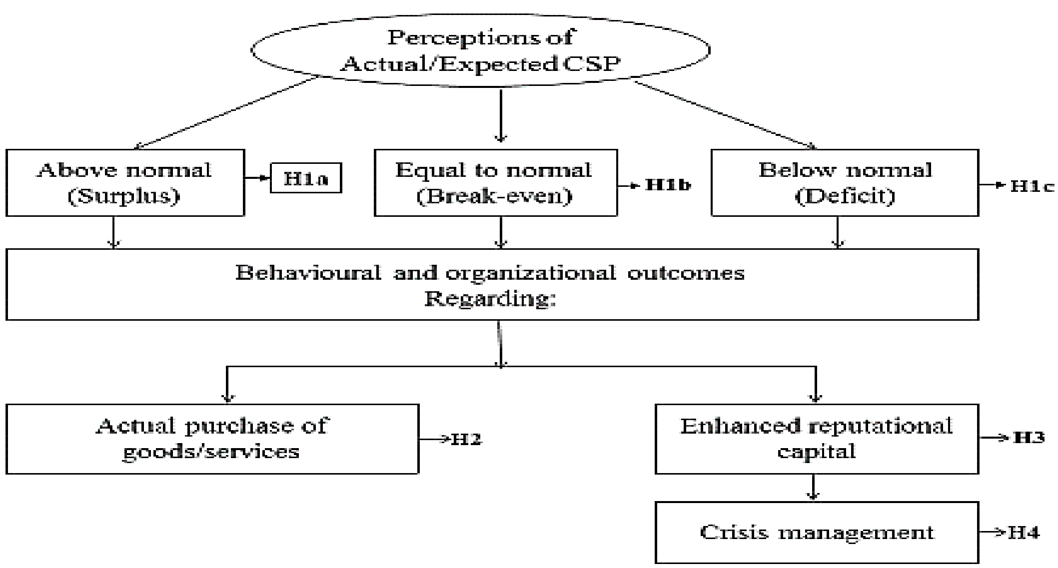

Figure 6: Proposed CSP Conceptual Development: Research Model and Hypotheses

This chapter has presented the theories and concepts underlying CSP in relation to individual actual purchasing behaviour, reputation capital of the company, and company sustainability during a crisis situation. The following chapter will address the study's research methodology and discuss the researcher's hypotheses and research model.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

The focus of this chapter is the research questions and/or objectives, philosophical stance and methodological approaches used. The use of the mixed methods (MM) technique will be discussed and justified, and the research sampling, questionnaire development and measurement instruments will be presented. The chapter also includes a discussion of data collection and analyses for both quantitative and qualitative techniques and how they are integrated. Ethical considerations that should be taken into account for both techniques will be addressed, and the chapter concludes with ways in which the validity, reliability and normality aspects of the measurement scales of the research, relative to theoretical expectations can be assessed.

3.1 Overview of the Research Project

The primary research methodology was a questionnaire (semi-structured, comprising both closed and open-ended questions) to gather information on perceptions of CSP on a company, to determine if perceptions of a company's expected versus actual CSP affect individual purchasing behaviour; its reputation; and to establish whether CSR-derived reputation capital safeguards a company when a crisis that might affect its reputation occurs. This questionnaire was first tested in a pilot study as a self-administered online survey to 30 third-year, fourth-year and postgraduate students at the University of the Witwatersrand, Johannesburg, between October and December, 2015 (Appendix 1). The results were analysed and the questionnaire was then refined to better facilitate the desired outcomes of the research project (Appendix 2).

The main survey was carried out later between June and September, 2016, also as a self-administered online survey (through Qualtrics, an online survey software), to a sample of third-year, fourth-year and postgraduate students at the same university. A total of 184 questionnaires were returned, but only 145 were used for analysis after data were screened and 'cleaned'.

A total of 30 in-depth, semi-structured, face-to-face interviews comprising open-ended questions, were then conducted (Appendix 3). The quantitative results from the main questionnaire and the qualitative results from the interviews were then analysed and triangulated.

3.1 Philosophical Foundation and Research Paradigm

Babbie (2004, p. 33) defines a paradigm as "a model or framework for observation and understanding, which shapes both what we see and how we understand it". Social scientists have developed several paradigms for understanding social behaviour, each of which offers insights the others lack and disregards facets of social life the others disclose. The general philosophical orientation of the current research project is framed by a pragmatist paradigm. A pragmatist "view of the measurable world relates closely to an existential reality" (Dewey, 1925, p. 40), that is, "an experiential world with different elements or layers, some objective, some subjective, and some a mixture of the two" (Feilzer, 2010, p. 8). MM research is typically associated with a pragmatist approach since it focuses on the implications of research, on the key importance of the questions asked, and on the use of multiple methods of data collection to inform the problem of the study (Clark & Creswell, 2011).

The positivist philosophy argues that "there is one objective reality, and all phenomena can be reduced to empirical indicators which represent 'the truth'" (Sale, Lohfeld & Brazil, 2002, p. 2). According to the positivist epistemology, science, characterised by empirical research, is the way to get to the truth, to understand the world well enough so that it might be predicted and controlled (Krauss, 2005). Hence, valid research is shown by the level of evidence that corresponds to the phenomena that the study results stand for (Hope & Waterman, 2003). The ontological position of the quantitative paradigm, based on positivism, is that this one 'truth' exists independently of human perception, therefore, the investigator and investigated are regarded as independent entities, "capable of studying a phenomenon without influencing it or being influenced by it" (Sale et al., 2002, p. 2).

Positivism may aid in understanding social phenomena on the assumption that "the social world can be studied in the same way as the natural world, that there is a method for studying the social world that is value free, and that explanations of a causal nature can be provided" (Mertens, 2005, p. 8). However, this was the past rigid position taken by the proponents of these paradigms, since it can be argued that quantitative research can look at quantitative data without necessarily endorsing the full 'package' of epistemological positivism.

In contrast, the qualitative paradigm can be understood in terms of interpretivist/constructivist theory. Constructivist ontology posits that "there is no objective reality; rather, there are multiple realities constructed by human beings who experience a phenomenon of interest" (Krauss, 2005, p. 760). On an epistemological level, "the inquirer, and the inquired into, are interlocked in such a way that the findings of the investigation are the literal creation of the inquiry process" (Al Zeera, 2001 in Krauss, 2005, p. 761). The constructivist researcher, therefore, takes the position that the knower and the known are co-created during the inquiry (Krauss, 2005).

Maxcy (2003, in Modell, 2009) argues, from an ontological point of view, that rather than conceiving of reality as constituted by strictly subjective experiences, there is room for recognising that some socially negotiated consensus concerning the nature of the world is indeed possible. In terms of epistemology, this position leads to the view of researchers as actively involved in the construction of knowledge, guided by theories emerging through their interactions with the researched as well as the larger research community of which they are a part.

Although a pragmatic approach was used in this study to address the quantifiable measures of CSP, in as much as it tried to get facts through measurements of variables, its 'objectivity' was not able to capture the social reality of human experience. The social nature of the study called for qualitative methodologies to be incorporated into the research design, to better understand the personal experience of individual participants. Interviews were carried out to ascertain participants' views of perceptions of CSP on individual purchasing behaviour, reputation capital and crisis management, with the aim of understanding the meaning of events as shaped by their experiences.

The mixed methods approach applied in this study is supported by Popper's three world schema of the objective, subjective and objective content of thought worlds which give a more realistic paradigm view of the interrelations between these worlds which the current study aims to capture. Popper tried to explain how individuals construct the rea1 world. According to Popper, world 1 is defined as the "… world of physical objects or of physical states", world 2 as the "… world of states of consciousness, or mental states" and world 3 as "… the world of *objective contents of thought*, especially of scientific and poetic thoughts and of works of art" (Popper, 1979, p. 144). The three worlds are interrelated such that, World Three interacts with World One and World Two in that human interpretations (World Two) is necessary to shape natural materials (World One) into useful and meaningful forms (World Three) (Harlow, Cummings & Aberasturi, 2007). In the current study, the three world typology highlights the interaction between company resources, individual perceptions and the practice of CSP by companies. The practice of CSP (World 3) interacts with the individual perceptions of CSP (World 2) to shape how companies utilise their resources (world 1) to provide useful and meaningful forms (World three), which is fulfilling their economic, ethical, legal and philanthropic responsibilities.

Popper's three world schema plays a significant role in understanding both the subjective (individual), inter-subjective (practice of CSP, perceptions), and objective (company resources) realities of the current study (Antwi, & Hamza, 2015. Knowledge in a social/objective sense is always embedded in interactions between people and objects and new knowledge is always integrated into existing knowledge structures (Holtz, 2016). This fits well with the MM approach used in the study because neither the quantitative nor the qualitative approach alone can provide a causally and meaningfully adequate explanation. Individual behaviours are influenced by many factors and each individual person's interprets the experiences subjectively and therefore differently resulting in different shades of meaning and significance for the same object, or as Lesh et al. (2003, 212) stated that, "Knowledge is evaluated based on its fit with those experiences. There is no external, true reality constructed in exactly the way by every individual"

Adopting a mixed method approach was necessary because no single paradigm could satisfactorily produce the desired results. The pragmatist approach, using MM research, offers an immediate and useful middle position, philosophically and methodologically (Johnson & Onwuegbuzie, 2004), to address the diversity and complexity of the research questions.

3.2 Research Design

Contemporary research is increasingly interdisciplinary, complex, and dynamic, and to study the issues comprehensively, MM sampling techniques (not just purposive or probability techniques) are frequently required (Teddlie & Tashakkori, 2009). MM research is "an approach to an inquiry involving collecting both quantitative and qualitative data and integrating the forms of data using distinct designs that may involve philosophical assumptions and theoretical frameworks" (Creswell, 2013, p. 4).

An *explanatory sequential design* is employed in this study to collect data on individuals' perceptions of the CSP of companies in South Africa and how such perceptions affect purchasing behaviour, reputational capital of companies and the role it plays when a company is in a crisis. The findings from survey data about effects of perceptions of CSP on individual purchasing behaviour, CSP-derived reputational capital, and how this might safeguard a company during a crisis, are explored further with information derived from qualitative open-ended questions incorporated on the questionnaire and also through follow-up in-depth interviews to better understand how the personal experiences of individuals match up to the survey results.

This type of design typically involves two phases: in the first phase, *quantitative* data is collected and analysed; in the second phase, *qualitative* data is collected and analysed building directly on the results from the *quantitative* findings. In this way, the quantitative results are explained in greater detail through the qualitative data (Wisdom & Creswell, 2013). The first, quantitative, phase of the study, the questionnaire, focused primarily on determining whether there were differences in individuals' perceptions of a company with a good CSR reputation and a company with a bad CSR reputation, across the three measurement constructs; purchasing behaviour, reputation capital and crisis management. The qualitative data collection and analysis, the interviews, were meant to understand in greater depth the beliefs and views of the participants in relation to the outcomes of quantitative results.

This sequential design is mainly suitable in explaining associations in study findings, especially when they are unexpected (Hanson, Creswell, Clark, Petska & Creswell, 2005). The two methods of gathering information were then integrated and validated through triangulation. Triangulated research runs the risk of inconclusive findings if there are too many unfocused questions at once, therefore sequencing of data collection was necessary (Olsen, 2004).

The survey questionnaire consisted of four parts:

Part A – Effects of perceptions of corporate social performance (CSP) and individual actual purchasing behaviour.

Part B – Individuals' perceptions of the effect of CSP on reputation capital.

Part C – Effects of perceptions of CSP derived reputational capital on crisis management.

Part D – General background information.

Both closed and open-ended questions were used in the survey because although closed questions are commonly used in this type of research, they can limit the depth of participant responses (Bowling, 1997) and the quality of data collected may be diminished or incomplete (Rattray & Jones, 2007). Open-ended questioning allows for greater freedom and spontaneity in answering, invites participants to share their "understandings, experiences, opinions in their own style" (Bird, 2009, p. 1311) and offer in-depth responses with the aim of understanding "how meaning is attached to process and practice" (McQuirk & O'Neil, 2016, p. 6). In this survey, "open-ended questions were used to corroborate, illustrate and elaborate on the meaning of quantitative responses" (Bazeley, 2006, in Bird, 2009, p. 1310), as well as to facilitate a better understanding of participants' views of the topic. Open-ended questions enabled the researcher to derive meaning without predetermining participants' points of view (Quinn, 2002). For example, in Part A of the questionnaire, Question 1 is a preliminary open-ended question that gauged whether the participant had any knowledge of CSR before going ahead to answer the rest of the questions. In Part C, case studies of two fictitious companies facing the same crisis, one with a good CSR reputation and the other with a bad CSR reputation, were presented and closed questions were asked, to obtain quantitative data.

In the second phase of this study, a follow-up, in-depth, semi-structured interview instrument consisting of individualised questions was used to interview 30 students face-to-face This instrument was intended to: identify themes that might otherwise be missed by closed-ended items; "identify possible cognitive processes underlying the responses, to discover divergent points of view; and enable the investigator to interpret the quantitative findings in the context of personal interpretations" (Tashakkori, Teddlie & Sines, 2012, p. 431).

The integration of the two analyses techniques are explained in depth in the following section.

3.2.1 Data Integration

Although the quantitative and qualitative data were analysed separately, mixing takes place when the findings are interpreted through a triangulation approach (Harwell, 2011). Triangulation refers to the combination and comparisons of multiple data sources, data collection and analysis procedures, research methods, and inferences that occur at the end of a study (Teddlie &

Tashakkori, 2009, p. 27). This research project considered Denzin's (1989, p. 303) principles on how triangulation is applied:

- First, the nature of the research problem and its relevance to the particular methods should be addressed.
- Second, it must be remembered that each method has inherent strengths and weaknesses.
- Third, methods must be selected with an eye to their theoretical relevance.

Using triangulation, quantitative and qualitative methods are combined to find the best means of obtaining data about individual and collective interpretations and meanings of the world, without any pre-conceptions imposed by the researcher as regards the form or shape they might take, and to improve the likelihood of generating potentially useful research outcomes (Coldwell, 2007). It is also intended to provide complementary insights into the same empirical phenomenon with the aim of enhancing the validity of representations (Modell, 2009). Since this study is a phenomenological-type of research, it involves interpretative in-depth analyses of both quantitative and qualitative data focusing on how individuals perceive CSP and the meanings they attach to companies that practice CSR, as shown by their individual purchasing behaviours. This helps “to build ideal types (mental constructs), which must conform to two basic criteria: they should be causally adequate and adequate on the level of meaning” (Weber, 1964, in Coldwell, 2007, p. 2). The combination of the two methods of research is intended to provide adequacy, meaning that explanations are “sufficient, suitable and good enough to satisfy specific requirements at these two methodological levels” (Coldwell, 2007, p. 1).

However, as Coldwell (2007) indicates, “neither causal adequacy nor adequacy on the level of meaning is a realistically obtainable goal in business research”. He attributes this to a “lack of effective communication between the protagonists of a causally adequate explanation on the one hand and the champions of explanations that are adequate on the level of meaning on the other (p. 4).” Therefore, to generate practically useable concepts and knowledge in the current research, a triangulated dialectical methodological approach was prioritised (Coldwell, 1981). The dialectical methodological technique was important in current research in that it incorporates not only multiple methods in a triangulated format to investigate the validity of specific finding more completely, but it also acts as a deliberate attempt to corroborate causal inferential findings on the level of meaning (Coldwell, 1981, 1982, 1984). This approach is “a form of triangulation technique that conforms quite nicely to the ontological paradigm of the critical realists in social research practice in that it incorporates the two quantitative domains of the real and actual while interrogating the qualitative domain of the empirical” (Coldwell, 2007, p. 8). The integration of the two methods is regarded by Layder (1993) as a core feature in realism, which attempts to reserve a scientific orientation towards social research while recognising the central importance of actors’ meanings for adequate explanations of the social world (in Coldwell, 2007).

3.2.2 Importance of Choosing a Triangulated Dialectic Methodology

i) Paradigm and content validity

A MM approach is the most effective way of providing a multitude of evidence, but with several types of data, triangulation is then required (Teddlie & Tashakkori, 2009). According to Yeasmin and Rahman (2012), by mixing data and incorporating several viewpoints and methods, triangulation becomes a process of verification of validity.

Adopting the triangulated dialectical methodology is significant for two reasons: First, because it is a vehicle for cross-validation, triangulation enhances paradigm validity when two or more discrete methods are found to be consistent and produce comparable data (Jick, 1979). In this research project, the qualitative data and results are used to validate and expand the quantitative results, to confirm findings through convergence of both qualitative and quantitative perspectives, and provide a solid foundation for drawing conclusions (Wisdom & Creswell, 2013). Second, triangulation is used to augment the integrity and reliability of content validity because it enables the researcher to cross-check the content of data and results to confirmation and complete, which balances the two or more different types of research (Yeasmin & Rahman, 2012).

ii) Causal adequacy and adequacy at the level of meaning

Olsen (2004, p. 3) suggests that in addition to validating the claims or strengthening data sets, triangulation is capable of "deepening and widening one's understanding." It generates "a learning dialectic that goes beyond the mere validation of findings to achieve innovations of original conceptual frameworks" (Olsen, 2004, p. 22). Apart from being a tool for validation, the triangulation technique is also used in the current research project to better understand individual behaviours and perceptions of CSP under different circumstances. Quantitative (mainly deductive) methods are used to "generate inferences from tests of statistical hypotheses to make inferences about characteristics of a population" (Harwell, 2011, p. 149), whereas qualitative (mainly inductive) methods "focus on discovering and understanding the experiences, perspectives, and thoughts of participants" (Harwell, 2011, p. 148) for the purposes of identifying previously unknown processes and arriving at justifications of why and how phenomena occur, and determining the range of their effects (Pasick et al., 2009). Gathering different types of data, therefore, gives a more aggregate cognizance of a research problem than either quantitative or qualitative data alone (Creswell, 2013, p. 19). That is, the quantitative data and results gave a general view of the research problem, while the qualitative data and its analysis refined and clarified those factual outcomes by investigating the participants' perspectives with respect to their constancy in more profundity (Ivankova & Stick, 2007).

Some researchers lament the limitations inherent in the process of integrating quantitative and qualitative approaches (Woolley, 2009), such as using incorrect methods and inability to articulate its use clearly (Oberst, 1993). However, various strategies can be employed to overcome such limitations, for instance, formulating research question that is focused, concise and relevant (Bekhet & Zauszniewski, 2012). Employing both quantitative and qualitative data and varying the emphasis in the study allows the two methods to build on each other (Modell, 2009). The MM approach allowed the researcher to design a single research study that answered questions about the relationship between measurable variables and the complex nature of phenomena from the participants' points of view (Williams, 2011).

External validity is improved where causal patterns or hypotheses emerging from quantitative studies are verified by consequent qualitative in-depth interview research (Modell, 2009).The underlying reason for taking this approach of integrating two methods as argued by Coldwell (2007, pp. 2-3) is that the concept of causality when applied to the social sciences creates numerous additional difficulties which include:

- "Social phenomena are intrinsically different from natural phenomena that make causal explanations inappropriate."
- "The concept of causality is inappropriate because human social behaviour unlike the behaviour of natural physical phenomena is not governed by invariable laws."
- "Causal explanation is inappropriate because it is impossible to say how A causes B

because we cannot explain the causal machinery working between the two phenomena (this criticism which applies also to the natural sciences is compounded when dealing with human beings with the recognition of human volition, motive and will in the causal machinery)."

- "Causal explanation is inappropriate because: the constant conjunction aspect of causal explanation does not fit the explanation of actions in the common–sense world"

Similarly, Denzin (1989) states that the process of playing quantitative data off against qualitative data produces evidence and maximises the validity of the fieldwork. He argues that triangulation allows for convergence, validation and legitimation of results, thereby allowing for a deeper understanding of an issue under study and creating more knowledge, rather than simply validating existing positions or ideas. Triangulation of the results augments internal validation where divergent methods produce converging findings, and where qualitative data provide rich accounts and substantiate causal explanations suggested by quantitative results (Modell, 2009). This ensures construct validity, which is a prerequisite for internal and, ultimately, external validity (Modell, 2005).

3.3 Quantitative Data Collection and Analysis – The Pilot and Main Questionnaires

3.3.1 Procedure for Sample Selection

The choice of sample size is critical in obtaining quality sampling because "it determines the extent to which the researcher can make statistical and/or analytic generalisations" (Onwuegbuzie & Collins, 2007, p. 305). This is complex because many factors should be considered: the type of sample required, the amount of time available, the size of the budget available, the variability of elements in the target population, the required estimation precision, the degree of accuracy and if the findings are to be generalised, and the degree of confidence in the findings (Bird, 2009; Samouel, Money, Babin & Hair, 2003).

To make strong interpretations about the target population, a probabilistic sampling method is needed (Kitchenham & Pfleeger, 2002). A questionnaire was administered to third-year, fourth-year and postgraduate students. Only responses from students with a knowledge of CSR were considered because only those participants who were familiar with the CSP of specific firms and the overall characteristics of the industry could make well-informed evaluations (Stanwick & Stanwick, 1998).

The reasons for choosing participants were:

- knowledge and awareness of what CSP is and an ability to form opinions about the CSP of a company;
- familiarity with (or understanding when it was explained to them) the concepts of surplus, break-even and deficit as they relate to an organisation's financial performance;
- ability required to complete the questionnaire;
- demographic inclusivity (the student body is diverse in terms of race and geographic origin);
- representative of future middle class consumers, potentially with significant disposable income and represent future business leaders; and
- The study adopted a mixed method approach to counter common method bias and aimed to provide a causally and meaningfully adequate explanation.

3.3.2 Sampling Technique

Purposive sampling and *probability* sampling are two well-known techniques in MM research. Purposive sampling, on one hand, was used to identify and select individuals that are especially knowledgeable about or experienced with CSP of firms in South Africa (Cresswell & Plano Clark, 2011). Probability sampling, on the other hand, was used to select a larger number of participants that are collectively representative of the population of interest, “to ensure the generalizability of findings by minimizing the potential for bias in selection and to control for the potential influence of known and unknown confounders” (Palinkas, Horwitz, Green, Wisdom, Duan, & Hoagwood, 2015, p. 2). Combining the two orientations to sampling (by means of a questionnaire as well as interviews) allowed the researcher to produce reciprocal databases that incorporate data that has both profundity and expansiveness with respect to the phenomenon under examination (Bickman & Rog, 2008).

The researcher used an automated online survey apparatus available through the university to target all third-year, fourth-year and post-graduate students only. This mode of selection allows a “researcher to discover and describe in detail characteristics that are similar or different across the strata or subgroups” (Teddlie & Tashakkori, 2009, 186). It is also capable of yielding smaller variances, that is, more precise information about parameters concerning entire populations can be achieved (De Vries, 1986). The selected student population was administered with questionnaires that included both closed and open-ended items. In general, if the stratum information is accurate, “stratified sampling produces samples that are more representative of the population than those of simple random sampling” (Lawrence, 1997, p. 262).

3.3.3 Measuring Instruments

i) Appropriate technique of collecting data

Although measuring instruments can be problematic for researchers in the area of CSP (Turban & Greening, 1997), a questionnaire is “a well-established tool in social science research for acquiring information on participants' social characteristics, present and past behaviour, standards of behaviour, attitudes and beliefs, and reasons for action with respect to the topic under investigation" (Bird, 2009, p. 1307; also Bulmer, 2004). It also enables the collection of information in a standardised manner which, when gathered from a representative sample of a defined population, allows the inference of results to the wider population (Rattray & Jones, 2007). The survey methodology was chosen because it measures variables by asking questions and then examining relationships among variables (Coldwell & Herbst, 2004).

ii) Questionnaire administration process

A pilot study was carried out on a smaller sample of 30 university students (Appendix 1). This study was intended to set the stage for the actual study by collecting a small amount of data and testing procedures. This technique allows a researcher to check clarity and acceptability of questionnaire items, detect potential problems in the data collection protocols, and identify major defects in the questionnaire design (Bird, 2009; Teddlie & Tashakkori, 2009; Oppenheim, 1992). Participants were given space for open-ended comments so that unforeseen issues that emerged could be included in the subsequent main questionnaire, and problems could be sorted out. The variability of answers was checked (Fitzpatrick, 1991, p. 1130), and after the results were validated, the questionnaire was revised.

The resulting, semi-structured, self-administered, main questionnaire (Appendix 2) was administered to third-year, fourth-year and postgraduate students through Qualtrics, an online survey service accessible to members of the university. In Part A and Part B of the questionnaire, closed questions were used to provide quantifiable and easy to understand results about the effects of CSP on individual purchase behaviour, corporate reputation capital and crisis management. In

Part C of the questionnaire, an evaluation of the effects of perceptions of CSP on individual purchasing behaviour was done using a crisis scenario involving two fictitious companies selling the same products but having different CSR statuses – Company A with good CSR versus Company B with bad CSR. Open-ended qualitative data were obtained from written commentaries explaining the reasons for responses to the scenario questions and justifying these in comparing the two companies.

A self-administered questionnaire may have several problems. With self-administered questionnaires, design problems may arise which potentially affect data quality than it is in other survey modes (Reja, Manfreda, Hlebec & Vehovar, 2003) because with an unobserved process of data collection it is not always certain that participants will be able to understand and follow given instructions correctly (Reja et al., 2003). Besides, selection bias may be present, and participants may not be motivated enough to complete a whole questionnaire without interaction with another person, and thus may abandon the questionnaire. In addition, probing is not possible, which may be particularly problematic for questions with multiple response formats and for open-ended questions.

iii) Measurement of constructs in the main survey instrument

The main questionnaire is categorised into four parts: Part A is concerned with questions about perceptions of CSP and individual actual purchasing behaviour; Part B addresses individual perceptions of the effect of CSP on reputation capital; Part C is concerned with CSP, reputation capital and crisis management; and Section D gathers general background information.

The study adopted a Likert-type scale. This scale evaluates responses to the questions relative to each other rather than independently using 5-point Likert-type scale (for example, in the case of Question 3 and 4, with 1 = 'Very unlikely' and 5= 'Very likely'). Some questions were asked in terms of Carroll's (1991) four constructs of CSR – economic, legal, ethical and philanthropic performances – and evaluated according to an ascending scale of excellence using 5-point Likert-type scale (for example in the case of Question 6 and 7, with 1 = 'Poor' and 5 = 'Excellent').

Part A: Effects of perceptions of CSP on individual purchasing behaviour

In Part A of the questionnaire, in Questions 1, 2a and 2b, participants were first screened with open-ended questions aimed at identifying those with familiarity of the concept of CSR and the ability to select reputable and CSR-oriented companies for the study from their own experience. Question 1 asked the participants what they understood by the term CSR. A suitable response to this question was of critical important because, as Bhattacharya and Sen (2004, p. 10) note, "consumers' lack of awareness of CSR is a major limiting factor in their ability to respond to such initiatives." Participants who exhibited a lack of awareness of CSR would not be able to complete the questionnaire in a meaningful manner and were eliminated from the sample. In Questions 2a and 2b, participants are asked to name one company that is a good CSR performer and one company that is a bad CSR performer. This was important because it showed how much knowledge the participants have of the CSP of actual companies, and if they were able to distinguish between good CSR practice and bad or non-existent CSR practice.

Participants were then asked in Questions 3 and 4 to indicate their likelihood of purchasing the products of a company with good CSR or bad CSR, based on their perception of the company's CSP. Variables were measured using a 5-point Likert-type scale, with 1 = 'Very unlikely' and 5 = 'Very likely. Question 5 asked if the CSP of the companies they had named (in Questions 2a and

2b) as having a good or bad CSR reputation influenced their decision on where to purchase goods and/or services. This was measured using a 5-point Likert-type scale, with 1 = 'Strongly disagree' and 5 = 'Strongly agree'.

To evaluate and compare consumers' perceptions of the actual and expected CSP of a company with good CSP versus one with bad CSP, in Questions 6 and 7 participants were asked to indicate their perceptions of each of the companies' CSP in terms of Carroll's (1991) pyramid of CSR categories, that is, Economic, Legal, Ethical, and Philanthropic. Carroll's four-part definition of CSR that comprise of four different constructs were used, but to ensure participants understood what each entailed, further explanations were provided in parentheses, for example, Economic (is profitable); Legal (obeys the law) etc. Responses were indicated on an ascending scale of excellence using a 5-point Likert-type scale, with 1 = 'Poor' and 5 = 'Excellent'. Besides, question 8 inquire the relative importance of the four CSR categories in their actual purchasing decisions using a 5-point Likert-type scale with 1 = 'Not at all important' and 5 = 'Extremely important'.

Coldwell and Joosub (2014, p. 303) state that "the collective judgements of CSP are based on the aggregation of individual perceptions of a specific company's social performance actual vis-à-vis expected". To investigate whether the companies named in Questions 2a and 2b were in surplus, break-even or deficit in terms of individual perceptions of CSP, Coldwell's model, a substantive development of Carroll and Buchholtz's (2000) seminal conceptualisation (Coldwell & Joosub, 2014), was used to measure the gap between actual CSP and expected CSP.

- If individual perception of the company's actual CSP is higher than expected CSP, a score of 4 or 5 is assigned, and the company is considered to be in surplus.
- If individual perception of the company's actual CSP is equal to expected CSP, a mean

- score of 3 is assigned, which represents equilibrium or break-even.
- If individual perception of the company's actual CSP is lower than expected CSP, a mean score of 1 or 2 is assigned, and the company is considered to be in deficit.

Part B: Effects of perceptions of CSP on company's reputational capital

In Part B of the questionnaire, knowledge of how CSP contributes to the reputation capital of a firm is addressed. The survey instrument for different facets of the CR construct was developed using Fombrun, et al., (2000, p. 253) existing scale of six attributes of RQ, that is, "emotional appeal, products and services, vision and leadership, workplace environment, financial performance, and social responsibility" (see Section 2.6.6 above). This scale has the best characteristics (convergent and criterion validities) compared to other reflective instruments for measuring this construct (Agarwal et al., 2014; Sarstedt et al., 2013).

In Questions 9 and 10, individual perceptions of the six attributes to CR were measured on a 5-point Likert-type scale, with 1 = 'Strongly disagree' and 5 = 'Strongly agree'. In Question 2, participants indicated how important each of the six attributes was for their purchasing decisions. Responses were measured on a 5-point Likert-type scale, with 1 = 'Not at all important' and 5 = 'Extremely important'.

Part C: Effects of perceptions of CSP-derived reputational capital in crisis management

Part C of the questionnaire investigated if the CSP-derived reputation of a company protects it during a crisis. Crisis scenarios from Dean (2004) were modified to suit this study. Participants are presented with scenarios of two fictitious companies, A and B. The two were competing companies that sold similar everyday products that were familiar to consumers, and hence likely perceptions of risk and danger were easily established. The reputation stimulus was operationalised by presenting company A as a 'good' CSR performer recognised both locally and globally for its social responsibility and sustainability behaviour. The aim is to find what students expectations were before the crisis and also what their immediate reactions were towards companies that had a good CSR reputation against a company that had a bad one when presented with Scenario C. Both Scenario A and B are factual occurrences, whereas scenario C is fictitious but involves respondents considering the good and bad reputations of companies A and B on the ways the subsequent common crisis depicted in Senario C, is assessed. A more holistic view of how the two companies might have dealt with the common fictitious crisis may perhaps have afforded a more complete test of the effects of prior reputations on respondents' evaluations of Scenario 3, but it would also have contaminated the 'raw' and immediate reaction and evaluation of respondents to the common milk crisis experienced by both companies and discounted the direct effect of the two companies prior reputations on these evaluations. It was this raw and immediate effect a crisis had on companies with good and bad prior reputations that the study tries to measure. The scenarios are presented as follows:

Scenario A

South African retail group company A was among the companies named as an international 'responsible retailer of the year' at the World Retail Congress in London this year. It is the third consecutive time company A has received the award. Company A was shortlisted in recognition of its commitment to improving the lives of people and doing its best to protect the planet. company A's good business journey programme focuses on six areas: sustainable farming, protecting water supplies, reducing energy use, improving waste management, making a contribution to social development and supporting transformation initiatives. For example, company A donates R500 000 in scholarships per year to the top performing students from poor backgrounds. The company also encourages volunteerism to benefit the community. It is one of only five South African companies – and the country's only retailer – to be included on the world's most respected sustainability index, the Dow Jones Sustainability Index (DJSI). Company A was also named as one of the 16 sustainability champions in the developing world by the World Economic Forum, and was listed as one of the 10 most innovative companies in South Africa by Forbes Magazine in July this year.

In contrast, company B was presented as a 'bad' CSR performer, ranked among the least socially responsible companies in more than one international listing:

<u>Scenario B</u>

Company B is one of the fastest growing retailers in South Africa and a key competitor of company A. It is one of the most innovative food companies, uses leading-edge technology, and focuses on a strong commitment to quality to improve its sales volume. However, company B was ranked last of 10 major food companies on a corporate social responsibility index. Company B is not viewed as socially responsible and it has been placed at the bottom of similar responsibility rankings in the past. Company B has frequently been criticised, including by consumer groups and industry watchdogs, for a variety of issues such as having a poor environmental record, questionable labour practices (including allegations of involvement with paramilitary organisations in the suppression of trade unions), questionable marketing strategies, poor customer service and having violated tax laws. Company B has also sometimes opposed the civic leaders of the communities in which it operates. It has repeatedly challenged its property tax assessment in court, claiming the tax is too high; even though the property taxes are used to support the local schools.

A common product-harm crisis, a milk product contamination scandal was formulated for both fictitious companies, to minimise subject bias (Vassilikopoulou, Siomkos, Chatzipanagiotou, & Pantouvakis, 2009).

<u>Scenario C: A milk scandal</u>

Recently both company A and company B faced a milk scandal involving milk and infant formula contaminated with melamine. Company X, the country's largest trader of dairy products, was contracted to both company A and company B to supply their milk products. Melamine is a nitrogen-rich compound that is sometimes illegally added to food products to increase the apparent protein content. Melamine is known to cause renal and urinary problems in humans and animals when it reacts with cyanuric acid inside the body. The tainted milk products made more than 1 200 children sick and 20 infants reportedly died of kidney damage, while others remain hospitalised. More than 1 300 other people, mostly elderly, remain hospitalised, with 158 suffering from acute kidney failure. The issue raised concerns about food safety in the two retail companies.

Based on Scenario A and Scenario B, participants were asked in Questions 12 and 13 to evaluate companies A and B, following Dean (2004, p. 202), in terms of "'I respect the company, 'I trust the products of the company' and 'I have very positive feelings towards the company'". A fourth attribute was added to measure the purchasing intentions and act as a manipulation check: 'I will purchase the products of the company'. Responses were indicated on a 5-point Likert-type scale, with 1 = 'Strongly disagree' to 5 = 'Strongly agree'.

In Question 14, participants were required to indicate which company they were more likely to purchase products from if the price and quality were the same, or if they were 'neutral' about such a decision, and this was followed by an open-ended questions that asked them to state the reason for their decision. In Question 16 and 17, participants were asked to express their feelings about company A, and company B, respectively, after the scandal, given three options 'Bad', 'Neither good nor bad' and 'Good'.

Based on Scenario C, a response manipulation was operationalised using the product-harm crisis event that both companies faced. In Question 18 and 20 individual perceptions of the companies' post-crisis reputations were measured as either 'Bad', 'Neither good nor bad' and 'Good'. The rest of the questions assessed participants' likelihood of purchasing from company A, and company B, if the price and quality are the same and whether their perceptions of companies' CSP influence their decisions. The overall evaluation of the companies' reputations before and after the crisis were measured to determine if the halo effect of individuals' prior beliefs about a company's positive position on CSR was evident in their evaluation of the same company after a product-harm crisis.

iv) Part D: General background information

Part D gathered information about the demographic profiles of participants in terms of gender, age, level of education, ethnicity or race, and home province.

3.3.4 Reliability and Validity of the Scale

i) Construct reliability

Central to understanding the "results derived from questionnaires are the issues of reliability and validity which underpin questionnaire development from item generation, the proposal of an a priori factor structure, to subsequent psychometric analysis" (Rattray & Jones, 2007, p. 235). Before testing a hypothesis, analysis of validity and reliability needs to be undertaken on the individual constructs in the study. Reliability of scores must be established before assessments of their validity can be addressed (Clark & Creswell, 2011).

According to Schindler (2008, p. 292), reliability is concerned with the degree to which a measurement is free of random or unstable error. Reliable instruments are consistent and robust. The instruments should work well at different times under different conditions (Emory & Cooper, 1991), since, as Coldwell and Herbst (2004) put it, "consistency is the hallmark of reliability". In this study, as a MM project, reliability assumed a major role in the quantitative part of the research and a minor role in the qualitative research.

Cronbach alpha coefficient was used to evaluate the internal consistency of items on a scale. Since the study comprised of a multidimensional scale that measures different constructs, alpha was calculated for each of the constructs rather than for the entire instrument. These include, instrument that measure individual perception of actual and expected CSP of companies, and how it affects their purchasing behavior, the effects of perception of CSP on company reputational capital, and the effects of CSP of a company during a crisis. Construct reliability in the current research was assessed using Cronbach alpha coefficients. This process calculates the strength of the correlation between each of the items making up a particular scale and the summated score of the scale (Coldwell & Herbst, 2004). If the items show good internal consistency, "Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale" (Gliem & Gliem, 2003, p. 87). Specifically, the generally accepted lower limit for Cronbach's alpha is 0.7, although this may decrease to approximately 0.6 in exploratory research (Hair et. al., 2010). In general, George and Mallery (2003, p. 231) offer the following general guidelines: "_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor, and _ < .5 – Unacceptable".

ii) Content and Construct validity

According to Kimberlin & Winterstein (2008, p. 2278), "validity refers to the extent to which a test measures what it purports to measure." It is the extent to which differences found with a measurement tool reflect true difference in what is being tested (Emory & Cooper, 1991). Validity is commonly conversed in terms of internal and external validity. "*Internal validity* refers to the extent to which the hypotheses are supported by the available evidence, while *external validity* refers to the capacity to generalise findings to other similar situations and contexts" (Coldwell & Herbst, 2004, p. 17).

- **Content validity**

The validity of the instrument is determined by a careful definition of the topic of concern, the items to be scaled, and the scales to be used (Emory & Cooper, 1991). A questionnaire is said to have a good content validity if it sufficiently covers the issues that have been defined as appropriate for the study (Emory & Cooper, 1991). In the current study, this was done by conducting a pilot study where a sample data instrument was pre-tested on a section of the student population. Conducting a pilot study is beneficial in that "it is able to give advance warning about where the main research project might fail, where research protocols may not be followed, and whether proposed methods or instruments are inappropriate or too complicated" (Van Teijlingen & Hundley, 2002, p. 1). This study conducted a pilot study on 30 third-year, fourth-year and postgraduate university students to pre-test the instrument. This was important so that the measurement scales that were adapted from previous studies in the literature could be further developed and modified to suit the current research.

- **Construct validity**

Construct validity of an instrument means that the scores received from participants are meaningful indicators of the construct being measured (Creswell and Clark, 2011). It was assessed using factor analysis done through SPSS. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity tests were done to assess the suitability of the participant data for factor analysis. Williams, Onsman, *&* Brown (2010) indicated that the KMO index of 0.50 and above and the Bartlett's Test of Sphericity (should be significant ($p<.05$) are considered suitable for factor analysis. Also, Kaiser's eigenvalue greater than one rule extraction process was considered in extracting factors to retain for rotation. Kaiser's eigenvalue greater than one rule indicates that "all factors with eigenvalues greater than 1.0 are included, and that the number of data points above the 'break' (i.e., not including the point at which the break occurs) is usually the number of factors to retain" (Costello and Osborne, 2005, pp. 2-3). A principal component analysis with a varimax rotation was then carried out to simplify and enable easier interpretation of the factors generated.

3.3.5 Data Preparation

To ensure completeness of the data analysis process, the data preparation procedure was first checked for accuracy through editing, coding, and data entry (Cooper & Schindler, 2006). The data set was then screened to check for errors by inspecting the frequencies of each variable and finding and correcting them. Finally, data analysis was done to examine and explore the nature of relationships among the variables to verify and check for any violations of assumptions (Hair, Anderson, Babin & Black, 2010).

i) Editing, coding, and data entry

The raw data collected through the questionnaire was edited by identifying incomplete, inaccurate or irrelevant data to ensure that the data are accurate and consistent with the research question and to simplify coding and tabulation (Cooper & Schindler, 2006). To ensure data consistency and completeness, the errors identified were either replaced, modified or excluded. The current study excluded from the data set responses that did not respond to the question and those that indicated participants did not know the meaning of CSR. This was followed by coding and data entry, where each response to the unstructured questions of the questionnaire was assigned a numerical code before it was entered into the statistical package for social scientists (SPSS), version 24.0. For open-ended questions, the questionnaire was loaded into NVivo 11, where it was scanned to look for common themes, which were then coded into identified categories.

ii) Data cleaning and screening

After data was edited, coded and entered in SPSS, data were screened and cleaned by checking for errors and completeness to ensure that all codes were valid (Pallant, 2013). This was done by checking for missing values, outliers, and assessing normality, as discussed below.

Missing data: Missing data are unavoidable in surveys using human subjects (Pallant, 2013). These may come from a participant's failure to provide an answer to a question or from data entry errors on the part of the researcher. Whichever the case, missing data is problematic since it negatively affects the generalisability of findings, sample size, statistical results and the application of some statistical procedures (Hair et al., 2010). Pallant (2013) emphasises the importance of checking for missing data before analysis. In this study, missing value analysis was conducted by running descriptive statistics to find out what percentage of values were missing for each variable. The participants that had most of the key variables missing were eliminated from the analysis, while those that had one or two missing variables were replaced.

O*utliers:* According to Hair et al. (2010), outliers are observations that are uniquely or distinctly different from the majority of the sample responses, in that, they may be either (extraordinary or extreme) high or low values on the variable or may be unique or distinct in their combination of values across variables. The presence of outliers in the data "can have a dramatic effect on the correlation coefficient, particularly in small samples" (Pallant, 2013, p. 123), and it can bias the mean, inflate the standard deviation or cause the regression model to be biased in light of the fact that they influence the estimations of the assessed regression coefficients (Field, 2009). Descriptive statistics were run on the data obtained in this study to identify any unusual values or extreme scores in the data set. Outliers found to be too extreme or extraordinary were deleted from the data set while those that were not too different from the cluster score were given a score.

3.3.6 Data Analysis Techniques

Quantitative and qualitative analysis techniques were applied accordingly; that is, "qualitative techniques are used to analyse qualitative data and quantitative techniques are used to analyse quantitative data" (Sandelowski, 2000, p. 252). Numerical data from answers to parts of the research questions were analysed statistically, whereas narrative data were analysed via content analysis. These analyses were then integrated by triangulation towards comprehensive answers to the research questions (Lieber & Weisner, 2010; Onwuegbuzie & Combs, 2010; Tashakkori et al., 2012).

The question of which analysis technique (parametric or non-parametric) to use for the quantitative data analysis arose because this study used Likert-type scale. Likert scale data are generally characterised as follows: "discrete instead of continuous values, tied numbers, and restricted ranges" (De Winter & Dodou, 2010, p. 1). However, there has been ongoing debate on whether Likert scale data can be treated as continuous. A number of authors such as De Winter and Dodou (2010), Clason and Dormody (1994) and Grace-Martin (2008) among others have examined the issue and provided their comments. Scholars such as Clason and Dormody (1994) investigated the use of individual Likert-type items and found that out of 95 relevant articles in the *Journal of Agricultural Education*, 13% used a non-parametric test and 34% a parametric one He argued that:

> *"It is probable the Likert scale will be ordinal, but in any event, the population could be totally ordered by the magnitude of the latent variable. A single Likert-type item asks the respondent to which of several ordered alternatives they belong. Each Likert-type item provides a discrete approximation of the continuous latent variable" (p. 32.)*

This study opted to analyse quantitative data using t-tests and multiple linear regression analysis (MLA) and confirmed the results with ordinal regression analysis. This follows a suggestion by Grace-Martin (2008) who recommended that running the nonparametric equivalent to the test is suitable and if the same results are achieved, then it improves the confidence about one's conclusions. The t-test was chosen because, according to the study by De Winter and Dodou (2010, p. 1), for five-point Likert scale, the t-test (parametric) and the Mann-Whitney-Wilcoxon test (non-parametric test) "generally have similar power, and researchers do not have to be concerned with finding a difference when there is none in the population."

T-tests, particularly paired sample t-tests, were used to compare the mean scores of the sample group's perception of two companies (Company A, a company that practice CSR and Company B, a company that does not practice CSR), in terms of how the students responded to information about the two companies when making decisions about where to purchase products or when the companies were faced with a crisis situation.

MLR was used to explore whether there was a relationship between CSP influence on individual purchasing behaviour (dependent variable) and the legal, ethical and philanthropic CSR dimensions (independent variables. Given the relatively small sample used in this study, an adjusted R-squared value was used and the significance of the F-value was considered to measure the overall model fit of each single equation. According to Tabachnick and Fidell (2007, in Pallant, 2013, pp. 160-61), “when a small sample size is involved, the *R-square* value in the sample tends to be an optimistic over-estimation of the true value in the population. Therefore, the adjusted *R-square* statistic corrects this value to provide a better estimate of the true population value”. To determine the statistical significance of the result, the value in the F-test should be $p < 0.05$ (Pallant, 2013).

To compare the effects of perceptions of CSP on individual purchasing behaviour of the two companies (company with a good CSR reputation and company with a bad CSR reputation), standardised coefficients were used, that is, the values for each variable were converted to the same scale for better comparisons. The significance of the t-values were also considered, and “when the results of the t-value indicated $p < 0.01$, $p < 0.05$, results were considered statistically significant” (Pallant, 2013, p. 246). Collinearity diagnostics were also carried out by inspecting the tolerance and Variance Inflation Factors (VIF) to check for multicollinearity. “Tolerance values less than 0.1 and VIF values greater than 10 indicate a problem” (Field, 2012, p. 795). Tolerance, in a regression model, measures “how much of the variability in one independent variable cannot be not explained by other independent variables, while VIF, which is the inverse of a tolerance value, indicates whether the independent variables have a strong linear relationship with other independent variables or not” (Pallant, 2013, p. 158; also see, Hair et al., 2010; Field, 2009). These authors indicate that the normally used cut-off points for determining the presence of multicollinearity are that a tolerance value should be less than 0.10, and VIF values should be above 10.

On the same note, ordinal logistic regression was performed and the results were compared with those found in MLR, to enhance confidence in the use of parametric testing when Likert-type scale is used. To ensure that ordinal regression can be used to analyse the data; first, multicollinearity test was ran. Field, Miles and Field (2012, p. 795) pointed out that SPSS does not have an option for producing collinearity diagnostics in ordinal logistic regression, however, to test for multicollinearity he recommends running linear regression analysis using the same outcome and predictors and examining the tolerance and VIF values. “Tolerance values less than 0.1 and VIF values greater than 10 indicate a problem” (Field et. al., 2012, p. 795). Second, the ordinal regression model was checked to ensure it has overall goodness-of-fit, which involves interpreting the model fitting information test, the Pearson and Deviance goodness-of-fit tests, the Cox and Snell, Nagelkerke and McFadden measures of R^2 and the chi-square score test for the proportional odds assumption.

3.3.7 Normality Tests

To undertake comparisons and to draw accurate and reliable conclusions about our analyses, a Normality test was done to assess the normality of distribution in means was checked for each scale in the multidimensional scale. The normality assumption was screened by inspecting the Normal Probability Plot (P-P plot). SPSS V24 was applied to inspect the P-P plot to find whether the data are normally distributed by comparing a sample data cumulative distribution against the expected normal distribution; if the data are normally distributed, the result will closely follow a straight diagonal line (Hair et al. 2010) (see Appendix 5A, 5B, 5C). This allowed the t-test to be undertaken to test samples at a 95% ($p < 0.05$). When the results of t-test indicated $p < 0.05$, they were considered to be statistically significant.

3.4 Qualitative Data Collection and Analysis: The Face-to-Face Interviews

3.4.1. Sample Selection

Purposeful and convenient sample was used to select 30 university students to participate. It was purposeful in the sense that potential participants who were approached had to have knowledge of CSR, had purchase experience as well as the opportunity to make purchasing decisions independently, and who would therefore be able to provide in-depth information. Senior students – third-year, fourth-year, and post-graduate university students – were chosen to be interviewed because it could be assumed that they had come across CSR during their studies and thus had some knowledge of what the concept of CSR encompassed. This approach was adopted to shed light on the central phenomena being studied using sampling strategies that emerged during quantitative data collection (Creswell & Clark, 2007). Also, the sample was convenient in that the selection of university students to participate in the study was more accessible, were willing to participate and more importantly, met the required criteria, as mentioned earlier.

3.4.2 Data Collection

Qualitative research through face-to-face interviews was employed in the second phase of the current research, aimed at elaborating on initial responses obtained in the quantitative research conducted in the first phase of the study. This approach was used to enable the researcher gain "a more accurate and clear picture of a participant's position or behaviour" (Ghauri & Gronhaug, 2002, p. 101) and to allow room for both interviewer and interviewee to ask related and/or unanticipated questions that needed to be expounded upon. This aspect had the potential to provide insightful information that could shed light on particular aspects of the research and enhance the study's findings.

Data were collected within the university of Witwatersrand premises. A total of 30 semi-structured, guided interviews were carried out, that enabled participants to discuss in their own words their perceptions of CSR and how CSP of companies affect their purchasing behaviour, and also allowed the researcher to inquire deeper to gain in-depth understanding of their responses when necessary (Miller & Crabtree, 1992). The interviews consisting of six questions lasted approximately fifteen to twenty minutes on average, and with the participants' permission, each interview was audiotaped. This enabled the researcher to give the participants her full attention during the interview and avoided the need to take notes. It also meant that data could be transcribed verbatim if that proved necessary for the study.

Participants were informed of the general purpose of the study at the beginning of the interview, and were advised that as their responses were anonymous, and there were no 'right' or 'wrong' answers to the questions, they were free to respond honestly. It was important to first gauge participants' knowledge of CSR and to reveal underlying reasons if a participant's CSR predictor variables differed in relative importance from the model, so participants were asked in Question 1 to explain in detail what they understood by the term CSR. They were then asked to name one company that they think is a good CSR performer (Question 2) and one company that they think is a bad CSR performer (Question 3) and explain why they have this opinion. Participants' responses to these questions enabled the researcher to determine if participants were able to differentiate between companies that practice CSR and those that do not.

In Questions 4 and 5, participants were asked about the likelihood of their purchasing goods and services from either of the companies they had named in Question 2 and 3 (one company with a good CSR reputation versus one with a bad CSR reputation) on a scale of 1 = 'Very unlikely' to 5 = 'Very likely', and give the reasons for their responses.

In the last question, Question 5, participants were asked to name any attributes other than CSR reputation that might influence their purchase decision. This was important because the quantitative results from the questionnaire had shown that CSR influence on the purchasing behaviour of individuals was very low, and it was necessary to establish why this was the case.

3.4.3 Qualitative Techniques

According to Coldwell (2015, p. 207) "data preparation involves the collection of pertinent data for using content analysis, selecting units of analysis, and making sense of the data obtained". A deductive approach, which goes from general to particular, was adopted in this study to test categories, concepts, models, or hypothesis (Marshall & Rossman, 2014; Coldwell, 2015).

In preparation for analysis, the audio-taped interviews were first transcribed. The data were not in fact transcribed verbatim but comprehensively enough to capture the key issues useful to the current research. Halcomb and Davidson (2006, p. 40) argue that "although a verbatim record of the interview is clearly beneficial in facilitating data analysis by bringing researchers closer to the data, it is not necessary when thematic or content analysis techniques that seek to identify common ideas within the data are being used", as in the current study.

Qualitative data is analysed through content analysis and in this study the data was first examined by reading through the transcripts and writing memos to capture any issues, comments or insights that arose. Relevant sections of the transcripts were carefully reread and analysed in the search for patterns and themes. Data was then classified and coded. The process of coding involved "aggregating the textual data into small categories of information, seeking evidence for the code from different databases being used in a study, and then assigning a label to the code" (Creswell, 2013, p. 184). Both a 'priori' and 'posteriori' coding strategies were used (Sinkovics et al., 2005). The a priori coding categorisation involved identifying the potential coding categories or items based on established theories or frameworks in related literature, followed by coding of data and subjecting it to reliability checks to ensure that the coding was consistent (Lazar, Feng, & Hochheiser, 2010). An a posteriori categorisation meant that observed themes could be attained directly from the data and then coded (Sinkovics et al., 2005). The categorised codes were then combined into broader categories by aggregating similar codes, to develop themes, which were then used for cross-case content analysis and interpretation of results (Sinkovics et al, 2005).

As recommended by Glaser and Strauss (1967), the data analysis in this study was an iterative process of reviewing the data for content, coding, discussing the coding with colleagues, and starting again with the reading. Weber (1990, p. 12) notes that "to make valid inferences from the text, it is important that the classification procedure be reliable in the sense of being consistent: Different people should code the same text in the same way". To improve the content analysis and qualitative interpretation validity and reliability, the lead researcher and another professional researcher specialising in social studies and having knowledge of CSR analysed the interview transcripts both independently and together. The researchers reviewed the interview transcripts individually and then discussed the coding of data and themes that emerged from the analysis extensively.

Overall, the two researchers agreed on the categories, and the primary researcher implemented the actual coding and identification of themes in the NVivo 11 qualitative software package. The secondary researcher assessed the analysis and recommended changes where disagreement arose. These were mostly where a particular word or specific content was ambiguous, in which cases, both researchers re-read the interview content and agreed revisions are made. In a few cases where agreement on coding and categorising of data could not be reached, the primary researcher made the final decision

The steps on how codes for each interview question were developed and categorised into themes are detailed below:

Question one: *What do you understand by the term CSR?*

Responses to this question were assessed according to Carroll's (199, p. 41) four categories of CSR responsibilities – “economic, legal, ethical and philanthropic” – to maintain consistency with the quantitative section of the study and to expand on the quantitative analysis results in these categories. Environmental responsibilities were added as a fifth category because even though these are not part of Carroll’s model, they are widely considered to be part of CSR by a number of other authors (e.g. Becker-Olsen et al., 2006; Wood, 1991; Ellen, Webb & Mohr, 2006), and were mentioned by a number of participants. Each interview response was therefore coded into the relevant category of the five CSR dimensions.

Question 2: *Name one company you think is a good CSR performer, and explain why.*

Question 3: *Name one company you think is a bad CSR performer, and explain why.*

These questions were intended to ascertain awareness of specific examples of CSR through the identification of companies that practice CSR and those that do not, and to establish what specifically is important to individual consumers. Because definitions of CSR cover diverse activities, responses to these questions were coded according to the six broad domains of RQ developed by Fombrun, et al., (2000, p. 253), that is, “emotional appeal, products and services, vision and leadership, workplace environment, financial performance, and social responsibility”.

Question 4: *How likely would it be that you would buy goods and services from a company with a good CSR reputation?*
Why do you feel this way?

Question 5: *How likely would it be that you would buy goods and services from a company with a bad CSR reputation?*
Why do you feel this way?

Participants indicated responses on a scale of 1 = ‘Very unlikely’ to 5 = ‘Very likely’. This section tested the hypothesis (H2) that there is a positive relationship between an individual’s positive perception of CSR and the actual purchase of goods and services, as indicated in the quantitative analysis results, and it aimed to determine the reasons for the responses.

Question 6: *Are there any other aspects of a particular company that might sway your purchasing decision other than CSR reputation?*
What are those?

The quantitative results of the study showed that CSR only plays a minor role in individual purchasing behaviour (See Table 4.21), therefore, this question aimed to reveal what the other factors are that consumers take into account apart from CSR when making decisions of where to buy products. The factors named by participants were coded based on the most occurring to the least occurring.

To capture the various determinants that influence the participant’s likelihood of taking CSR into consideration when making purchase decisions, responses were coded in three categories adopted from Öberseder et al. (2011):

- Core factors – e.g. information and personal concerns.
- Central factors – e.g. price, quality, convenience, and reliability.
- Peripheral factors – e.g. image of the company, credibility of CSR initiatives, and influence of peer groups.

According to Öberseder et al. (2011, pp. 13-14), core factors are "preliminary factors that determine whether CSR is taken into account when deciding about a purchase. If these factors are not met, CSR will most likely not play a role in a consumer's buying decisions." Central factors and peripheral factors are factors that affect perceptions of companies and that exert an influence on actual purchase decisions, in addition to CSR.

3.4.4 Reliability and Validity of the Qualitative Instrument

Reliability and validity tests are known to be commonly applied to testing or evaluating quantitative research, however, many researchers approve of the tests to be applicable to all kinds of research (Golafshani, 2003). Unlike many LeCompte and Goetz (1982, in Thyer 2001, p. 273) opined that reliability in qualitative research refers to "the extent to which the set of meanings derived from several interpreters are sufficiently congruent."

The issue of reliability and validity in the qualitative research has attracted a lot of criticisms from some of the leading qualitative researchers. They argue that "reliability and validity pertain only to the quantitative paradigm and are not pertinent to qualitative inquiry" (Morse, Barrett, Mayan, Olson & Spiers, 2002, p. 14). For instance, Stenbacka (2001, p. 551) argues that although reliability has the potential of “generating understanding”, it has no relevance in qualitative research because it is difficult to differentiate between the researcher and the method used, which in essence means that “the researcher is the instrument" (Patton, 2001, p. 14) and consequently if it is used, “it implies that that the study is no good” (Stenbacka 2001, p. 552). Others like Patton (2001) and Morse et al., (2002) state that, with regard to the researcher's ability and skill, in any qualitative research, reliability is a consequence of the validity of a study. Lincoln and Guba (1985, p. 316) consider that since “there can be no validity without reliability, a demonstration of the former [validity] is sufficient to establish the latter [reliability]”. Based on this argument, this study will demonstrate the validity of the study which will then support the reliability of the study.

Qualitative validation comes from the content analysis procedures of the researcher, and “whether the account provided by the researcher and the participants is accurate, can be trusted, and is credible” (Lincoln & Guba, 1985; Clark & Creswell, 2011, p. 134). According to Seale (1999, p. 266), “trustworthiness of a research report lies at the heart of issues conventionally discussed as validity and reliability.” Therefore, in the current research, reliability and validity checks were conducted as a preliminary task by the primary researcher through an independent interpretation of the data by a professional researcher specialising in social studies and having knowledge of CSR. The secondary researcher helped with the verification of coding and categorisation of themes, and the necessary data interpretations to generate meanings and ensure that what was intended was indeed portrayed, were discussed extensively. Credibility and truth value (‘internal’ validity' in quantitative research) were ensured by using quotations that objectively captured individual experience (Bekhet & Zauszniewski, 2012).

This study made use of the triangulation validity approach where evidence is built from data drawn from several individuals. Also, the qualitative data were complemented by relevant literature review and previous research in order to further validate the findings. Triangulation has been presented as a means of addressing qualitative/quantitative differences, hence, combining qualitative and quantitative paradigms highlights some of the issues of merging concepts of validity, reliability and generalisability (Tobin & Begley, 2004). "Triangulation is typically a strategy (test) for improving the validity and reliability of research or evaluation of findings" (Golafshani, 2003, p. 603). Patton (2001) advocates for the use of triangulation since combining methods strengthens a study. Mathison (1988, p. 13) also favours triangulation and states that it has become "an important methodological issue in naturalistic and qualitative approaches to evaluation [by controlling] bias and establishing valid propositions because traditional scientific techniques are incompatible with this alternate epistemology".

Assuming "that reality is socially constructed and it is what participants perceive it to be" (Creswell & Miller, 2000, p. 125), the current research sought to actively involve participants in evaluating and verifying whether the interpretations signified their views precisely as well as ensuring that their realities were captured vividly in the final account (Creswell & Miller, 2000). Verification of qualitative research data collected is a necessary process of checking, confirming, making sure, and being certain of the research process, to ensure reliability and validity, and thus the rigour of a study (Morse et al., 2002). In this study, as suggested by Morse et al. (2002, p. 393), the research analysis and interpretation was verified by "moving back and forth between design and implementation to ensure congruence between question formulation, literature, recruitment, data collection strategies, and analysis". The verification process helped the researcher identify when to continue, stop or modify the research process in order to achieve reliability and validity and ensure rigour (Morse et al. 2002).

By doing the interviews personally, the researcher enhanced data validation in that "a combination of verbatim transcription and researcher notations of participants' nonverbal behaviour, central to the reliability, validity, and veracity of qualitative data, has been included" (Halcomb & Davidson, 2006, p. 40). The researcher creates a multifaceted argument in favour of the interpretation of data by showing that the interpretation is firmly grounded in the data itself (Lazar et al., 2010) through constructing a database (Yin, 2003) that includes all the materials collected and created during the course of study, including notes, documents and tables.

3.5 Integration of Data Using Triangulation

As indicated at the beginning of this study, two methods are used to better understand the individual perceptions of company CSP and how it affects purchase decisions, the reputational capital of companies, and how the CSP-derived reputation helps during a crisis. Since this study follows a sequential explanatory design, data analysis of the various parts of the study is connected, and hence the quantitative and qualitative results were integrated at the data interpretation stage (Hanson et al., 2005; Ivankova et al., 2006).

First, we interpret the results of the quantitative research questions, thereafter, we discuss the interview findings from the qualitative phase of the study. This process allowed for the findings from the second phase to clarify and explain the statistical results from the first phase.

In the discussion section, using triangulation, the results from the two phases of the study are combined to get an in-depth insight into the research questions and to provide a more robust and meaningful representation of the research problems. The overall research results are discussed in detail by grouping the findings of related quantitative and qualitative constructs, and the issues raised, together. The discussion of the results is amplified by citing relevant literature on related subjects, reflecting both quantitative and qualitative studies published on the topic. Combining the quantitative and qualitative findings through triangulation helps overcome “the intrinsic bias that is inherent within single-method, single-observer and single-theory studies, and consequently, greater validity is achieved” (Denzin, 2006, in Bird, 2009, p. 1316).

3.6 Conclusion

Figure 8, below, presents a summary of the progression of the research methods from the inception of the study to the conclusion.

The first step, the pilot study, administered a semi-structured questionnaire comprising both closed and open-ended questions to senior university students at the University of the Witwatersrand.

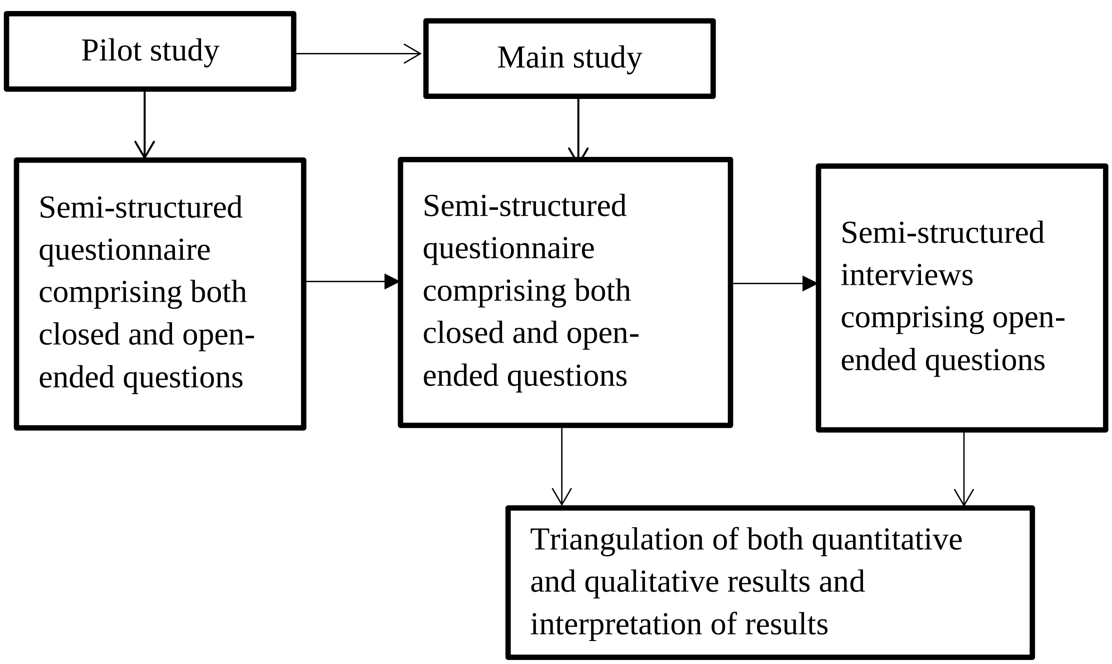

Figure 7: Summary of Research Methods

This step tested the instrument to ensure it was capable of answering the research questions as intended. After the pilot questionnaire was revised, the main questionnaire was produced and administered to a larger sample of the student population, to provide data for analysis in the main study. Semi-structured interviews, comprising open-ended questions, were then carried out as a qualitative follow-up to the quantitative analysis results obtained in the first phase of the study. This is intended to expand, elaborate and clarify the quantitative results achieved in the survey.

CHAPTER 4: QUANTITATIVE DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents results of the quantitative data analysis. Data were statistically analysed using descriptive, t-tests and multiple linear regression analysis. Data analysis was done quantitatively using SPSS V24 for both descriptive and inferential statistics. The researcher first used frequency tables to provide a summary of the demographic profiles of the participants. Mean and standard deviation were analysed on demographic variables. Data analyses were then used to assist in answering the research questions. T-tests were used to test hypotheses H1, H3 and H4, while t-test, multiple linear regression (confirmed with ordinal logistic regression) analyses were used to test H2.

4.1 Demographic Profile of Participants

Data was collected from third-year, fourth-year and postgraduates students at the University of Witwatersrand, Johannesburg. Table 4.1 shows that of the students participating in the survey, 38.6% were male and 61.4% were female. The participants, as shown in Table 4.2, were mostly distributed within the age group 25-31 years (35.9%), representing the majority of participants, followed by 32-38 years (26.2%), 18-24 years (25.5%), and 39-45 years (12.4%). None was 46 years of age or above. In terms of education level, as shown in Table 4.3, the majority of participants were postgraduate students, comprising 67.6% of total participants, while undergraduate students represent 32.4% of participants. Table 4.4 shows that the majority of participants (43.4%) were African (black), followed by White (30.3%), Indian/Asian (17.2%), Coloured (8.3%) and Other (who did not wish to stipulate their race) (0.7%). In terms of geographic representation, as shown in Table 4.5, the majority of the participants came from

Gauteng, representing 71.0% of total participants. This was followed by Free State and KwaZulu-Natal (both 7.6%), Limpopo (6.9%), Mpumalanga (3.4%), Northern Cape and Western Cape (both 1.4%) and lastly, Eastern Cape (.7%). It is not surprising that most of the students came from Gauteng since the university at which the study was conducted is located in Gauteng.

Table 4-1: Gender of Survey Participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	56	38.6	38.6	38.6
	Female	89	61.4	61.4	100.0
	Total	145	100.0	100.0	

Table 4-2: Age of Survey Participants

Valid	18-24	37	25.5	25.5	25.5
	25-31	52	35.9	35.9	61.4
	32-38	38	26.2	26.2	87.6
	39-45	18	12.4	12.4	100.0
	Total	145	100.0	100.0	

Table 4-3: Education of survey participants

	Undergraduates	47	32.4	32.4	32.4
	Postgraduate	98	67.6	67.6	100.0
	Total	145	100.0	100.0	

Table 4-4: Race of Survey Participant

Valid	African	63	43.4	43.4	43.4
	Coloured	12	8.3	8.3	51.7
	Indian/Asian	25	17.2	17.2	69.0
	White	44	30.3	30.3	99.3
	Other	1	.7	.7	100.0
	Total	145	100.0	100.0	

Table 4-5: Province of Survey Participants

Valid	Eastern Cape	1	.7	.7	.7
	Free State	11	7.6	7.6	8.3
	Gauteng	103	71.0	71.0	79.3
	KwaZulu-Natal	11	7.6	7.6	86.9
	Limpopo	10	6.9	6.9	93.8
	Mpumalanga	5	3.4	3.4	97.2
	Northern Cape	2	1.4	1.4	98.6
	Western Cape	2	1.4	1.4	100.0
	Total	145	100.0	100.0	

4.2 Summary of the Analyses of Hypotheses and Results

Table 4-6: Analyses of Hypotheses and Results

Hypothesis Tested	**Accepted or rejected**
H1: Perceptions of a company's economic, legal, ethical, and philanthropic CSP are associated with individual perceptions of actual vis-à-vis expected CSP.	**Accepted**
H2: There is a positive relationship between individual positive perceptions of CSP and actual purchases of goods and services.	**Accepted**
H3: Positive perceptions of CSP enhance corporate reputation capital.	**Accepted**
H4: Companies perceived to have higher levels of reputation capital are associated with higher crisis sustainability potential.	**Accepted**

4.2.1 Reliability and Validity of the Scale of the Item Scales

The study focused on 3 research areas, which can be categorized into sections for discussion purposes. Section A investigates perception of actual vis-à-vis expected CSP of companies, and how it affects individual purchasing behaviour; Section B investigates the effects of perception of CSP on company reputational capital; and Section C investigates the effects of CSP-derived reputational capital in crisis management. Each section measures different constructs, therefore, given the multidimensionality of the measurement scale, reliability and validity analyses are recommended for each scale in each section.

Reliability of the Item Scales

Reliability of the measurement scales was tested using Cronbach alpha coefficient. Since the study comprised of a multidimensional item scale that measures different constructs, alpha coefficients were calculated for each of the section. The three alpha coefficients relate to; (a) instrument that measure individual perception of actual and expected CSP of companies, and how it affects their purchasing behaviour, (b) the effects of perception of CSP on company reputational capital, and (c) the effects of CSP of a company during a crisis. The generally accepted lower limit for Cronbach's alpha is 0.7, although this may decrease to approximately 0.6 in exploratory research (Hair et. al., 2010).

Validity of the Item Scales

Validity of measurement scales was tested using exploratory factor analysis with principal component analysis (PCA) with orthogonal rotation (varimax). In exploratory factor analysis item-to-total correlation ratios were used to identify the underlying factors that explain common variance in a set of measured variables (Hair et. al., 2010). Although factor loading with estimates at 0.50 or higher by is considered significant and highly recommended (Hair et al., 2006), Field (2013, p. 692) recommend loadings of 0.4 as substantial. Therefore, factors with individual loadings ($\geq$.40) were adopted for further analysis.

SECTION A: PERCEPTIONS OF CORPORATE SOCIAL PERFORMANCE (CSP) AND INDIVIDUAL ACTUAL PURCHASING BEHAVIOUR.

i) Perceptions of CSP (*good CSR performers*) Scale

The scale consisted of four items (4) (economic, legal, ethical and philanthropic) measured using a 5-point Likert-type scale. A Cronbach alpha coefficient (α = 0.673, n =145) was obtained [see Appendix 4A (i)] which is regarded as acceptable given the exploratory nature of the study (Hair, et. al., 2010). The Corrected Item-Total Correlation values shown in the Item-Total Statistics table [see Appendix 4A (i)] are more than 0.3 implying that all the items in the scale correlated significantly with the total score (Pallant, 2011).

A PCA with varimax rotation was conducted on the four ("economic, legal, ethical and philanthropic") variables Carroll (1991, p. 42) to assess their correlation. The Kaiser-Meyer-Olkin measure of Sampling Adequacy (KMO) index = 0.664, which indicates an adequate level of sampling adequacy. Bartlett's Test of Sphericity (Approx. Chi-Square = 88.825, with 6 degrees of freedom) is statistically significant (p =.000), which indicates that the correlations between items were sufficiently large for factor analysis [see Appendix 4A (i)]. Using Kaiser's criterion of eigenvalue greater than 1, one component was obtained with Eigen value of 2.032, accounting for 50.8% of the variance. All items loaded on the one component and had factor loadings higher than 0.5; that is, 0.752 (legal), 0.708 (philanthropic), 0.701(ethical), and 0.689 (economic).

Table 4.7 displays the factor loadings after rotation. The one component represents "perceptions of CSP (*good CSR performers*)".

Table 4-7: Factor Analysis on Perceptions of CSP (*good CSR performers*)

Component/item variables	Factor Load	Eigen	Variance %	Total Var %
Actual versus expected CSP		2.032	50.8	50.8
Legal (*obey the law*))	0.752			
Philanthropic (*contribute resources to community, improve quality of life*)	0.708			
Ethical (*do what's right, just and fair, avoid harm*)	0.701			
Economic (*is profitabl*e)	0.689			

ii) Perceptions of CSP (*bad CSR performers*) Scale

The scale consisted of four variables (4) (economic, legal, ethical and philanthropic) measured using a 5-point Likert-type scale. A Cronbach alpha coefficient ($\alpha = 0.576$, n = 145) was obtained [see Appendix 4A (ii)], which is close to the recommended 0.6 for exploratory studies (Hair et. al., 2010). The Corrected Item-Total Correlation values shown in the Item-Total Statistics table [see Appendix 4A (ii)], shows that economic performance score is very low implying that it is not effective in measuring actual vis-à-vis expected CSP of companies that individuals regard as bad CSR performers.

A PCA with varimax rotation was conducted on the four ("economic, legal, ethical and philanthropic") variables adopted from Carroll (1991, p. 42) to assess their correlation. The Kaiser-Meyer-Olkin measure of Sampling Adequacy (KMO) index = 0.532, which indicates an adequate level of sampling adequacy. Bartlett's Test of Sphericity (Approx. Chi-Square = 50.350, with 6 degrees of freedom) is statistically significant (p =.000), which indicates that the correlations between items were sufficiently large for factor analysis [see Appendix 4A (ii)]. Using Kaiser's criterion of eigenvalue greater than 1, two components were obtained. Component 1 has Eigen value of 1.615 and represents 40.38% of variance and component 2 has Eigen value of 1.043 and represents 26.07% of variance, both accounting for 66.45% of variance. 3 items loaded on the first component and had factor loadings higher than 0.5; that is, that is, 0.854 (ethical), 0.731 (legal), and 0.593 (philanthropic) and 1 item, economic, loaded on the second component and although its factor loading was high it was dropped because it was the only item that loaded on the component. Table 4.8 displays the factor loadings after rotation. The one component retained represents "perceptions of CSP (*bad CSR performers*)".

Table 4-8: Factor Analysis on Perceptions of CSP (*bad CSR performers*)

Components/Item variables	**Factor loading**	**Eigen**	**Variance %**	**Total Var %**
Perceptions of CSP aspects (bad CSR performer)		1.615	40.38	40.38
Ethical (*do what's right, just and fair, avoid harm*)	0.854			
Legal (*obey the law*)	0.731			
Philanthropic (*contribute resources to community, improve quality of life*	0.593			
Perceptions of other-than CSP aspects (bad CSR performer)		1.043	26.07	66.45
Economic (*is profitable*)	0.951			

iii) CSP Aspects Affecting Individual Purchasing Behaviour Scale

A coefficient alpha of four dependent variables, that is economic, legal, ethical and philanthropic and one independent variable (individual purchasing behaviour) was performed to measure the effect of CSP on individual actual purchasing behaviour. The Cronbach's Alpha coefficient of $\alpha = 0.733$, $n = 145$ was achieved, after economic responsibility was eliminated [see Appendix 4A (iii)], hence exceeding the minimum recommended value of 0.7 (Hair.et.al, 2010). The Corrected Item-Total Correlation values shown in the Item-Total Statistics table [see Appendix 4A (iii)] indicate that all items in the scale except economic are more than 0.3, implying that the all items in the scale except economic correlates with the total score (Pallant , 2011).

A PCA with varimax rotation was conducted on the four dependent ("economic, legal, ethical and philanthropic") variables (Carroll, 1991, p. 42) and one independent (individual purchasing behaviour) variable to assess their correlation. The Kaiser-Meyer-Olkin measure of Sampling Adequacy (KMO) index = 0.689, which indicates an adequate level of sampling adequacy. Bartlett's Test of Sphericity (Approx. Chi-Square = 143.423, with 10 degrees of freedom) is statistically significant (p=.000), which indicates that the correlations between items were sufficiently large for factor analysis [see Appendix 4A (iii)]. Using Kaiser's criterion of eigenvalue greater than 1, two components were obtained. Component 1 has Eigen value of 2.271 and represents 45.43% of variance and component 2 has Eigen value of 1.010 and represents 20.21% of variance, both accounting for 65.63% of variance. Table 4.9 displays the factor loadings after rotation. 4 items loaded on the first component and had factor loadings higher than 0.5; that is, 0.884 (ethical), 0.735 (philanthropic), 0.699 (legal), and 0.679 (individual purchasing behaviour).

Table 4-9: Factor Analysis on CSP Aspects that Influence Purchasing Behaviour

Components/Item variables	**Factor loading**	**Eigen**	**Variance %**	**Total Var %**
CSP aspects influencing purchasing behaviour		2.271	45.43	45.43
Ethical (*do what's right, just and fair, avoid harm*)	0.884			
Philanthropic (*contribute resources to community, improve quality of life*	0.735			
Legal (*obey the law*)	0.699			
Individual purchase behaviour	0.679			
Other-than-CSP aspects influencing behaviour		1.010	20.21	65.63
Economic (*is profitable*)	0.989			

1 item, economic, loaded on the second component and was dropped because a component with "fewer than three items is regarded as weak and unstable" (Costello & Osborne, 2005, p. 5). The one component retained represents "CSP aspects that influence purchasing behaviour".

In summary, section A (i), (ii) and (iii) findings indicate that three distinct factors; legal, ethical and philanthropic, are reliable in measuring the perceptions of corporate social performance (CSP) and individual actual purchasing behaviour. Economic responsibility appeared as a valid measure of perceptions of CSP of companies with good CSR performance but not for companies with bad CSR performance or as an aspect influencing purchasing behaviour. This is expected since, according to Carroll (1991), the primary motive of any business organizations is to make profit through provision of goods and services to societal members. In this case, a company can fulfil economic responsibilities without being involved in CSR. Due to the mixed results, the economic responsibility was not discarded in performing t-tests, but is not included in regression analysis since it became apparent in the results that individuals do not consider economic performance of a company when deciding where to buy goods and services.

PART B: REPUTATIONAL CAPITAL MEASURES SCALE

i) Reputational Capital Measures (*good CSR performer)*

The scale consisted of six reputation quotient variables, that is, "emotional appeal, eroducts and services, vision and leadership, workplace environment, financial performance, and social responsibility" adopted from Fombrun et al., (2000, p. 253). A Cronbach's Alpha coefficient of $\alpha = 0.749$, $n = 145$ was achieved [see Appendix 4B (i)], after emotional appeal and social responsibility variables were eliminated after factor analysis). Also the Corrected Item-Total Correlation values shown in the Item-Total Statistics table [see Appendix 4B (i)] indicate that 4 items (that is, vision and leadership, products and services, workplace environment, and financial performance) are more than 0.3, while 2 item (that is, emotional appeal and social responsibility) were less than 0.3 implying that only the former four correlates with the total score (Pallant, 2011).

A PCA with varimax rotation was conducted on the six (emotional appeal, products and services, vision and leadership, workplace environment, financial performance, and social responsibility) variables to assess how they are correlated. The Kaiser-Meyer-Olkin measure of Sampling Adequacy (KMO) index = 0.698, which indicates an adequate level of sampling adequacy. Bartlett's Test of Sphericity (Approx. Chi-Square = 97.104, with 15 degrees of freedom) is statistically significant (*p*=.000), which indicates that the correlations between items were sufficiently large for factor analysis [see Appendix 4B (i)].

Using Kaiser's criterion of eigenvalue greater than 1, two components were obtained. Component 1 has Eigen value of 2.077 and represents 34.62% of variance and component 2 has Eigen value of 1.166 and represents 19.43% of variance, both accounting for 54.06% of variance. 4 items loaded on the first component and had factor loadings higher than 0.5; that is, 0.764 (vision and leadership), 0.720 (products and services), 0.679 (workplace environment), and 0.676 (financial performance) (Appendix 4.4.6). 2 items, emotional appeal and social responsibility, loaded on the second component and were dropped because a component with fewer than three items is regarded as "weak and unstable" (Costello & Osborne, 2005, p. 5). Table 4.10 displays the factor loadings after rotation. The one component retained represents "reputational capital measures (*good CSR performer)"*.

Table 4-10: Reputational capital measures (*good CSR performer*)

Components/ item variables	Factor Load	Eigen	Variance %	Total Var %
Reputational capital measures (*good CSR performer*		2.077	34.62	34.62
Vision and Leadership (*has excellent leadership, a clear vision for the future, recognizes/takes advantage of market opportunities*).	0.764			
Products and Services (*offers high quality and good value products/services, develops innovative products/services, I stands behind products/ services*).	0.720			
Workplace Environment (*is well managed, looks like a good company to work for, looks like it has good employees).*	0.679			
Financial Performance (*has record of profitability, looks like a low risk investment, shows strong prospects for future growth, tends to outperform its competitors*).	0.676			
Reputational capital "social" measures (*good CSR performer*)		1.166	19.43	54.06
Emotional Appeal (*Has good feeling, admires and respect, and trust the company*).	0.799			
Social Responsibility (*supports good causes, environmentally responsible, treats people well*)	0.677			

ii) Reputational Capital Measures (*bad CSR performer)*

The scale consisted of six reputation quotient variables, that is, "emotional appeal, products and services, vision and leadership, workplace environment, financial performance, and social responsibility" adopted from Fombrun et al., (2000, p. 253). A Cronbach's Alpha coefficient of α = 0.736, n = 145 was achieved [see Appendix 4B (ii)], after emotional appeal and social responsibility variables were eliminated after factor analysis), which is regarded as acceptable. Also the Corrected Item-Total Correlation values shown in the Item-Total Statistics table [see

Appendix 4B (ii)] indicate that all items except social responsibility are more than 0.3, implying that all items except social responsibility correlates with the total score (Pallant , 2011).

A PCA with a varimax rotation was conducted on the six ("emotional appeal, products and services, vision and leadership, workplace environment, financial performance, and social responsibility") variables (Fombrun et al., 2000, p. 253) to assess how they are correlated. The Kaiser-Meyer-Olkin measure of Sampling Adequacy (KMO) index = 0.767, which indicates an adequate level of sampling adequacy. Bartlett's Test of Sphericity (Approx. Chi-Square = 158.385, with 15 degrees of freedom) is statistically significant (p=.000), which indicates that the correlations between items were sufficiently large for factor analysis [see Appendix 4B (ii)].

Using Kaiser's criterion of eigenvalue greater than 1, two components were obtained. Component 1 has Eigen value of 2.350 and represents 39.16% of variance and component 2 has Eigen value of 1.211 and represents 20.18% of variance, both accounting for 59.34% of variance. 4 items loaded on the first component and had factor loadings higher than 0.5 except emotional appeal; that is, that is, 0.775 (vision and leadership), 0.742 (products and services), 0.740 (financial performance), 0.620 (workplace environment) and 0.464 (emotional appeal). 2 items, emotional appeal and social responsibility, loaded on the second component and were dropped because a component with "fewer than three items is regarded as weak and unstable" (Costello & Osborne, 2005, p. 5). Also, emotional appeal was dropped because of cross loading. Table 4.11 displays the factor loadings after rotation. The one component retained represents "reputational capital measures (*bad CSR performer)".*

Table 4-11: Reputational capital measures (*bad CSR performer*)

Components/ item variables	Factor Load	Eigen	Variance %	Total Var %
Reputational capital measures (*bad CSR performer*		2.350	39.16	34.62
Products and Services (*offers high quality and good value products/services, develops innovative products/services, I stands behind products/ services*).	0.795			
Vision and Leadership (*has excellent leadership, a clear vision for the future, recognizes/takes advantage of market opportunities*).	0.780			
Financial Performance (*has record of profitability, looks like a low risk investment, shows strong prospects for future growth, tends to outperform its competitors*).	0.769			
Workplace Environment (*is well managed, looks like a good company to work for, looks like it has good employees).*	0.549			
Reputational capital "social" measures (bad CSR performer)		1.211	20.18	59.34
Social Responsibility (*supports good causes, environmentally responsible, treats people well*)	0.942			
Emotional Appeal (*Has good feeling, admires and respect, and trust the company*).	0.461			

iii) Reputation Measures Influencing Purchasing Behaviour Scale

The scale consisted of six reputation quotient variables, that is, "emotional appeal, products and services, vision and leadership, workplace environment, financial performance, and social responsibility" adopted from Fombrun et al., (2000, p. 253). A Cronbach's Alpha coefficient of α = 0.777, n = 6 was achieved, which is acceptable [see Appendix 4B (iii)]. Also the Corrected Item-Total Correlation values shown in the Item-Total Statistics table [see Appendix 4B (ii)] indicate that all items in the scale are more than 0.3, implying that they all correlates with the total score (Pallant, 2011).

A PCA with a varimax rotation was conducted on the six ("emotional appeal, products and services, vision and leadership, workplace environment, financial performance, and social responsibility") variables (Fombrun et al., 2000, p. 253) to assess how they are correlated. The Kaiser-Meyer-Olkin measure of Sampling Adequacy (KMO) index = 0.733, which indicates an adequate level of sampling adequacy. Table 4.12 displays the factor loadings after rotation.

Table 4-12: Factor Analysis on Reputation Measures Affecting Purchasing Behaviour

Components/ item variables	**Factor Load**	**Eigen**	**Variance %**	**α**
Reputation measures influencing purchasing behaviour		2.931	48.847	0.760
Products and Services (*offers high quality and good value products /services, develops innovative products/services, I stand behind roducts/services*).	0.857			
Workplace Environment (*is well managed, looks like a good company to work for, looks like it has good employees*).	0.841			
Financial Performance (*has record of profitability, looks like a low risk investment, shows strong prospects for future growth, tends to outperform its competitors*).	0.753			
Social Responsibility (*supports good causes, environmentally responsible, treats people well*)	0.628			
Vision and Leadership (*has excellent leadership, a clear vision for the future, recognizes/takes advantage of market opportunities*).	0.552			
Emotional Appeal (*Has good feeling, admires and respect, and trust the company*).	0.472			

Bartlett's Test of Sphericity (Approx. Chi-Square = 303.515, with 15 degrees of freedom) is statistically significant (*p*=.000), which indicates that the correlations between items were sufficiently large for factor analysis [see Appendix 4B (ii)]. Using Kaiser's criterion of eigenvalue greater than 1, 1 component was obtained. It has an Eigen value of 2.931 and represents 48.85% of variance (see Appendix 4.6.5). All items, loaded on the same component, that is, 0.857 (vision and leadership), 0.841 (workplace environment), 0.753 (financial performance), 0.628 (social responsibility), 0.552 (Emotional Appeal) and 0.472 (products and services). The one component extracted represents "reputation measures influencing purchasing behaviour".

In summary, section B (i) and (ii) findings showed that four variables, which include vision and leadership, products and services, financial performance and workplace environment were all grouped together in both measures for reputational capital of a company with good CSR performance and a company with bad CSR performance, and are concluded as constructs that measure the reputational capital of a company. Emotional appeal and social responsibility which are seen as "social" reputation measures were dropped demonstrating that the variables do not significantly contribute to reputational capital of a company. Section (iii) showed that six variables were all grouped together and thus can be concluded that all the 6 variables are valid as reputation measures influencing purchasing behaviour.

PART C: ROLE OF CSP IN CRISIS MANAGEMENT

i) Role of CSP in Crisis Management (*good CSR performer*).

The scale consisted of four variables, which include; respect, trust, positive feelings and purchase of products. The first three were adopted from Dean (2004) and the fourth one was added since purchasing behaviour was one of the main areas of study. A Cronbach's Alpha coefficient of α =

0.841, n = 145 was achieved [see Appendix 4C (i)], hence acceptable. Also the Corrected Item-Total Correlation values shown in the Item-Total Statistics table [see Appendix 4C (i)] indicate that all items in the scale had average values of 0.6, implying that they highly correlates with the total score (Pallant, 2011).

A PCA was conducted on the four (respect, trust, positive feelings and purchase of products) variables with orthogonal rotation (varimax), to assess how they are correlated. The Kaiser-Meyer-Olkin measure of Sampling Adequacy (KMO) index = 0.806, which indicates an adequate level of sampling adequacy. Bartlett's Test of Sphericity (Approx. Chi-Square = 244.968, with 6 degrees of freedom) is statistically significant (*p*=.000), which indicates that the correlations between items were sufficiently large for factor analysis [see Appendix 4C (i)]. Using Kaiser's criterion of eigenvalue greater than 1, 1 component was obtained. It has an Eigen value of 2.760 and represents 69.01% of variance (see Appendix 4.7.4). All items, loaded on the same component, that is, 0.983 (respect), 0.832 (positive feeling), 0.799 (purchase), and 0.795 (trust). Table 4.13 displays the factor loadings after rotation. The one component extracted represents "role of CSP in crisis management (*good CSR performer*)".

Table 4-13: Role of CSP in Crisis Management (*good CSR performer*)

Components/ item variables	**Factor Load**	**Eigen**	**Variance %**	**Total Var %**
Role of CSP in crisis management (*good CSR performer*)		2.760	69.009	69.009
I respect company A	0.893			
I trust products of company A	0.795			
I have very positive feelings toward company A	0.832			
I will purchase products of company A	0.799			

ii) Role of CSP in Crisis Management (*bad CSR performer*)

The scale consisted of four variables, which include; respect, trust, positive feelings and purchase of products. The first three were adopted from Dean (2004) and the fourth one was added since purchasing behaviour was one of the main areas of study. A Cronbach's Alpha coefficient of α = 0.667, n = 145 was achieved [see Appendix 4C (ii)] which is satisfactorily accepted. Also the Corrected Item-Total Correlation values shown in the Item-Total Statistics table [see Appendix 4C (ii)] indicate that all items in the scale are more than 0.5, implying that they all correlates with the total score (Pallant , 2011).

A PCA was conducted on the four (respect, trust, positive feelings and purchase of products) items with orthogonal rotation (varimax), to assess how they are correlated. The Kaiser-Meyer-Olkin measure of Sampling Adequacy (KMO) index = 0.658, which indicates an adequate level of sampling adequacy. Bartlett's Test of Sphericity (Approx. Chi-Square = 96.207, with 6 degrees of freedom) is statistically significant (p=.000), which indicates that the correlations between items were sufficiently large for factor analysis [see Appendix 4C (ii)]. Using Kaiser's criterion of eigenvalue greater than 1, 1 component was obtained. It has an Eigen value of 2.019 and represents 50.47% of variance. Table 4.14 displays the factor loadings after rotation.

Table 4-14: Role of CSP in Crisis Management (*bad CSR performer*)

Components/ item variables	**Factor Load**	**Eigen**	**Variance %**	**Total Var %**
Role of CSP in crisis management (*company B - bad CSR performer*).		2.019	50.472	0.767
I respect company B	0.539			
I trust products of company B	0.834			
I have very positive feelings toward company B	0.738			
I will purchase products of company B	0.699			

All items, loaded on the same component, that is, 0.834 (trust), 0.738 (positive feeling), 0.699 (purchase), and 0.795 (respect) (Appendix 4C (iii)). The one component extracted represents "role of CSP in crisis management (*bad CSR performer*)*"*.

The findings for both section C (i) and (ii) indicate that the scale is reliable and valid as a measure of CSP role in crisis management.

4.2.2 Data Distribution

P-P plots were used to inspect normality of the data sets in each of the three areas of study to assess how closely two data sets agree. Part A – perceptions of corporate social performance (CSP) and individual actual purchasing behaviour inspected P-P plots of; actual vis-à-vis expected CSP of companies with good CSR reputation [Appendix 5A (i), actual vis-à-vis expected CSP of companies with bad CSR reputation [Appendix 5A (ii)], and perceptions of CSP and purchasing behaviour [Appendix 5A (iii)]. Part B – individuals' perceptions of the effect of CSP on reputation capital inspected P-P plots of; perception of reputation of company A (good CSR reputation) [Appendix 5B (i)], and perceptions of reputation of company B (bad CSR reputation) [Appendix 5B (ii)]. Part C – Effects of perceptions of CSP and reputational capital on crisis management inspected P-P plots of; perceptions of reputational capital and crisis sustainability potential of company A (good CSR reputation) [Appendix 5C (i)], and perceptions of reputational capital and crisis sustainability potential of company B (bad CSR reputation) [Appendix 5C (ii)]. The results, in the P-P plots of the three parts of the study, showed that most residuals from the data sets sat close to the straight line, thus supporting the interpretation that they have a close to normal distribution.

4.2.3: Perceptions of Actual and Expected CSP of Companies that Individuals Purchase Goods /Services From.

H1 Perceptions of a company's economic, legal, ethical, and philanthropic CSP are associated with individual perceptions of actual vis-à-vis expected CSP.

In depth, this hypothesis seeks to tests whether the *actual* CSP of companies that consumers purchase goods/services from vis-à-vis the *expected* CSP, was:

- above the norm (in surplus) leading to enhancement of corporate reputational capital.
- equal to the norm (at break-even) leading to maintenance of corporate reputational capital; or
- below the norm (in deficit) leading to detachment of corporate reputational capital.

Hypothesis (1) proposed that companies that engage in CSR are performing better than the companies that do not engage in CSR in terms of "economic, legal, ethical and philanthropic responsibilities" (Carroll's (1991, p. 42). The extent of their performances affects their reputational capital; where CSP performance above the norm (in surplus) leads to enhancement of corporate reputational capital, while CSP performance that equals the norm (at break-even) leads to maintenance of corporate reputational capital, and CSP performance below the norm (in deficit) leads to detachment of corporate reputational capital. Therefore, a paired-sample t-test was conducted to establish whether there is a statistically significant difference in individual perceptions of actual vis-a-vis expected CSP of company A (perceived as a good CSR performer) and company B (perceived as a bad CSR performer) (see Appendix 2, question 6 and 7). The results of a paired sample *t*-test are shown below:

Table 4-15: Paired Samples Statistics of Perceptions of Actual Vis-À-Vis Expected CSP

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Economic perf. - good CSR co.	3.64	145	.910	.076
	Economic perf. - bad CSR co.	3.18	145	1.273	.106
Pair 2	Legal perf. - good CSR co.	3.76	145	.757	.063
	Legal perf. - bad CSR co.	2.37	145	.799	.066
Pair 3	Ethical perf. - good CSR co.	3.69	145	.804	.067
	Ethical perf. - bad CSR co.	2.14	145	.962	.080
Pair 4	Philanthropic perf. - good CSR co.	3.92	145	.812	.067
	Philanthropic perf. - bad CSR co.	1.68	145	.880	.073

Table 4-16: Paired Samples Test on Perceptions of Actual Vis-À-Vis Expected CSP

		Paired differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Economic perf. -Good CSR co. -Economic. perf.- Bad CSR co.	.462	1.472	.122	.220	.704	3.780	144	.000
Pair 2	Legal perf.- Good CSR co. - Legal perf.- Bad CSR co.	1.386	1.125	.093	1.201	1.571	14.832	144	.000
Pair 3	Ethical perf.- Good CSR co. - Ethical perf.- Bad CSR co.	1.552	1.364	.113	1.328	1.776	13.700	144	.000
Pair 4	Philanthropic perf.- Good CSR co. – Philanthropic perf.- Bad CSR co.	2.234	1.291	.107	2.023	2.446	20.841	144	.000

In Tables 4.15 and 4.16, comparisons of the four variables (economic, legal, ethical and philanthropic) between company A (perceived as a good CSR performer) and company B (perceived as a bad CSR performer) show a significant difference exists in the scores of the four variables.

Table 4-17: Paired Samples Correlations on Perceptions of Actual Vis-À-Vis Expected CSP

		N	Correlation	Sig.
Pair 1	Economic perf. - good CSR co. & Economic perf. - bad CSR co.	145	.122	.144
Pair 2	Legal perf. - good CSR co. & Legal perf. - bad CSR co.	145	-.046	.587
Pair 3	Ethical perf. - good CSR co. & Ethical perf. - bad CSR co.	145	-.187	.024
Pair 4	Philanthropic perf. - good CSR co. & Philanthropic perf. - bad CSR co.	145	-.163	.050

The findings reveal that individuals perceive company A more favourably than company B; that is, economic performance of company A (M = 3.64, SD = .910) and company B (M = 3.18, SD = 1.273) conditions t(144) = 3.780, *p* = .000; legal performance of company A (M = 3.76, SD = .757) and company B (M = 2.37, SD = .799 conditions t(144) = 14.832, *p* =.000; ethical performance of company A (M = 3.69, SD = .804) and company B (M = 2.14, SD = .962) conditions t(144) = 13.700, *p* = .000; and philanthropic performance of Company A (M = 3.92, SD = .812) and company B (M = 1.68, SD = .880) conditions t(144) = 20.841, *p* =.000). The results support H1 that perceptions of a company's economic, legal, ethical, and philanthropic CSP are associated with individual perceptions of actual vis-à-vis expected CSP. It can be concluded that individuals perceive the performance of a company with good CSP to be different from the performance of a company with bad CSP in terms of economic, legal, ethical and philanthropic performances. Hence, more specifically, paired sample correlations on perception of actual vis-á-vis expected CSP of each CSR component, as shown in Table 4.17, indicate that a significant difference exists in Ethical responsibilities (*p* = .24) and Philanthropic responsibilities (*p* = .50) between Company A and Company B.

Furthermore, the *actual* vis-à-vis *expected* CSPs of companies (both company perceived as a good

CSR performer and company perceived as a bad CSR performer) that consumers purchase goods/services from were assessed in terms of economic, legal, ethical and philanthropic performances to find out whether their performances were:

- above the norm (in surplus) leading to enhancement of corporate reputational capital.
- equal to the norm (at break-even) leading to maintenance of corporate reputational capital; or
- below the norm (in deficit) leading to detachment of corporate reputational capital.

It was indicated in chapter 3 (section 3.3.3) on research design that a company with a mean score of 1 or 2 on a construct is considered to be in deficit in that construct (that is, the actual CSP is lower than individual expected CSP of the company), a mean score of three represents equilibrium (that is, the actual CSP is equal to individual expected CSP of the company) and a score of 4 or 5 represents a surplus (that is, the actual CSP is higher than individual expected CSP of the company).

The results of paired statistics in Table 4.15 show that, on the one hand, company A (perceived as a good CSR performer) had an average mean score CSP of 3 out of the expected 5, with mean score of 3.64, 3.76, 3.69 and 3.92 in terms of economic, legal, ethical and philanthropic performances, respectively. The findings imply that the individual perception of actual performance of companies that fulfil social expectations through CSR is equal to norm (at break-even), meaning that they are performing as expected by the society in all four constructs. Hence, it can be concluded that their level of CSP generates positive individual perceptions that enable them to maintain their corporate reputational capital.

The same results of paired statistics in Table 4.15 show that, on the other hand, company B (perceived as a bad CSR performer) had an average mean score of 2 out of the expected 5, with mean score of 3.18, 2.37, 2.14 and 1.68 in terms of economic, legal, ethical and philanthropic performances, respectively. The findings imply that the individual perception of actual performance of companies that do not fulfil social expectations through CSR is below norm (in deficit), meaning that they are performing below the society's expectation, especially in their legal, ethical and philanthropic performances. Hence, it can be concluded that their level of CSP generates negative individual perceptions that leads to detachment of corporate reputational capital.

4.2.4: Effects of Perceptions of CSP on Individual Actual Purchasing Behaviour

a) Relative importance of Carroll's (1991) CSR model on individual purchasing behaviour

Before testing H2 (there is a positive relationship between individual positive perceptions of CSP and actual purchases of goods and services), a preliminary check is done to establish whether individuals consider the three CSR constructs (legal, ethical and philanthropic retained after factor analysis (see Table 4.7, 4.8 and 4.9) when making purchases; and more importantly, the relative importance of each construct. The relative importance of the three constructs in an individuals' purchase decision-making process is ranked based on the mean of the variables, that was based on a five Likert-type scale (1 = 'not at all important' to 5 = 'extremely important'). The ranking of the constructs is significant because it gives an exploratory idea of the weight that individuals give to each CSR component when making actual purchase decisions. The results are discussed below.

A one-sample *t*-test was conducted to determine whether a significant difference exists between the four variables and individuals' purchasing decisions (see Appendix 2, question 8). The results are shown in Tables 4.18 and 4.19 below:

Table 4-18: One-Sample Statistics on Relative Importance of Carroll's (1991) CSR Model

	N	Mean	Std. Deviation	Std. Error Mean
Importance of Legal in purchases	145	3.79	.851	.071
Importance of Ethical in purchases	145	4.11	.756	.063
Importance of Philanthropic in purchases	145	3.84	.723	.060

Table 4-19: One-Sample Test on Relative Importance of Carroll's (1991) CSR Model

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Importance of Legal in purchases	53.552	144	.000	3.786	3.65	3.93
Importance of Ethical in purchases	65.496	144	.000	4.110	3.99	4.23
Importance of Philanthropic in purchases	63.945	144	.000	3.841	3.72	3.96

The results, in Tables 4.18 and 4.19, show a significant difference in the scores for the three variables in reference to individual purchasing decisions, with ethical performance (M = 4.11, SD = .756) conditions t(144) = 65.496, *p* = .000 ranked first; philanthropic performance (M = 3.84, SD = .723) conditions t(144) = 63.945, *p* = .000 ranked second; and legal performance (M = 3.79, SD = .851) conditions t(144) = 53.552, *p* = .000 ranked third and last. The results indicate that individuals do consider the legal, ethical and philanthropic activities of companies when making decisions of where to purchase goods and/or services.

The next question to ask is whether individual perceptions of CSP of companies influence their purchasing behaviour?

b) Hypothesis Testing.

> **H2:** There is a positive relationship between individual positive perceptions of CSP and actual purchases of goods and services.

Hypothesis (2) proposed that a company that engage in CSR is perceived favourably by the individuals who rewards them by purchasing their goods and services. To test for H2, a paired sample t-test (as shown in Tables 4.20 and 4.21) was carried out to compare individual perceptions of a company that engage in CSR with a company that does not engage in CSR and whether that translates to actual purchases of goods and services. Thereafter, multiple regression analysis (as shown in Tables 4.22, 4.23 and 4.24) was conducted to explore the relationship between the three CSR dimensions (legal, ethical, and philanthropic) and actual individual purchase decisions. The aim was to investigate how well CSP is able to predict an individual's actual purchase decisions among the sample group.

Table 4-20: Paired Samples Statistics on Effects of Perceptions of CSP on Actual Purchases

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Likelihood of purchase from good CSR company	4.30	145	.793	.066
	Likelihood of purchase from bad CSR company	2.35	145	.821	.068

Table 4-21: Paired Samples Test on Effects of Perceptions of CSP on Actual Purchases

		Paired Differences					t	df	Sig. (2-tailed)
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper			
Pair 1	Likelihood of purchase from good CSR company - Likelihood of purchase from bad CSR company	1.952	1.215	.101	1.752	2.151	19.339	144	.000

A paired sample *t*-test was conducted to compare the individuals' likelihood of purchasing goods/services from two different companies (Company A with a good CSR reputation and Company B with a bad CSR reputation), (see Appendix 2, question 16 and 17). The results, as shown in Tables 4.20 and 4.21, show a significant difference in the scores, with individuals' likelihood of purchasing goods/services from Company A (M = 4.30, SD = .793) and Company B (M = 2.35, SD = .821) conditions t(144) = 19.339, *p* = .000. The mean score of (M = 4.30) for Company A indicates that most individuals are very likely to purchase goods/services from a company with a good CSR reputation, while the mean score of (M = 2.35) for Company B indicates that most individuals are unlikely to purchase goods/services from a company with a bad CSR reputation. Hence, it can be concluded that there is a positive relationship between individual positive perceptions of CSR and actual purchases of goods and services.

Understanding the relationship between individual positive perceptions of CSR and actual purchases of goods and services is the first and very important step in the study. To even further understand individual buying behaviour, regression analysis (confirmed by ordinal regression analysis) was performed to understanding the extent to which CSP influence their purchasing behaviour and more importantly, to know the relative importance of the three variables (legal, ethical, and philanthropic) in influencing individual purchasing behaviour.

ii) Multiple Linear Regression Analysis

As mentioned in chapter 3 (section 3.3.6), both multiple linear regression analysis and ordinal logistic regression analysis were performed to establish a relationship between individual actual purchasing behaviour (dependent variable) and the three CSR dimensions (independent variables) as shown in Tables 4.7, 4.8 and 4.9. Additionally, the MLR helps to determine the percentage of variance in three CSR dimensions, which can significantly explain the individual's purchasing behaviour.

Table 4.22 show positive multiple R = 0.491, implying that there is a positive linear relationship between the respondents' perception of companies' CSP and their actual purchasing behaviour. The adjusted-R square tells us the percentage of variation explained by the three (legal, ethical and philanthropic) CSR components that actually affect individual purchasing behaviour of SA university students. Since the adjusted-R square, (=0.225), is less than one, it indicates that there is a weak linear relationship between individual actual purchasing behaviour and the three (legal, ethical and philanthropic) CSR dimensions. The legal, ethical and philanthropic CSR components explain approximately 22.5% of individual actual purchasing behaviour of SA university students. This suggests that there are other more important factors other than CSR, which have a more marked bearing on individual student's actual purchasing behaviour.

Table 4-22: Model Summary of Multiple Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491[a]	.242	.225	.823

a. Predictors: (Constant), Importance of Philanthropic in purchases, Importance of Legal in purchases, Importance of Ethical in purchases

An analysis of variance (ANOVA) is used to explain whether a combination of the three (legal, ethical and philanthropic) CSR dimensions indeed explains individual purchasing behaviour of SA university students. The ANOVA (see Table 4. 23) shows there is a statistically significant relationship between the combined three CSR dimensions and individual actual purchasing behaviour (*p*-value = 0.000). These results imply that the three CSR dimensions of ethical, philanthropic and legal CSR, significantly influence individual actual purchasing behaviour.

Table 4-23: Anova[a] of Multiple Regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.396	3	10.132	14.965	.000[b]
	Residual	95.466	141	.677		
	Total	125.862	144			

a. Dependent Variable: Influence of CSP on individual purchases
b. Predictors: (Constant), Importance of Philanthropic in purchases, Importance of Legal in purchases, Importance of Ethical in purchases

Table 4.1 explains the relationship between each of the CSR components and individual purchasing behaviour. It shows coefficients results for each of the three CSR components, with individual actual purchasing behaviour as the dependent variable. Table 4.9 shows that only the ethical component of the three dimensions is statistically significant (*p*-value =.000), implying that the ethical component of the companies' CSR explained individual actual purchasing behaviour.

These results concur with past findings, for instance, those of Trudel and Cotte (2009), Lin et al. (2011), and Sen et al., (2006) who all found a positive relationship between CSR activities and customer buying behaviour.

Table 4-24: Coefficients[a] of Multiple Regression

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	1.117	.368		3.031	.003		
	Importance of Legal in purchases	.018	.082	.020	.225	.822	.713	1.403
	Importance of Ethical in purchases	.467	.112	.418	4.148	.000	.530	1.887
	Importance of Philanthropic in purchases	.095	.086	.099	1.106	.271	.677	1.477

The results in Table 4.24 above show the tolerance value of the independent variables are higher than .10, that is, .713 (legal), .530 (ethical), and .677 (philanthropic), and the VIF value of the independent variables are less than .10, that is, 1.007 (economic), 1.403 (legal), 1.883 (ethical), and 1.485 (philanthropic), which shows that the current study has not violated the multicollinearity assumption. The results above support the hypothesis that there is a positive relationship between individual positive perceptions of CSP and actual individual purchasing behaviour.

iii) Ordinal Logistic Regression Analysis

Ordinal logistic regression analysis was performed to establish whether a relationship exists between CSP influence on individual purchasing behaviour (dependent variable) and the legal, ethical and philanthropic CSR dimensions (independent variables). To ensure that ordinal regression can be used to analyse the data, multicollinearity test was ran to ensure the independent variables are not highly correlated with each other. In addition, the ordinal regression model was checked to ensure it has overall goodness-of-fit, which involves interpreting the model fitting information test, the Pearson and Deviance goodness-of-fit tests, the Cox and Snell, Nagelkerke and McFadden measures of $R^{2,}$ and the chi-square score test for the proportional odds assumption.

To test for multicollinearity, Field, 2012 (p. 795) pointed out that SPSS does not have an option for producing collinearity diagnostics in ordinal logistic regression, however, he recommends running linear regression analysis using the same outcome and predictors and examining the tolerance and VIF values. Tolerance values less than 0.1 and VIF values greater than 10 indicate a problem (Field, 2012, p. 795). The results in Table 4.25 show that the tolerance values of the independent variables are higher than .10, that is, .894 (legal), .709 (ethical), and .770 (philanthropic), and the VIF values of the independent variables are less than .10, that is, 1.118 (legal), 1.410 (ethical), and 1.299 (philanthropic). It can be concluded that the analysis has not violated the multicollinearity assumption.

Table 4-25: Coefficients[a] of Ordinal Logistic Regression Analysis

Model		Collinearity Statistics Tolerance	VIF
1	Importance of Legal in purchases	.894	1.118
	Importance of Ethical in purchases	.709	1.410
	Importance of Philanthropic in purchases	.770	1.299

a. Dependent Variable: CSP influence on individual purchasing behaviour

Table 4.26 below shows the *Model fitting information,* which ascertain how fit the regression model is to predict the outcome. This was done by comparing the 'Final' model against the

'Intercept Only' model to see whether it has significantly improved the fit to the data. The statistically significant chi-square statistic (*p<.0005*) indicates that the Final model gives a significant improvement over the baseline intercept-only model.

Table 4-26: Model Fitting Information of Ordinal Logistic Regression Analysis

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	190.597			
Final	124.363	66.235	10	.000

Link function: Logit.

The subsequent table in the output is the *Goodness-of-Fit table* **(**Table 4.27) which tests whether the observed data are consistent with the fitted model. The results for our analysis shows that both the Pearson's chi-square statistic (*p=.025)* and deviance chi-square statistic (*p=.422)* suggest that the observed data and the fitted model predictions are similar and that the model does fit the data well, that is, (*p >.05).*

Table 4-27: Goodness-of-Fit of Ordinal Logistic Regression Analysis

	Chi-Square	df	Sig.
Pearson	92.633	68	.025
Deviance	69.628	68	.422

Link function: Logit.

One of the assumptions (proportional odds assumptions or parallel regression assumption) underlying ordered logistic regression is that the relationship between each pair of outcome groups is the same. The appropriateness of the assumption, proportional odds assumptions or parallel regression assumption, was evaluated through the 'test of parallel lines' as shown in Table 4.28 below. The test $x^2(20) = 22.794$, $p > .299$ is greater that $p<.05$, thus shows that the proportional odds assumption has not been violated.

Table 4-28: Test of Parallel Lines[a]

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	124.363			
General	101.569	22.794	20	.299

The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.

a. Link function: Logit.

Table 4-29: Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
Threshold	[CSP inf. = 2]	-4.657	.647	51.891	1	.000	-5.925	-3.390
	[CSP inf. = 3]	-2.571	.578	19.795	1	.000	-3.704	-1.439
	[CSP inf. = 4]	.451	.501	.811	1	.368	-.530	1.432
Location	[Legal=2]	-19.392	8599.461	.000	1	.998	-16874.025	16835.241
	[Legal =3]	.122	.521	.054	1	.815	-.899	1.142
	[Legal =4]	-.014	.481	.001	1	.976	-.958	.929
	[Legal =5]	0[a]	.	.	0	.	.	.
	[Ethical=2]	-22.606	6167.517	.000	1	.997	-12110.717	12065.504
	[Ethical =3]	**-2.228**	**.661**	**11.347**	**1**	**.001**	-3.524	-.932
	[Ethical =4]	**-1.282**	**.451**	**8.066**	**1**	**.005**	-2.167	-.397
	[Ethical =5]	0[a]	.	.	0	.	.	.
	[Philanthropic=1]	-20.534	8599.461	.000	1	.998	-16875.167	16834.099
	[Philanthropic =2]	-.785	.912	.741	1	.389	-2.571	1.002
	[Philanthropic =3]	**-1.157**	**.573**	**4.071**	**1**	**.044**	-2.280	-.033
	[Philanthropic =4]	**-1.749**	**.508**	**11.842**	**1**	**.001**	-2.745	-.753
	[Philanthropic =5]	0[a]	.	.	0	.	.	.

Link function: Logit.

a. This parameter is set to zero because it is redundant.

After all the assumptions are met, an ordered logit model was estimated to investigate whether the legal, ethical and philanthropic responsibilities of companies predict CSP influence on individual purchasing behaviour. Parameter estimates on Table 4.29 and Pseudo R-Square estimates (the Cox and Snell, Nagelkerke and McFadden measures of $R^{2)}$ on Table 4.30 are examined, also taking into consideration the test of parallel lines results (Table 4.28).

Table 4-30: Pseudo R-Square

Cox and Snell	.367
Nagelkerke	.401
McFadden	.185

Link function: Logit.

The results (Table 4.29) show that the predictors accounted for a significant amount of variance in the outcome, likelihood ratio $x^2(10) = 66.235$, $p < .001$. Table 4.29 shows that the ethical (highlighted in BOLD) (neither important nor unimportant – denoted by 3), *b* = -2.281, *SE* = .661, *OR* = .11, p < .001, and ethical (very important – denoted by 4), *b* = -1.282, *SE* = .451, *OR* = .28, p < .005; and philanthropic (highlighted in BOLD) (neither important nor unimportant– denoted by 3), *b* = -1.157, *SE* = .573, *OR* = .31, p < .04 and philanthropic (very important – denoted by 4), *b* = -1.749, *SE* = .508, *OR* = .17, p < .001 predicted the frequency of CSP influence on individual purchasing behaviour.

The results above support the hypothesis that there is a positive relationship between individual positive perceptions of CSP and individual purchasing behaviour. Also, the results indicate that the ethical and philanthropic responsibilities of companies significantly predict CSP influence on individual purchasing behaviour. Overall using McFadden maximum likelihood estimates, the model accounted for approximately 18.5% of the variance in the outcome, McFadden's pseudo *R*-

square = .185. The relatively small proportion of the overall variance explained indicates that there is a weak relationship between a company's CSP and participants' actual purchase behaviour. At approximately 18.5% of an individual's actual purchasing behaviour is explained by as company's CSP profile. The findings show that there are other-than-CSP aspects that affect individuals' purchasing behaviour. These are covered extensively in the discussion of the results of the qualitative part of the survey.

The two analyses (multiple linear regression and ordinal logistic regression) proved that the CSP of companies plays a minor role in individual purchasing behaviour.

4.2.5: Effects of Perceptions of CSP of Companies on Reputational Capital

H3: Positive perceptions of CSP enhance corporate reputational capital

Hypothesis (3) proposed that companies that engage in CSR are perceived favourably by individuals which in turn enhance corporate reputational capital. A paired sample *t*-test was conducted to compare individuals' perceptions of reputation of two different companies (Company A with a good CSP and Company B with a bad CSP) in terms of Fombrun et al., (2000, p. 253) four reputational quotient variables (see Table 4.31 and 4.32). They include; "products and services (P&S), vision and leadership (V&L), workplace environment (WE) and financial performance (FP)" (see Appendix 2, question 9 and 10).

The results, as shown in Tables 4.31 and 4.32, show a significant difference in the scores for the fur variables; with the products and services of company A (M = 4.09, SD = .790) and company B (M = 3.22, SD = .909 conditions t(144) = 8.494, p = .000; vision and leadership of company A

(M = 4.10, SD = .653) and company B (M = 3.24, SD = .988) conditions t(144) = 8.781, *p* = .000; workplace environment of company A (M = 4.09, SD = .719) and company B (M = 2.71, SD = .960) conditions t(144) = 13.750, *p* = .000; and financial performance of company A (M = 4.08, SD = .682) and company B (M = 3.335, SD = .990) conditions t(144) = 7.246, *p* = .000.

Table 4-31: Paired Samples Statistics on Effects of Perceptions of CSP on Reputational Capital

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Rep. co. A – P&S	4.09	145	.790	.066
	Rep. co. B – P&S	3.22	145	.909	.075
Pair 2	Rep. co. A – V&L	4.10	145	.653	.054
	Rep. co. B – V&L	3.25	145	.983	.082
Pair 3	Rep. co. A -WE	4.09	145	.716	.059
	Rep. co. B - WE	2.70	145	.958	.080
Pair 4	Rep. co. A - FP	4.08	145	.682	.057
	Rep. co. B - FP	3.35	145	.990	.082

Table 4-32: Paired Samples Statistics on Effects of Perceptions of CSP on Reputational Capital

		Paired Differences					t	df	Sig. (2-tailed)
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper			
Pair 1	Rep. co. A - P&S - Rep. co. B - P&S	.869	1.232	.102	.667	1.071	8.494	144	.000
Pair 2	Rep. co. A -V&L - Rep. co. B - V&L	.855	1.172	.097	.663	1.048	8.783	144	.000
Pair 3	Rep. co. A -WE - Rep. co. B - WE	1.386	1.203	.100	1.189	1.584	13.876	144	.000
Pair 4	Rep. co. A - FP - Rep. co. B - FP	.731	1.215	.101	.532	.930	7.246	144	.000

Overall, the current study concludes that individuals perceive that the reputation of a company that fulfil society's social expectations through CSR is different from the reputation of a company that does not fulfil society's social expectations in terms of products and services, vision and leadership, workplace environment, and financial performance. Specifically, the results of mean scores of the two companies, as shown in Table 4.31, clearly indicate that individuals perceive a company that engage in CSR more favourably (it has a mean score of 4 in all attributes that a company that does not engage in CSR (it has a mean score of 2 and 3 in the four attributes) (see Appendix 2, Question 11). The results supports the hypothesis that practising CSR enhances the reputational capital of a company.

Fombrun's Reputation Measures that Influence Individual Purchasing Behaviour and their Relative Importance

The factor analyses results, as shown in Tables 4.10 and 4.11, concluded that the social responsibility and emotional appeal reputation quotient variables do not significantly influence the reputational capital of South African companies. However, the two reputation quotient variables are shown to influence individual purchasing decisions, as shown in Table 4.13 and also Table 4.24 and hence included in the subsequent analyis.

A single sample *t*-test was conducted to determine whether a significant difference exists between Fombrun et al., (2000, p. 253) six reputation quotient variables (see Table 4.12). They include; "emotional appeal, products and services, vision and leadership, workplace environment, financial performance, and social responsibility" and individuals' purchase decisions. The results are shown in the table below.

Table 4-33: One-Sample Statistics of Fombrun's Reputation Measures that Influence Individual Purchasing Behaviour

	N	Mean	Std. Deviation	Std. Error Mean
Importance in purchase - Emotional Appeal	145	3.49	1.042	.087
Importance in purchase - Products and services	145	4.28	.743	.062
Importance in purchase - Vision and leadership	145	3.41	.961	.080
Importance in purchase - Workplace Environment	145	3.80	.976	.081
Importance in purchase - Financial Performance	145	3.53	.958	.080
Importance in purchase - Social Responsibility	145	3.88	1.090	.090

Table 4-34: One-Sample Test on Relative Importance of Fombrun's Reputation Attributes

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Importance in purchase - Emotional Appeal	40.342	144	.000	3.490	3.32	3.66
Importance in purchase - Products and services	69.448	144	.000	4.283	4.16	4.40
Importance in purchase - Vision and leadership	42.688	144	.000	3.407	3.25	3.56
Importance in purchase - Workplace Environment	46.878	144	.000	3.800	3.64	3.96
Importance in purchase - Financial Performance	44.391	144	.000	3.531	3.37	3.69
Importance in purchase - Social Responsibility	42.904	144	.000	3.883	3.70	4.06

The results in Tables 4.33 and 4.34 show significant differences in the scores for the six variables in reference to individual purchasing decisions, with emotional appeal (M = 3.49, SD = 1.042) conditions t(144) = 40.342, *p* = .000; products and services (M = 4.28, SD = .743) conditions t(144) = 69.448; vision and leadership (M = 3.41, SD = .961) conditions t(144) = 42.688, *p* = .000; workplace environment (M = 3.80, SD = .979) conditions t(144) = 46.544, p = .000; financial performance (M = 3.53, SD = .960) conditions t(144) = 44.080, *p* = .000; and Social responsibility (M = 3.88, SD = 1.090) conditions t(144) = 42.904, *p* = .000. The results indicate that individuals do consider the "emotional appeal, products and services, vision and leadership, workplace environment, financial performance, and social responsibility" Fombrun et al., (2000, p. 253) of companies when making decisions about where to purchase goods and/or services.

The relative importance of these reputation variables in the decision-making process of individuals buying goods and/or services was compared based on the mean of the variables (Question 11). The six options were coded from 1 to 5, where 1 stands for 'Not at all important' and 5 represents 'Extremely important'. This is significant to the study because it gives an idea of individual priorities with respect to each variable, and where social responsibility ranks in those priorities. In table 4.32, ranking in descending order, products and services had the highest mean score (M = 4.28), followed by social responsibility (M = 3.88), workplace environment (M = 3.80), financial performance (M = 3.53), emotional appeal (M = 3.49), and lastly vision and leadership (M = 3.41). This implies that individuals care most about the products and services they acquire from companies. Social responsibility, which is the focus of this study, is ranked second, a fair indication that individuals consider the social responsibility of companies when making purchase decisions.

4.2.6 CSP-Derived Reputation Capital and Crisis Sustainability Potential

H4: Companies perceived to have higher levels of reputation capital are associated with higher crisis sustainability potential.

To test the hypothesis above, both Company A (with a good CSR reputation) and Company B (with a bad CSR reputation) were analysed before and after the product-harm crisis (milk scandal) using paired and one-sample *t*-tests and descriptive statistics (see Appendix, part C).

i) Effects of perceptions of reputation of Company A and Company B before product-harm crisis

A paired sample *t*-test was conducted to compare individuals' response to two different companies' CSP (Company A with a good CSP and Company B with a bad CSP) in a crisis situation in terms of respect for the company, 'trusting the products of the company, positive feeling towards the company, and purchasing the products of the company' (see Appendix 2, question 12 and 13).

Table 4-35: Paired Samples Statistics on Effects of Perceptions of CSP on Company Reputation before Crisis

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Company A-Respect	4.37	145	.622	.052
	Company B-Respect	2.24	145	.844	.070
Pair 2	Company A-Trust	4.15	145	.811	.067
	Company B-Trust	2.46	145	1.007	.084
Pair 3	Company A-Positive Feeling	4.31	145	.731	.061
	Company B-Positive Feeling	2.08	145	.804	.067
Pair 4	Company A-Purchase Goods/Services	4.13	145	.802	.067
	Company B-Purchase Goods/Services	2.54	145	.850	.071

Table 4-36: Paired Samples Test on Effects of Perceptions of CSP on Company Reputation before Crisis

		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Company A-Respect - Company B-Respect	2.124	1.105	.092	1.943	2.305	23.152	144	.000
Pair 2	Company A -Trust - Company B -Trust	1.697	1.330	.110	1.478	1.915	15.363	144	.000
Pair 3	Company A-Positive Feeling - Company B-Positive Feeling	2.228	1.177	.098	2.034	2.421	22.790	144	.000
Pair 4	Company A-Purchase Goods/Services - Company A-Purchase Goods/Services	1.593	1.164	.097	1.402	1.784	16.485	144	.000

The results in Tables 4.35 and 4.36 shows significant differences in the scores for the four variables, with respect for company A (M = 4.37, SD = .622) and company B (M = 2.24, SD = .844) conditions t(144) = 23.152, *p* = .000; trusting the products of company A (M = 4.15, SD = .811) and company B (M = 2.46, SD = 1.007 conditions t(144) = 15.363, *p* =.000; positive feeling towards company A (M = 4.31,SD = .731) and company B (M = 2.08, SD = .804) conditions t(144) = 22.790, *p* = .000; and purchasing the products of company A (M = 4.13, SD = .802) and company B (M = 2.54, SD = .850) conditions t(144) = 16. 485, *p* = .000.

The current study concludes that individuals perceive the reputation of a company with good CSP to be different from the reputation of a company with bad CSP in terms of ‘respect for the company, trusting the products of the company, positive feeling for the company, and purchasing the products of the company’.

Table 4-37: Individuals' Likelihood of Purchasing From Company A and Company B If Price and Quality are Similar

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More Likely to Purchase from Company A than B	130	89.7	89.7	89.7
	Neutral	15	10.3	10.3	100.0
	Total	145	100.0	100.0	

The descriptive analysis of Table 4.37 supports the results above. When individuals were asked about the likelihood of purchasing from company A than company B or remaining 'neutral' given the condition that the price and quality of their products are the same (see Appendix 2, question 14), the results show that out of 145 participants, 89.7% (n =130) are more likely to purchase from company A than company B, while only 10.3% (n =15) are neutral. However, none of the participants chose to purchase from Company B, given the option to choose between company A and company B.

ii) Effects of perceptions of reputation of Company A and Company B after the product-harm crisis

Table 4-38: Paired Samples Statistics on Effects of Perceptions of CSP after Crisis

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Reputation of Company A	2.74	145	.514	.043
	Reputation of Company B	1.34	145	.505	.042
Pair 2	Reputation of Company A after crisis	1.66	145	.615	.051
	Reputation of Company B after crisis	1.22	145	.416	.035

Table 4-39: Paired Samples Test on Effects of Perceptions of CSP after Crisis

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Reputation of Company A- Reputation of Company B (before crisis)	1.393	.757	.063	1.269	1.517	22.150	144	.000
Pair 2	REP A- REP B (after crisis)	.441	.763	.063	.316	.567	6.969	144	.000

A paired sample *t*-test was conducted to compare individual perceptions of each company's reputation before and after the product-harm crisis (see Appendix 2, question 16, 17, 18 and 20). The results in Tables 4.38 and 4.39 indicate that there was a significant difference between individual perceptions of company A's and company B's reputation before and after the product-harm crisis with company A's (M = 2.74, SD = .514) and company B's (M = 1.34, SD = .505) conditions t(144) = 22.150, *p* = .000 before the product-harm crisis, and company A's (M = 1.66, SD = .615) and company B's (M = 1.22, SD = .416) conditions t(144) = 6.969, *p* = .000, after the product-harm crisis. There are significant differences for both companies. Company A initially had a mean score of (M = 2.74) before the crisis and (M = 1.66) after the crisis. This indicates that after the crisis most individuals perceived the reputation of company A as neither good nor bad, however, individuals' perception of the reputation of company B after the crisis changed slightly with more individuals ranking it as having a bad reputation.

From the frequency in Tables 4.40, 4.41 and 4.42 below, general information was captured, as manipulation checks, on the general behaviour of individuals after the product-harm crisis.

Table 4-40: Effects of Individuals' Perceptions of Crisis on Company A and Company B

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Crisis affects Company A more than B	39	26.9	26.9	26.9
	Crisis affects Company B more than A	74	51.0	51.0	77.9
	Crisis affects both companies equally	32	22.1	22.1	100
	Total	145	100	100	

Table 4-41: Individuals' Likelihood of Purchasing from Company A and Company B If Price and Quality are the Same

				Valid Percent	Cumulative Percent
Valid	More likely to purchase from Company A than B	106	73.1	73.1	73.1
	More likely to purchase from Company B than A	4	2.8	2.8	75.9
	Neutral	35	24.1	24.1	100
	Total	145	100	100	

Table 4-42: CSP Influence on Individuals' Likelihood to Purchase from the Companies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	True	101	69.7	69.7	69.7
	False	44	30.3	30.3	100
	Total	145	100	100	

When individuals were asked which company's reputation was affected more by the product-harm crisis (milk scandal), as shown in Table 4.40, out of 145 participants, 26.9% (n = 39) believed that the reputation of company A was affected more, while 51.0% t (n = 74) believed that the reputation of company B was affected more, and 22.1% (n = 32) believed that the reputations of company A and company B were affected equally.

When the price and quality of products were controlled so as to capture the extent that the CSP of the companies influenced individual purchase decisions after the crisis as shown in Table 4.41, out of 145 participants, 73.1% (n = 106) of individuals indicated that they are more likely to purchase goods and services from company A, while 24.1% (n = 35) of individuals indicated that they are neutral about purchasing from either company, and only 2.8% (n = 4) indicated that they are more likely to purchase goods and services from company B. As shown in Table 4.42, the descriptive statistics show that 69.7% (n = 101) of individuals acknowledged that the CSP of the two companies influenced their response above, while 30.3% (n = 44) acknowledged that their response above was not influenced by the CSP of the companies. From the findings, it can conclude that the results of the t-tests and descriptive analysis supports the hypothesis (H4) that companies perceived to have higher levels of reputational capital are associated with higher crisis sustainability potential.

4.3 Conclusion

The chapter presented and analysed data gathered from a questionnaire presented to third, fourth year and postgraduate university students on the effects of perceptions of CSP on individual actual purchasing behaviour, reputational capital and crisis management. The results of the analysis supported all the four hypotheses tested in the study.

A principle components analysis (PCA) with varimax rotation, was performed to cluster the variables being tested. The factor analysis conducted provided useful insights on how individuals in South Africa defined CSR. The findings concluded that there are three empirically interrelated, but conceptually independent components of corporate social responsibility, that is, legal, ethical and philanthropic responsibilities. Economic responsibility of a company, though considered important aspect of business performance was not perceived as a social responsibility by the individual participants.

Paired sample t-tests, were used to determine if there was a significant difference in their perceptions of a company that practice CSR and a company that does not practice CSR, in terms of purchasing products from the companies, how they perceive their reputation, and what could be their reaction in case of a crisis in the two companies. In general, the findings concluded that individuals perceive companies that engage in CSR more favourably than those that do not.

Regression analysis was used to explore whether there was a relationship between CSP influence on individual purchasing behaviour using Carroll's (1991) CSR dimensions. The findings concluded that there is a relationship between individual perceptions of CSP and actual purchasing behaviour. However, the relatively small proportion of the overall variance explained indicates that there is only a weak relationship between a company's CSP and participants' actual purchase behaviour.

The findings of the quantitative analysis helped in understanding how perceptions of the CSP of selected South African companies impacts on individual behaviour, It also highlighted some of the aspects of the study that needed further research, which was carried out through follow-up qualitative interviews discussed in Chapter 5.

CHAPTER 5: QUALITATIVE ANALYSIS, FINDINGS AND DISCUSSION

5.0 Introduction

Following the questionnaire that constituted the first phase of the current study, the students were interviewed to investigate their perceptions of the CSP of some South African companies and how this affects their actual purchase behaviour. A qualitative content analysis was then carried out to expand upon and further explain the quantitative results obtained in the first phase. The responses are indicated in table 30 below.

Table 5-1: Gender of Interview Participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	19	63.3	63.3	63.3
	Male	11	36.7	36.7	100.0
	Total	30	100.0	100.0	

Table 5-2: Education of Interview Participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Postgraduate	14	46.7	46.7	46.7
	Undergraduate	16	53.3	53.3	100.0
	Total	30	100.0	100.0	

Table 5.1 above shows that 30 university students selected purposefully and conveniently based on their knowledge of CSR and accessibility took part in the interviews (refer to section 3.4.1). The 19 female participants who took part account for 63.3% of the total sample while the 11 male participants who took part account for 36.7% of the total sample. As shown in Table 5.2, 14 postgraduate students took part, which accounts for 46.7% of total sample, while 16 undergraduate students (third- and fourth-year students) account for 53.3%. In general, the sample is evenly distributed given that a purposive random sampling technique was used.

Table 5-3: Interview Questions

1	What do you understand by the term CSR?
2	Name one company you think is a good CSR performer
3	Name one company you think is a bad CSR performer
4	How likely would it be that you would buy goods and services from a company with a good CSR reputation? Very unlikely 1 2 3 4 5 Very likely Why do you feel this way?
5	How likely would it be that you would buy goods and services from a company with a bad CSR reputation? Very unlikely 1 2 3 4 5 Very likely Why do you feel this way?
6	Are there any other aspects of a particular company that might sway your purchasing decision other than CSR reputation? What are those?

Table 5.3 above shows the questions used in the interviews process. The richness of the qualitative data received in response to the above questions requires that it be presented in detail, in the sequence in which the questions were asked.

5.1 Interpretation of Results

5.1.1 Introduction

In this section, the coding system and the distribution of participants for each variable are described. Given the exploratory nature of the current research study, it should be noted that the coding system ought to be viewed as a preliminary typology that requires quantitative testing in the future. The frequencies and proportions are reported to give the reader a more complete understanding of the findings.

5.1.2 The Coded Variables

Question 1 investigated how CSR is defined and understood by the participants. The researcher read each transcript to identify themes that relate to the CSR dimensions based on relevant theory through content analysis and, thereafter developed the coding system for each variable based on the dimensions revealed by the interviewees. Since CSR has many dimensions, the current study operationalised Carroll's (1991, p. 42) model of CSR to maintain uniformity with the quantitative analysis derived from the questionnaire. This model includes four CSR responsibilities or dimensions: "economic, legal, ethical, and philanthropic". A fifth dimension, environmental responsibilities, was added as it was mentioned by some of the participants. Although environmental responsibilities were not part of Carroll's model, Dahlsrud (2008), identified five dimensions of CSR by analysing the 37 existing CSR definitions found through an extensive review of the literature, which supports the inclusion of environmental responsibilities here in the current study. After transcription, the interview responses were therefore read and coded according to five key dimensions – economic, legal, ethical, philanthropic, and environmental.

Questions 2 and 3 gauged participants' CSR awareness through their identification of one company with a good CSR reputation and one company with a bad CSR reputation. Numerous and diverse CSR initiatives were mentioned by the participants. For simplicity and validity reasons, they were grouped and coded in terms of Fombrun et al., (2000, p. 253) three reputational quotient variables mentioned by the participants, that is, emotional appeal, workplace environment, product and services. Questions 4 and 5 gauged the impact of CSP on participants' buying behaviour given a choice of buying from a company that engages in CSR or a company that does not engage in CSR.

5.2 Participant Responses

5.2.1 Question 1: What do you understand by the term CSR?

The findings from "other experimental studies indicate that consumer attitudes and purchase intentions are influenced by CSR initiatives, if consumers are aware of them" (Pomering & Dolnicar, 2009, p. 285). Since CSP is a central concept of the current study, having a knowledge of what CSP entails was a prerequisite for participants being able to answer subsequent questions. Only responses from interviewees who know what CSR is, who have knowledge of the CSR activities of the companies they purchase goods/services from, and who would be able to express whether such activities influence their actual purchase decisions, were taken into account.

Table 5-4: Interviews Coding Summary of Participants' Understanding of CSR

Source Type	Number of Sources	Number of Coding References	Number of Words Coded	Number of Paragraphs Coded
Nickname: Nodes\\Q1 Meaning of CSR\Interview CSR responsibilities				
PDF	0	0		
Nickname: Nodes\\Q1 Meaning of CSR\Interview CSR responsibilities\Economic Responsibilities				
PDF	1	3	111	3
Nickname: Nodes\\Q1 Meaning of CSR\Interview CSR responsibilities\Environmental Responsibilities				
PDF	1	6	196	7
Nickname: Nodes\\Q1 Meaning of CSR\Interview CSR responsibilities\Ethical Responsibilities				
PDF	1	12	369	13
Nickname: Nodes\\Q1 Meaning of CSR\Interview CSR responsibilities\Legal Responsibilities				
PDF	1	2	96	2
Nickname: Nodes\\Q1 Meaning of CSR\Interview CSR responsibilities\Philanthropic Responsibilities				
PDF	1	14	478	15

The findings reveal that participants were familiar with the term CSR and could explain their own perspectives on what it entails. The participants' responses were coded into the five categories – economic, legal, ethical, philanthropic, and environmental. Tables 5.4 and 5.5 below summarise the coded variables for the interview responses and the survey/questionnaire responses, respectively.

Table 5-5: Survey Coding Summary of Participants' Understanding of CSR

Source Type	Number of Sources	Number of Coding References	Number of Words Coded	Number of Paragraphs Coded
Nickname: Nodes\\Q1 Meaning of CSR\Survey CSR responsibilities				
PDF	0	0		
Nickname: Nodes\\Q1 Meaning of CSR\Survey CSR responsibilities\Economic responsibilities				
PDF	1	18	293	18
Nickname: Nodes\\Q1 Meaning of CSR\Survey CSR responsibilities\Environmental				
PDF	1	18	312	18
Nickname: Nodes\\Q1 Meaning of CSR\Survey CSR responsibilities\Ethical responsibilities				
PDF	1	29	494	29
Nickname: Nodes\\Q1 Meaning of CSR\Survey CSR responsibilities\Legal Responsibilities				
PDF	1	13	236	13
Nickname: Nodes\\Q1 Meaning of CSR\Survey CSR responsibilities\Philanthropic				
PDF	1	61	1,047	61

The findings from the interviews demonstrate that the participants could distinguish between different forms of CSR even though their views are heterogeneous. In Table 5.4, the number of coding references from interviews show that the participants gave the highest priority to the philanthropic responsibilities of companies, with 14 coding references, followed by ethical responsibilities ranked second with 12, and Environmental responsibilities ranked third with 6. economic responsibilities ranked fourth with 3 coding references, and legal responsibilities ranked fifth with 2.

The responses from the questionnaire/survey on the same question produced very similar results. In Table 5.5, the results show that the participants gave the highest priority to the philanthropic responsibilities of companies, with 61 coding references, followed by ethical responsibilities second with 29 coding references. Economic and environmental responsibilities ranked tie third with 18 coding references each. Legal responsibilities ranked last with 13 coding references.

5.2.2 Consumer response to CSR definitions: Analysis of cases

A case-by-case analysis of participants' responses was carried out with the intention of understanding their various dimensions of CSR as a concept. Results and examples of quotations from the transcripts referencing the five variables identified (economic, legal, ethical, philanthropic and environmental) are explained based on participants' evaluations of CSR and their views about what they believe businesses must do.

i) Economic Responsibilities

The current study defines economic responsibilities as a firm's provision of goods and services as a profitable undertaking. The findings reveal that most of the participants do not evaluate the CSR of companies in terms of their economic performance. Those participants who do, believe that it is the responsibility of companies and businesses to provide goods and services to customers according to their expectations. This supports stakeholder theory, which regards consumers as primary stakeholders that have the power "to influence the firm and also get affected by the firm's activities" (Hussain & Hussain, 2015, p. 71). In line with Jamali (2008), some participants implied that in addition to companies focusing on direct profit maximisation, they should also engage in other activities that satisfy, to some degree, the needs of the consumers.

As Participant 4/F/U stated:

> "*It is about people in the corporate world like businesses providing the actual services they are supposed to, to the customers or their clients because the customers are always right"*.

Similarly, one of the survey participants defined CSR as follows:
Participant 31:

> *"A company's sensitivity and responsibility to society as a whole and its impact both in terms of its production and supply of goods that benefit society, its stakeholders, customers, etc."*

Some of the participants believe that companies engage in CSR primarily as a strategy to gain a competitive advantage. This perspective has been extensively conveyed in previous studies (e.g. Dunk, 2007; Majeed, 2011). Williams and Naumann (2011) claim that companies that fulfil customer expectations through the provision of quality goods and services are rewarded with financial benefits, among others, and gain a higher level of competitive advantage. Examples of other related responses include:

Participant 8/M/P:

> "*It is more of an initiative of giving back to the communities, and by so doing is making itself profitable too in some kind since the customers will also support by purchasing from the company. It also gets recognition and publication".*

Participant 23/F/P:

> "*It is about the company investing financially in community projects that provides for the community and in return the community will support them too. It is a tool companies use to create a favourable impression as part of public relations strategy"*.

ii) Legal Responsibilities

Legal responsibilities relate to businesses fulfilling their economic and social responsibilities within the context of laws established by the state or local government. The findings reveal that the majority of participants interviewed did not evaluate the CSR of companies in terms of their legal performance. The participants who did, expect companies to follow the rules and regulations and deliver products that meet at least the minimum legal requirements. Below are some examples of responses:

Participant 2/F/P:

> *"It is the responsibility of the businesses to support the community by furthering community people and furthering projects that would encourage uplifting and development especially those that are listed by JSE, they are bound by accounting principles that they have to adhere to when operating".*

Participant 27/M/P:

> *"It is about the corporation giving back to society through events e.g. in form of scholarships or sponsoring events and ensuring that they follow safety health regulations. Companies who violates rules should be held liable for any damage (physical, material or mental) to the general public in which they operate".*

iii) Ethical responsibilities

Interestingly, most participants are concerned about the ethical standards adhered to by businesses. They expect companies to carry on in a way that is consistent with the ethical or moral norms of the societies they operate in. They believe that corporations should engage in activities that uplift society by "doing what is right, just and fair, and avoiding harm" (Carroll, 1991, p. 42), as highlighted by the responses below:

Participant 18/M/P:

> *"CSR is more to do with corporations' behaviour that is both ethical and in the best interests of society by uplifting the communities they are operating in."*

Participant 17/F/U:

> "*It is the corporate conduct and how the community view them, focusing on how their actions are going to affect everyone not just themselves"*.

iv) Philanthropic Responsibilities

The study revealed that participants associate CSR with philanthropic activities. They evaluate businesses in terms of how many resources they contribute to the community, in terms of, for example, voluntary charitable activities, assistance with education, health services and even employment, to enhance their quality of life. The findings reveal that participants believe strongly that companies that engage in philanthropic activities are perceived positively by the community they operate in and are more likely to be rewarded by customer loyalty and purchases of goods and services. The following are few of their responses:

Participant 5/F/P:

> "*That is where businesses take out a portion of their profits and contribute it to the poor and the needy, they also volunteer in community activities like bandana day to contribute to community around them, because when they support the community by uplifting them, the community, in turn, support them by buying from them".*

Participant 24/F/P:

> "*It is about companies giving back part of their profits to the community by supporting projects in community that improve their standards of living for instance bursaries to needy kids, feeding the hungry etc."*

v) Environmental Responsibilities

At least 20% of the participants evaluated the CSR of companies in terms of environmental considerations. This reveals that most of them are aware of the environmental effects that businesses have, and they expect them to be responsible for their actions, to ensure sustainability of the environment and its resources. For instance:

Participant 10/M/P:

> "*It means corporates needs to worry about the environment around them, have programmes that are sustainable within the country, and being responsible about the environment and people outside of the corporate itself than just being a money making machine".*

Participant 15/M/U:

> "*It applies to where a company does not just focus on making profits but also look for sustainable ways that they could make a difference in environment".*

5.2.3 Questions 2 and 3: Name one company you think is a good CSR performer and one company you think is a bad CSR performer, respectively.

The aim of these questions was to determine whether participants could identify companies that practice CSR and specify what activities they engage in, to affirm they have a thorough understanding of CSP for companies they purchase goods and services from. The current study categorised companies' activities named by participants using Fombrun et al., (2000) reputational quotient variables to ensure consistency with the quantitative measurement scale and also to validate the quantitative findings.

The references total more than the number of participants because participants could name more than one activity per company. Most of them could identify at least one company that is a good CSR performer (see Appendix 7). The reasons for their responses were coded using Fombrun et al., (2000) reputational quotient variables as mentioned earlier. The findings revealed that most participants identified with companies that engage in social responsibility, and this achieved the highest score with 42 coding references, compared to only 3 for emotional appeal, 3 for workplace environment, and 2 for product and services. Specific social responsibility activities mentioned by participants included charity donations, with 16 coding references, education, scholarships or training with 11, sport with 7, health with 4, and employment with 3. These findings are congruent with the findings for Question 1, where participants placed the most emphasis on the philanthropic activities of companies.

Regarding companies that participants mentioned as bad CSR performers, they gave the following reasons to justify their responses (see Appendix 7); selfishness achieved the highest score with 12 coding references, followed by corruption with 3, health threats with 3, environment pollution with

3, size with 3, and poor customer service with 1.

5.2.4 Questions 4: How likely would it be that you would buy goods and services from a company with a good CSR reputation, and Question 5: How likely would it be that you would buy goods and services from a company with a bad CSR reputation

Very unlikely 1 2 3 4 5 Very likely

Why do you feel this way?

The findings indicate that participants are more likely to purchase goods and services from the companies that fulfil customer expectations through CSR than from the companies that do not engage in CSR. The individuals like to associate themselves with good companies who contribute to something that makes a difference and has a positive impact on the world. The participants believe that by doing so, they are also exercising their rights about what they perceive to be community expectations and national sustainability. One participant gave the following reason for the need to support companies with a good CSR reputation:

Participant 15/M/U:

> *"Of course we need to help yourself first, but then we also have to think about the future, for instance here in South Africa we need sustainable economy and by buying from responsible companies we are promoting sustainability"*.

Table 5.6 shows the summary, using NVivo 11, of the coding references of interview responses.

Table 5-6: Effects of CSR on Individual Actual Purchasing Behaviour

Source Type	Number of Sources	Number of Coding References	Number of Words Coded	Number of Paragraphs Coded
Nickname:	Nodes\\Q4 Likelihood of purchasing from good CSR company			
Dataset:	1	5	1,010	57
Nickname:	Nodes\\Q4 Likelihood of purchasing from good CSR company\1 - Very unlikely			
Dataset:	0	0		
Nickname:	Nodes\\Q4 Likelihood of purchasing from good CSR company\2 - Unlikely			
Dataset:	0	0		
Nickname:	Nodes\\Q4 Likelihood of purchasing from good CSR company\3 - Neutral			
Dataset:	1	3	81	3
Nickname:	Nodes\\Q4 Likelihood of purchasing from good CSR company\4 - Likely			
Dataset:	1	17	496	17
Nickname:	Nodes\\Q4 Likelihood of purchasing from good CSR company\5 - Very likely			
Dataset:	1	10	284	10
Nickname:	Nodes\\Q5 Likelihood of Purchasing from bad CSR company			
Dataset:	0	0		
Nickname:	Nodes\\Q5 Likelihood of Purchasing from bad CSR company\1 - Very Unlikely			
Dataset:	1	7	106	7
Nickname:	Nodes\\Q5 Likelihood of Purchasing from bad CSR company\2 - Unlikely			
Dataset:	1	6	170	6
Nickname:	Nodes\\Q5 Likelihood of Purchasing from bad CSR company\3 - Neutral			
Dataset:	1	13	251	13
Nickname:	Nodes\\Q5 Likelihood of Purchasing from bad CSR company\4 - Likely			
Dataset:	1	4	100	4
Nickname:	Nodes\\Q5 Likelihood of Purchasing from bad CSR company\5 - Very likely			
Classification:	0	0		

The findings on the likelihood of individuals purchasing goods and services from a company with a good CSR reputation versus a company with a bad CSR reputation are shown in Figure 8, below. Coding references showing individuals' likelihood of purchasing from a company with good CSR reputation and a company with a bad CSR reputation, Figure 8, show that; 17 (57%) of participants are likely to purchase from a company with a good CSR, 10 (33%) of participants are very likely to purchase from a company with a bad CSR, while 3 (10%) of participants were neutral about their purchases in relation to a company's CSR. None of the participants chose 1 (Very unlikely to purchase) or 2 (Unlikely to purchase). Our findings provide an affirmative answer to the question of whether individual participants' perceptions of the CSP of companies affects their purchases, supporting the second hypothesis (H2) of the study.

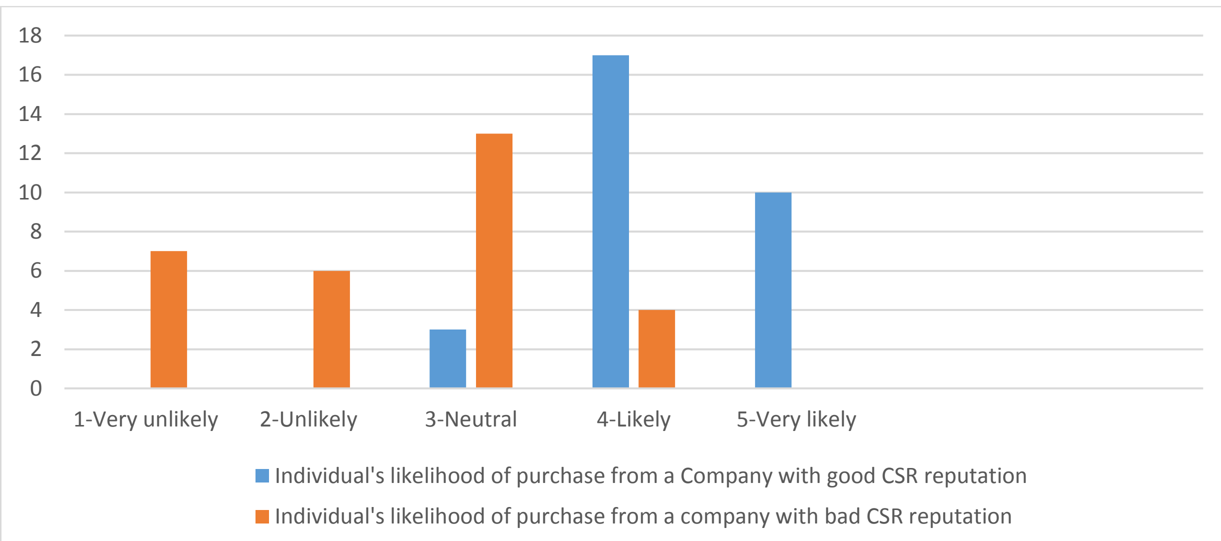

Figure 8: Graph Showing Individuals' Likelihood of Purchasing From a Company

Below are some of the responses from participants who are 'Likely to purchase' from a company that engages in CSR:

Participant 4/F/U:

> *"You can trust more the companies that are socially responsible in gathering for your needs and wants because they care about you and not just themselves".*

Participant 6/F/P:

> *"Because if the company is contributing to the community, they are uplifting the community*

which increases the financial stability of the community which guarantees that the community will support that company".

Participant 21/F/U:

"*If I knew of a company that practice CSR, I would definitely buy from them because you feel like you are contributing to the society because you know that you are investing your money somewhere for a good cause that would come back to help those around you".*

Below are examples of responses from participants that are 'Very likely to purchase' from a company that engages in CSR rather than from a company that does not:

Participant 10/M/P:

"Whether it is socially responsible or not, I can still buy from a company if I really need to, but knowing that it is a company that supports the programmes in community, I will definitely buy from them because it feeds back into the community".

Participant 24/F/P:

"It makes me feel like I am making a difference. For instance, when you put the R2 in the KFC tin, you feel you are also a part of the contributor despite being small".

The participants who are neutral about purchasing products from a company that engages in CSR brought to light the fact that there are factors other than CSR that affect their purchase decisions, as evident in some of the responses below:

Participant 12F/U:

"*Depending on other factors about the product, for instance, as long as it is cheap or of good quality".*

Participant 19/M/U:

"*Because mostly I do not know which companies do CSR, but in situation where I know of a company that practice CSR, I would definitely buy from them, and also another thing is that it depends if it is a cause that I am interested in".*

In reference to companies with bad CSR reputations, the findings show that the participants had varied responses. Surprisingly, most participants, 13 (43%), are neutral in their purchase decisions, while 7 (23%) and 6 (20%) are ‘Very unlikely’ to purchase, and ‘Unlikely’ to purchase, respectively. Only 4 (13%) were likely to purchase from a company with a bad CSR reputation.

An individual who was neutral in his/her response about purchase decisions said the following:

Participant 16/F/U:

> “*Basically, because most of them provide necessities which you can’t avoid, e.g. electricity, water...*”.

This view was echoed by another participant:

Participant 15/M/U:

> “*Take an example of Eskom, despite being bad, it is vital or they provide essentials that you do not have a choice but to buy”.*

Some of the participants who are ‘Very unlikely’ (1) or ‘Unlikely’ (2) to purchase from a company that does not engage in CSR gave the following reasons for their stance:

Participant 2/F/P:

> “*In most cases, of course, I will buy from them if I need to buy from them but the way they treat customers and the way they react to situations or if they do anything that is against development or against community, I might not even enter that store”.*

Participant 4/F/U:

> “*If you know a company has a bad CSR reputation you would not buy from them”.*

Interestingly, the findings reveal that there is a group of participants who are ‘Likely’ (4) to purchase from a company that does not engage in CSR, highlighting the fact that their purchase decisions are not necessarily based on the company’s CSP. Examples of their responses are given below:

Participant 7/F/U:

> “*It is not necessarily about CSR, but the goods and services they are also providing. The fact that they are not practising CSR would not actually affect my decision to go and shop in that company”.*

Participant 8/M/P:

> "*This is because most companies that usually do not practice CSR, they are the ones that have those unique needs that we need, for instance, companies that sells brands, you never find them giving brands to the locals or anything of the sort".*

5.2.5 Question 6: Are there any other aspects of a particular company that might sway your purchasing decision other than CSR reputation? What are those?

The findings clearly indicate that a participant's positive perception of a company's CSP is not all that determines actual purchases of goods and services from those companies. There are other determinants that influence the likelihood of purchasing from a company irrespective of its CSP.

The various factors that participants stated were capable of influencing the likelihood of taking CSR into consideration when making actual purchase decisions were coded into three major categories adapted from Öberseder et al., (2011, pp. 13-14): "core factors (*information and personal concern*), central factors (*price, quality, brand, convenience*), and peripheral factors (*image of the company, the credibility of CSR initiatives, and the influence of peer groups*)".

A) Core Factors

The results of the current study support Öberseder et al.'s (2011) findings that core factors are the prerequisites for considering CSR in participants' purchase decision processes. Another important finding is that, the extent to which the participants are actually aware of the CSR initiatives of companies majorly influence their buying decisions. he findings show that participants prefer to be identified with the companies that fulfil their expectations through CSR; however, it became apparent that "when they have little or no information about a company's CSP, they are unlikely to consider CSR as a purchase criterion" (Öberseder et al., 2011, p. 453). They stated that they are willing to consider CSR in their purchase decisions if they are aware of a company's CSP. The following statement illustrate how availability of CSP information shapes individual perceptions:

Participant 21/F/U:

> "*If I knew of a company that practice CSR, I would definitely buy from them because you feel like you are contributing to the society because you know that you are investing your money somewhere for a good cause that would come back to help those around you".*

Personal concerns influence the individual purchase decision-making process. These depend on the attitudes that individual participants have towards company CSR initiatives, and "whether the CSR information available is perceived as positive or negative" (Öberseder et al., 2011, p. 453). The participants in the current study revealed that they are more likely to take a company's CSP into account if it is aligned with their personal concerns and values relating to respect, racism, community welfare, health, environmental issues or animal rights. Individuals identify with the activities or brands of companies where they feel it makes an important difference. The following responses shows reactions of individuals who identify with a company with a good CSR reputation:

Participant 16/F/U:

> "*Because I feel that by supporting a charity I am able to make a small difference, which helps me do something I might not be able to do by myself".*

Participant 9/M/U:

> "Because *for instance where I come from a lot of people are not financially stable and if I can take part in contributing towards supporting them then I feel I have done something good in somewhere."*

When individuals do not identify with the company's CSR activities, they are more likely to disassociate with the company; for instance:

Participant 5/F/P:

> "*You have to consider the ethnicity of the company, and who they target".*

Participant 14/M/U:

> "*I feel like those companies are selfish and there is so much that they could be doing but*

are not, also depending on whether you have other choices or not".

Some participants expressed strong personal feelings about how companies treat animals. They were adamant that one of the major determining factors of where they purchase products is whether a company protects animal rights. Examples of these concerns are given below:

Participant 16/F/U:

> "*Animal testing, because animals themselves do not protect themselves and it is not right to use them".*

Participant 22/F/U:

> *"Personally I am a vegan so I will consider animal-cruelty-free companies because animals do not have a voice to defend themselves e.g. testing on animals".*

B) **Central Factors**

In Question 6 of the interview, participants were asked to name factors other than CSR that influence their actual purchase decisions. These are considered to be central factors. Although individual participants expressed willingness to purchase from and support the companies who engage in CSR initiatives, in reality most did not consider CSR a priority in their purchases decisions. The graph in figure 9 shows that the most important attributes were considered to be: price, quality, necessity, customer service, and convenience. Others factors mentioned included health and safety, crisis management, animal welfare, brands and the environment. Some of these came from participants who indicated that they are sometimes likely to buy from a company with a bad CSR reputation, as evidenced by these responses:

Participant 7/F/U:

> "*It is not necessarily about CSR, but the goods and services they are also providing. The fact that they are not practising CSR would not actually affect my decision to go and shop in that company".*

Participant 18/M/P:

> *"To be honest, when I am buying stuff, I do not really consider the CSR of a company".*

The coding references for other attributes that affect purchasing behaviour are summarised in the chart below:

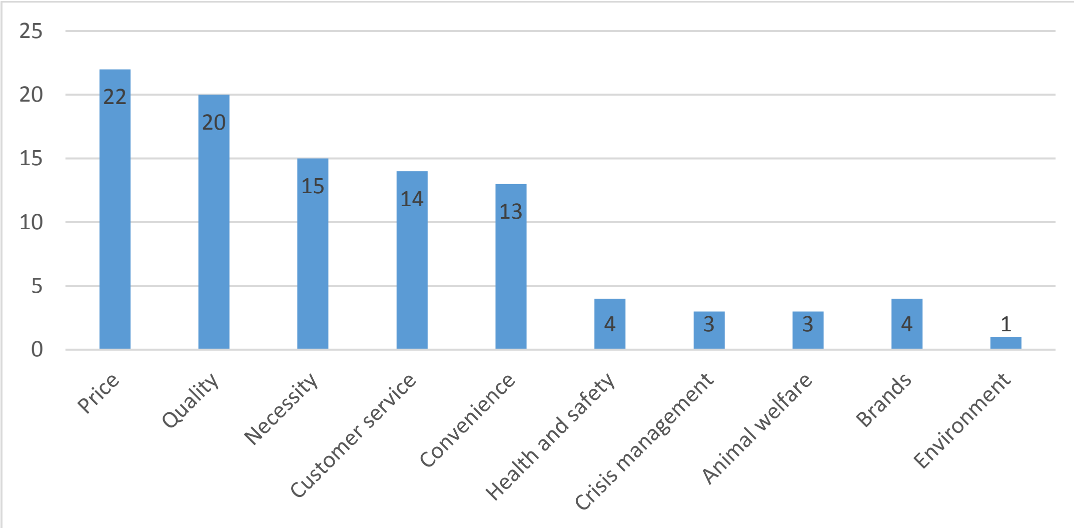

Figure 9: Graph Showing Other Attributes that Influence Actual Individuals' Purchasing Behaviour

i) Price

Price emerged as the most important criterion in participants' actual purchases of goods and services. Of the total sample interviewed, 22 (75%) of participants named price as one of the attributes, apart from CSR, they consider when purchasing from a company. They indicated that they are not willing to trade the price of goods for the CSP of a company. This is evident in response below:

Participant 12/F/U:

> *"Depending on other factors about the product, for instance, so long as it is cheap"*.

ii) Quality

The quality of products and services came second as the most important attribute considered in the actual purchase of goods and services. A total of 20 (70%) of participants named quality as important to their purchase decisions. For instance:

Participant 27/M/P:

"*For me, I consider quality of services and products they offer irrespective of whether they practice CSR or not".*

iii) Necessity

Participants indicated that availability of the products and services they need is very important to them, regardless of a company's CSP, with 15 (50%) of participants mentioning it as one of the other attributes influencing their purchasing decisions. This is the justification most participants gave for buying from a company with a bad CSR reputation, as indicated in the responses below:

Participant 20/M/U:

"As long as they have what I really want and accessibility, I will definitely buy from them".

Participant 11/F/P:

"I would still buy from them if it is a product that I really need".

This position was particularly evident where participants felt they have no choice and are compelled to buy essential services, such as Eskom electricity, that are not available from another supplier with a better CSP. A two participants claimed:

Participant P/16/F/U:

"*Basically, because most of them provide necessities which you can't avoid, e.g. electricity, water".*

Participant 15/M/U:

"Take an example of Eskom, despite being bad, it is vital or they provide essentials that you do not have a choice but to buy".

Some participants indicated, however, that given the choice of purchasing the same product from a company that engage in CSR or a company that does not, they would opt for the company with a good CSR reputation, as evident in the response below:

Participant 10/M/P:

> **“***Especially if I need a product from that company, but if I have a choice would rather look for a company that is socially responsible”.*

iv) Customer service

Participants are sensitive to the service they receive. They want to feel appreciated, be respected and not be discriminated against in any way. This was evident from 14 (47%) of participants who pay close attention to how companies treat them:

Participant 3/F/U:

> “*If I am treated with respect and like a customer who contributes to your company, then I will treat you by supporting your company by buying from it”.*

Participant 2/F/P:

> *“It is important for me because I wouldn’t want to buy from a company that has very negative policies, like they are very sexists or racists or poor treatment of customers, in other words, are very exclusive, concentrate on one part of the community”.*

One participant gave the example of Edgars as a company that he perceives to have a poor CSR reputation because he claims it has poor customer service and discriminates against some customers:

Participant 19/M/P:

> *“From a student perspective, when you go to the store, you do not get the feeling that they welcome you and the costs are very high which shows it targets high income people. I have not heard of them giving back or helping community”.*

v) Convenience

Convenience was another important factor mentioned by 13 (43%) of participants. The reason behind such considerations might be lack of time, proximity or other real-life pressures:

Participant 9/M/U*:*

> *“Because there are times when you have no choice but to buy from them, e.g. you have to get something quick, convenience I would say is a determining factor sometimes”.*

vi) Brands

A total of 4 (14%) of participants indicated that they support particular branded products and will buy them even if a company's CSR rating is negative. Given that the participants are students, who are sometimes keenly brand-aware and sensitive to peer pressure to follow current trends, it is not surprising that brand identity emerged as very important:

Participant 8/M/P:

> *"This is because most companies that usually do not practice CSR, they are the ones that have those unique needs that we need, for instance, companies that sells brands, you never find them giving brands to the locals or anything of the sort".*

Participant 29/M/P:

> *"It is not easy to base my buying decisions on CSR alone because if there are products like brands that I need, I would probably buy from a company irrespective of their CSR".*

vii) Health and safety

Health and safety were crucial to 4 (14%) of participants who emphasised looking at the chemicals in products to ensure they do not pose a danger to the customer's health. Shopping in a clean environment is also important as it contributes to the overall perception of health associated with the products being bought:

Participant 12/F/U:

> "*It depends on the safety of products they sell, operate in clean environment and does not use harmful chemicals*".

viii) Crisis management

Crisis management was mentioned by 3 (10%) of participants as being important to them when making purchase decisions. They perceive companies that handle a crisis properly as more responsible and more concerned with the well-being of their customers than those that try to deny responsibility:

Participant 1/F/U:

> "*How they react to bad things that happen in their company. For instance, Ford reacted very well to a car crisis that happened in their company. But if a company ignores bad things that happen in the company then I don't think I will buy from them again".*

Participant 2/F/P:

> "*In most cases, of course, I will buy from them if I need to buy from them but the way they treat customers and the way they react to situations or if they do anything that is against development or against community, I might not even enter that store".*

ix) Animal welfare

Our findings revealed the result that 3 (10%) of participants stressed buying from companies known for refusing to use animals when developing or testing products. This is an ethical issue that individuals face when buying cosmetics and medicines, in particular. The reasons were summarised by the following participants:

Participant 16/F/U:

> *"Animal testing, because animals themselves do not protect themselves and it is not right to use them".*

Participant 22/F/U:

> *"Personally I am a vegan so I will consider animal-cruelty-free companies because animals do not have a voice to defend themselves e.g. testing on animals".*

x) The environment

Some participants value the environment highly and stress the need to sustain it and save resources for the benefit of all living things on earth. For instance, one participant named Anglo American as a company with a bad CSR reputation because it exploits resources primarily for its own and its employees' benefit rather than sharing the benefits with the wider community:

Participant 18/M/P:

> *"Because right now mining sector in South Africa is probably the back-bone of the economy, usually it is these international companies that are exploiting such areas, and*

given the amount of profits they make, which is a lot, South Africans are not really benefiting from these companies. Also although they have bursaries for needy kind to go to school, I just feel it is not enough considering how much money they are getting".

One participant thought it important to buy from companies that are environmentally aware:

Participant 17/F/U:

> *"Environmental aspects of it are also very important e.g. they are taking care of carbon footprint".*

C) Peripheral Factors

According to Öberseder et al. (2011, p. 455), peripheral factors have three components: "the image of the company, the credibility of CSR initiatives, and the influence of peer groups". They explain that, if the core and central factors have been satisfied, then consumers also consider these other factors when making purchasing decisions. Peripheral factors therefore enhance the likelihood of a company with a good CSR benefitting from responsible practices.

i) The image of the company

Corporate image can be defined as the perception/feelings a customer has towards a company's products and activities (Webb & Mohr, 1998). The findings of the current study show that individuals perceive companies that practice CSR as having a better image than those that do not, and this is likely to be taken into account when making buying choices. Corporate image therefore partially mediates the impact of CSR initiatives on individual purchase intentions, as was expressed by a number or participants:

Participant 28/F/U:

> "*Because it is good to support companies that are supporting the community so that they continue doing good things to the community".*

Various aspects contribute to a company's image, including company policies and handling of customers:

Participant 2/F/P:

> *"It is important for me because I wouldn't want to buy from a company that has very negative policies, like they are very sexists or racists or poor treatment of customers, in other words, are very exclusive, concentrate on one part of the community*."

ii) Credibility of CSR initiatives

The findings reveal that the credibility of CSR initiatives is very important to individuals if it is to make a difference in their purchase decisions. Customers identify with companies whose initiatives support social causes in the community they operate in. A participant specified the reasons she shops at Cashbuild:

Participant 30/F/P:

> *"They support the community by offering jobs to local people in their stores and also training entrepreneurs to produce bricks. They also support black economic empowerment initiatives and also engage schools where they empower kids through sports".*

KFC was mentioned frequently by individuals who purchase fast foods because of its evident CSR:

Participant 3/F/U:

> "*They have a drive where they donate R2 for every meal to orphanages and also have the cricket thing for the children, where they use sport to promote physical wellness for kids"*.

Participant 9/M/U:

> *"They are more available everywhere with big posters and they donate R2 for every purchase which is affordable and you feel you are part of the contribution".*

Participants who are concerned with improving the lives of underprivileged communities support companies that help such communities raise their standard of living:

Participant 1/F/U chooses to shop at Mr Price:

> *"They have a training system where they sponsor children from high school through college and they don't stop there, they hire them sometimes and help them go higher in the rank to even be a manager of the company. They also have what is called Redcap*

Foundation where they offer training through sports and education for kids in primary and high school, and some have progress to be professionals".

Participant 30/F/P shops at Cashbuild and gave the following reasons why:

"They support the community by offering jobs to local people in their stores and also training entrepreneurs to produce bricks. They also support black economic empowerment initiatives and also engage schools where they empower kids through sports."

Individuals who are health conscious shop at Woolworths because it is considered to sell healthy food and promote the well-being of its customers:

Participant 7/F/U:

"Take part in community development and also their food is healthy".

Participant 28/F/U:

"They do outreach programmes and they try to sell organic products which are healthy to the community".

Participants who advocate for environmental sustainability reported purchasing from companies that care about the environment:

Participant 25/M/P said he shops at Woolworths:

"They have a lot of community empowering projects and also for the environment. For example, they are committed to donating left over foods to homes and also in reduction of carbon emissions which pollutes the environment".

Participant 17/F/U supports Hewlett Packard:

"I know they have a recycling programme where they try to reduce electronic waste being dumped in the environment e.g. cartridges etc. That way they are promoting clean healthy environment for people to live and jobs to people in that community they are in".

iii) Influence of peer group

The findings reveal that peer group influence is important to individual purchasing behaviour, unsurprisingly, since the participants are all university students, a sector of the population that feels highly subject to pressure to adopt attitudes and behaviour that are consistent with the norms and lifestyles of their peers. The interview responses reveal that brand identity is likely to be more important than the CSR reputation of a company when customers are confronted with a choice:

Participant 8/M/P is likely to sometimes purchase from a company with bad CSR reputation:

> *"This is because most companies that usually do not practice CSR, they are the ones that have those unique needs that we need, for instance, companies that sells brands, you never find them giving brands to the locals or anything of the sort".*

Participant 29/M/P had a similar response:

> *"It is not easy to base my buying decisions on CSR alone because if there are products like brands that I need, I would probably buy from a company irrespective of their CSR".*

5.3 CSR-Derived Reputational Capital and Crisis Management

This section further elaborates on the quantitative results, through the open-ended responses of the questionnaire. Open-ended questions were used to probe participants to elicit more information on their perception of fictitious company A (good CSR performer) and fictitious company B (bad CSR performer) after reading the three crises scenarios. Individuals were presented with scenarios relating to two fictitious companies, company A (Scenario A) and company B (Scenario B) that sell the same products (to control for bias). Company A engages in CSR while company B does not. In Scenario C, both companies suffer the same product-harm crisis, a milk contamination scandal. Their responses together with the quantitative results were used to confirm the hypothesis (H4) that companies perceived to have higher levels of CSR reputational capital are associated with higher crisis sustainability potential.

To evaluate participants' reactions to the two companies' handling of the product-harm crisis, we adopted the framework articulated by Bhattacharya and Sen (2004) that conceptualises the outcomes of CSR. This study focuses specifically on the impact of CSR initiatives on two classes of outcomes:

- Internal outcomes: awareness, attribution, attitude, and attachment.

- External outcomes: resilience and purchasing.

5.3.1 Internal Outcomes

i) Awareness

Consumer awareness of a company's CSP "is a necessary condition for attitudinal and/or behavioural responses to be evoked on the part of participants" (Bhattacharya & Sen, 2004, p. 4). Participants were provided with detailed information on the CSP of the two imaginary companies (Scenarios A and B) so that they could form opinions of the companies' images, reputations and sense of social responsibility prior to the milk-contamination crisis.

ii) Attribution

Klein and Dawar (2004, p. 205) state "consumers spontaneously construct attributions of blame for faulty or harmful products". The findings in the current study confirmed this position, and individual responses revealed that, given information about how the two companies responded to and handled the product-harm crisis differently, the attribution of blame formed the basis of individual judgements and attitudes towards the two companies with respect to company reputation and likely purchase decisions after the scandal.

The CSR of the two companies prior to the crisis moderated how participants evaluated the companies and their products after the crisis. Although the reputations of both companies were affected, participants were more lenient or sympathetic towards company A, which had a good CSR reputation prior to the crisis, than towards company B, which did not. Most of the participants who still rated company A's reputation as good after the crisis, attributed the blame to an external factor (company X that supplied the contaminated milk) and saw the crisis as a temporary problem that the company could take corrective measures to overcome:

Participant 82:

> *"Company A has good CSP, therefore, it wouldn't have participated in contaminating their customers' products. Since they are responsible and concerned about the consumers and community, I assume they will take corrective measures to solve the problem".*

Participant 97:

> *"I don't blame the company entirely for the mess since it was the fault of the contracted company. It was supposed to ensure the milk was safe, however company A should have checked the milk to be safe before selling in order to safeguard the reputation of the company".*

Those who rated the reputation of Company A as bad after the crisis, mostly attributed the blame to the company itself:

Participant 67:

> *"That is a serious scandal that affected the safety and health of the consumers who trusted them, hence will affect the trust towards the company".*

Participant 112:

> *"Being involved in CSR activities is not enough if the products the company is selling is harmful and poor quality".*

Participant 6:

> *"If it is their responsibility to check their products then they have an obligation to ensure that they do so; furthermore, if they have presented themselves as socially responsible it is even more egregious that they fail to live up to that promise".*

In contrast to the varying evaluations and attributions of blame with regards to company A, evaluations and attributions of blame for company B were harsh and unsympathetic. Results show that the individual participants did not trust company B in the first place because they perceived it to be uncaring about societal needs:

Participant 16:

> *"Since I don't trust the company and its products, the situation has been worsened by the scandal."*

Participant 121:

> *"Since it is not responsible and does not care about the welfare of consumer or community, I doubt if they will take the responsibility to correct the situation, unless if it affects their profits".*

As a result of these perceptions, most participants claimed they would not purchase goods and services from company B. While participants were prepared to shift the blame from company A to company X, the supplier of the milk products, they were not as accommodating to company B. Some participants were inclined to disbelieve the information supplied and attributed the full blame directly to company B, suggesting it might have caused the contamination itself:

Participant 4:

> *"Because of their reputation. I believe it is them who added melamine in the milk".*

Participant 140:

> *"It has poor CSP, hence responsible for contaminating the milk and infant formula with melanin".*

iii) Attitude

The findings show favourable attitudes towards company A because of its prior reputation gained through CSR engagement. This favourable opinion is even more evident in evaluations of the two companies after the product-harm crisis. Participants were hopeful that company A would do the right thing and gave it the benefit of doubt:

Participant 43:

> *"Although company A is also involved in the scandal, the good reputation it has is not overshadowed by the scandal. The expectation is that following the scandal, the company will ensure that there is redress to families affected and implement controls to avoid future occurrences."*

Participant 19:

> *"The scandal makes me question my understanding of company A's practices. They have not*

ensured the safety of their products. However, it is possible/probable that the specific incident is a result of an error – inexcusable, but not necessarily evidence of a bad policy or consistently bad implementation thereof".

Participant 122:

> *"Since they are responsible and concerned about the consumers and community, I assume they will take corrective measures to solve the problem".*

In contrast, participants' attitudes to company B were negative because it did not have a prior CSR reputation and they considered its reputation to be even worse after the product-harm crisis:

Participant 16:

> *"Since I didn't trust the company and its products, the situation has been worsened by the scandal".*

Participant 102:

> *"It has poor CSP, hence responsible for contaminating the milk and infant formula with melanin".*

Participant 132:

> *"Since it is not responsible and does not care about the welfare of consumer or community, I doubt if they will take the responsibility to correct the situation, unless if it affects their profits".*

iv) Attachment

Bhattacharya and Sen (2004, p. 15) note that "consumer response to CSR initiatives is the sense of attachment or connection consumers feel with companies engaging in CSR activities they care about". This can manifest in the form of loyalty or word-of-mouth testimony. The findings from the survey responses show that participants were more likely to identify with company A than with company B:

Participant 65:

> *"I will still be loyal to company A unless they act negligently in resolving the scandal. They should compensate the families affected".*

5.3.2 External Outcomes

v) Resilience

Participants were more resilient to negative information about company A than about Company B. They seemed willing to overlook or even forgive company A after the product-harm crisis. The findings corroborate related study by Coldwell, Joosub & Papageorgiou (2012, p. 133) whose findings suggest that "larger share price appreciations over 6-month post-crises are associated with greater perceived corporate reputations and brand strengths" hence, a conclusion that "reputation capital built up through responsible management action has a buffering effect", (Coldwell et al., 2012, p. 142). It further confirms the earlier findings of Fombrun and Van Riel (2004, p. 32) who conclude that "reputational capital is important in protecting a firm's reputation in post-crisis situations" as illustrated below:

Participant 3:

> *"Company A has better social responsibility tasks undertaken than B. Even if A has been placed last in the ten major food companies, it still managed to reach this list. Emphasis is on 10, there are more companies and where does B rank. Company A law infringement is minor compared to B, where questionable labour practices should be heavily stressed upon".*

Participant 60:

> *"Of course the scandal did harm to the community and hence it will affect the reputation of company A. However, since they have been giving back to the community, the community might sympathise with it".*

vi) Purchasing

The survey responses reveal the same results as the interview results and thus our hypothesis (H3) that there is a positive relationship between CSR and individual purchases is supported. Participants clearly indicated, however, that they are not willing to trade off central factors like price, quality and reliability of products. To determine if CSR plays a role in purchase decisions, participants were presented with the choice of buying the same products, of the same quality, at the same price from company A (with a good CSR reputation) or from company B (with a bad CSR reputation). The findings show that after the scandal the participants were even more likely to buy from company A than from company B:

Participant 30:

> "*If price and quality are the same, then I'd feel better about purchasing from a Company A that is contributing to society and using more responsible methods of production".*

Participant 19:

> "*If price and quality is equal, I would be more willing to support a Company A that encourages an improvement in lifestyles and views education as a priority".*

Participant 58:

> *"I will choose Company A. If I am aware of the practices of each company, I would be more willing to support the company that provides a good product and manage to add value to society (setting a good example and operating in a sustainable manner".*

Overall, it can be concluded that companies that engage in CSR build and enhance positive reputations, thus gain more trust and loyalty from their customers. Their engagement is rewarded by customers purchasing their products, and most importantly, their enhanced reputation acts as a buffer against possible losses and damage in the case of a crisis.

5.4 Conclusion

The chapter presented results of the interviews. The interviews were aimed at elaborating on the quantitative statistical results obtained in the quantitative research conducted in the first phase of the study. This qualitative approach was used to enable the researcher gain a more accurate and clear picture of a participant's position and behaviour, and to provide insightful information that could shed light on particular aspects of the research and enhance the study's findings. In particular, it shed light on the other-than-CSP aspects that influence individual purchasing behaviour that include; price, quality, brand, convenience, customer service, animal welfare, health and safety and crisis management. The findings, therefore, clarified the quantitative empirical findings that showed that CSP plays a minor role in individual actual purchasing behaviour. It also highlighted how CSP of a company influenced individual perceptions of the company in terms of attributes such as: e resilience, attribution, attitude and attachment.

CHAPTER 6: TRIANGULATION OF QUANTITATIVE AND QUALITATIVE RESULTS AND DISCUSSION OF FINDINGS

6.0 Introduction

This section triangulates the findings of the quantitative statistical results and qualitative interview responses which have been discussed separately in Chapters 4 and 5. Data integration provides a more in-depth understanding of the quantitative results through qualitative explanation, and hence generates results and demonstrated implications that would not be captured by the use of a single method. As Maxwell (2010) (see also, Fielding, 2012, p. 125) argues, "the real quantitative/ qualitative distinction is not between number and text but between understanding the world by a theory of variance featuring variables and correlations and understanding the world by a theory of process in terms of events and interactions".

The triangulation of results followed the order of the questionnaire structure, where the research questions were grouped into three parts. Part A, the effects of perceptions of CSP on actual purchasing behaviour, covered various issues to enable in-depth understanding of individuals' perceptions of CSP and their effect on purchasing behaviour. As a preliminary requirement in both quantitative and qualitative study, individuals were asked to explain what CSR means, and only those who had knowledge of CSR were considered. The need to understand what CSR means to them and how they evaluate CSR in terms of what businesses must engage in was important in answering subsequent questions (see 6.1.1). This is followed by the participants' responses on what they perceive as the actual social performance of companies they named in relation to their expectations. This is important in knowing whether companies that fulfil their social responsibilities through CSR are doing enough to gain competitive advantage over those that do not in terms of reputation enhancement (see 6.2.2). The effects of perceptions of CSP on individual actual purchasing behaviour are examined in section 6.3.3. This section tries to find out the dimensions of CSR which have the significant effect on individual purchasing behaviour based on Carroll's CSR pyramid; and even further looked at the relative importance of the of Carroll's (1991) CSR dimensions on individual's actual purchasing behaviour (see 6.1.4). Since the findings showed that only a small percentage of CSP accounted for individual purchasing behaviour (see Adjusted R square of 22.5% on Table 4.22 or McFadden Pseudo R-square of 18.5% on Table 4.30), other-than-CSP aspects identified as influencing individual purchasing behaviour were identified through interviews (see 6.1.5).

Part B, investigated whether CSR initiatives of companies provide them with an incremental gain through enhanced reputation, and hence boosting their reputational capital. This is not an end in itself, but a means to aid, in Part C, in exploring the potential of CSP-derived reputational capital to mitigate the effects of negative events - product-harm crisis- and sustain a company during a crisis situation. An in-depth discussion of the findings is presented in the sections that follow.

6.1 Effects of Perceptions of CSP on Individuals' Actual Purchasing Behaviour

6.1.1 Individuals' Evaluation of CSR

Participants' evaluations of CSR are based on their views of what they believe businesses must engage in. The results are shown in Table 6.1 below:

The findings from both the empirical research and the interview responses confirm, overall, that the participants are able to differentiate between a business's economic, legal, ethical, philanthropic and environmental responsibilities. This indicates that all four of Carroll's (1991)

Table 6-1: Individuals' evaluation of CSR (corporate social responsibilities)

	Interview Findings		**Survey Findings (open-ended responses)**		**Triangulated**			**Carroll's Pyramid Ranking**
CSR Responsibilities	Frequency Counts	Rank	Frequency Counts	Rank	Total Frequency Counts	Overall Rank		Rank
Economic	3	4	13	3	16	4		1
Legal	2	5	11	4	13	5		2
Ethical	12	2	25	2	37	2		3
Philanthropic	14	1	56	1	70	1		4
Environmental	6	3	13	3	19	3		-

CSR dimensions in his pyramid model play a significant role for South African companies, and in addition, participants consider the environmental dimension to be an important component of CSR as well. In his recent research on how Carroll's pyramid of CSR applies in emerging economies, Zabin (2013, p. 78) included environmental responsibilities as one of the dimensions of CSR, since "protecting our environment is also a firm's corporate social responsibility". Likewise, Dahlsrud (2008), also acknowledged environmental responsibility as one of the dimensions of CSR. Therefore, although Carroll's four-part CSR pyramid is significant and is universally accepted model of CSR, the findings in the South African context suggest that it is not exhaustive, and this study therefore follows Zabin (2013) and other scholars in taking five dimensions into consideration.

The order of relative importance of the five CSR dimensions in South African context, however, is distinct. The findings from both the quantitative and the qualitative parts of this study indicate that participants rate philanthropic responsibilities highly when evaluating a company's CSR. Ethical responsibilities ranked second, followed by environmental, economic and legal responsibilities in, third, fourth, and fifth places, respectively. This is very different from Carroll's hierarchy of CSR dimensions, which was modelled primarily on developed Western societies. In fact, it is almost the opposite in the South African context, a developing economy. Although Carroll's model is the most durable and widely accepted model, it has not been properly tested in the developing world context, and the findings from this study therefore question the applicability of Carroll's (1979, 1991) model to the African context, in particular.

Various studies have indicated that different cultures and sub-cultures, such as in societies on the African continent, not only impart different meanings to the various dimensions, they may also assign different relative significance to the dimensions, in comparison to the Western model (Burton, Farh & Hegarty, 2000; Crane, 2000; Edmondson & Carroll, 1999, Nalband & Kelabi, 2014). This study supports Casanova et al.'s (2008, in Goodman & Dingli, 2013, p. 251) criticism of the framework that "there is no need to represent CSR as a hierarchy". A more flexible conception of the dimensions of CSR seems more applicable in the developing world, especially in the South African context. According to Idowu and Filho (2009, Guliani, 2016, p. 56), it is evident that "a gap exists in our [understanding] of how corporate entities in different political settings, economic contexts and cultural circumstances around the world understand, perceive and are indeed practising … social responsibility".

As mentioned earlier, participants in South Africa rated Philanthropic responsibilities most highly. They are concerned about the responsibilities companies have towards supporting and improving community well-being and upholding social standards rather than attaining high levels of economic success. This emerged in the way some participants defined CSR, using phrases such as "apart from profit-making", and "[not] just being a money making machine", which demonstrate a negative attitude to companies that operate primarily for their own benefit without concern for the broader community.

The likely explanation for why participants felt that philanthropic and ethical responsibilities are more important than economic and legal responsibilities relates to South Africa's unique history of injustice, discrimination, deprivation and exclusion during the apartheid era, which only came to an end with the advent of a new democratic dispensation in 1994 (Coldwell & Joosub, 2014). The long history of social and economic power being concentrated in the hands of minority groups that owned and controlled the country's wealth may have shaped an environment where prioritising economic objectives is regarded as suspect, and of benefit only to a few rather than the general public. The black community, although it makes up the majority of the country's population, is still disadvantaged more than twenty years after the end of apartheid and faces numerous difficult social and economic issues. Therefore, consciously or unconsciously, the individuals surveyed expect businesses to compensate for past injustices by improving the quality of life for previously disenfranchised South Africans, and to do it in a socially responsible and just manner. Participants associate CSR with philanthropy, particularly, because a growing number of companies have high-profile philanthropic community support programmes and youth activities that strengthen their ties with the broader community, for example, Pick 'n Pay's *Bandanna Day*, which raised funds for treating blood disorders, KFC's *Add Hope* campaign, that contributes to alleviating child hunger, and SuperSport's *Let's Play* initiative that promotes fitness and health among the youth.

A possible explanation for why participants considered environmental responsibilities significant could relate to the sample group being students and therefore a relatively elite, well-educated group. "Higher levels of education are associated with greater awareness of environmental concerns" (Clery & Rhead, 2013, p. 6) such as climate change, the need for alternative, non-carbon based energies, and the importance of conserving the natural environment's resources. South Africa has the world's largest reserves of a number of minerals, such as gold, platinum, and titanium, and the mining sector has been a crucial force in the industrialisation and modernisation of the country (Hamann, 2004). But widespread media coverage of irresponsible mining activities and repeated conflict between labour, management, the unions and security forces (the most significant of which was the Marikana Massacre in 2012) have led to the public perception that mining companies have little consideration for either the communities in which they operate or the environment (Flores-Araoz, 2011). To escape the conditions that trap people in a cycle of poverty and environmental degradation, and to promote the current and future well-being of society as a whole, it is seen as extremely important that companies in all sectors of the economy engage in socially and environmentally responsible behaviour.

It is concerning that Legal responsibilities were ranked last by participants and are not considered to be a priority in South Africa. This perhaps indicates a lack of trust in the legal systems in South Africa, a problem in many developing countries (Kemp, 2001), even though South Africa, unlike many African states, has a relatively strong legal infrastructure. Lawlessness in areas as diverse as bad driving habits and tax evasion, and high levels of corruption and bureaucratic inefficiency have eroded respect for public, private and commercial institutions and organisations. Coldwell and Joosub (2014) blame poor service delivery by government, and the inability of industry to create sufficient employment opportunities, for promoting a lack of confidence in the establishment.

The findings of this study, therefore, support the contentions of Green and Peloza (2011) and

Rowley and Moldoveanu (2003) that consumers normally assess the CSR actions of a firm in terms of their own interests and personal morals, values, and priorities.

6.1.2: Perceptions of Expected Versus Actual CSP Using Coldwell and Joosup (2014) Exploratory Model

This study investigates what individuals expect companies to do as part of CSR versus what companies actually do in a CSP programme. This is important since consumer awareness and interpretation of CSP affects companies' reputations, shapes attitudes towards CSR, and influences actual purchase behaviours. How well a company responds to and recovers from a crisis situation informs the public's view of actual versus expected CSP. The findings of both quantitative and qualitative data are integrated in Table 6.2 below.

This section examines the effects of individual perceptions of expected versus actual CSP according to Carroll and Buchholtz (2000) model and Coldwell's exploratory (2014) model, with regard to the "economic, legal, ethical, and philanthropic responsibilities" (Carroll, 1991, p. 41) of companies in South Africa because the extent to which CSP meets individual expectations of business responsibilities defines CSR-derived reputation capital (Coldwell, 2001).

Both the quantitative and qualitative results in this study confirm our hypotheses (H-1) that the perceptions of a company's economic, legal, ethical, and philanthropic CSP are associated with individual perceptions of actual vis-à-vis expected CSP; where (H-1a, b, and c) indicate that the participants' perceptions of a surplus of actual vis-à-vis expected CSP enhances reputational capital; break-even maintains reputational capital; and a deficit reduces reputational capital.

Table 6-2: Effects of Individual Perceptions of o Company CSP and Actual Purchase Decisions

Quantitative Results	Qualitative Results	Triangulation of Results
Paired statistics in Table 4.15 shows that Company A, with a good CSR reputation had mean scores of 3.64, 3.76, 3.69 and 3.92 and Company B with a bad CSR reputation had mean scores of 3.18, 2.37, 2.14, 1.68 in terms of Economic, Legal, Ethical and Philanthropic performances, respectively.	Interview and survey responses to open-ended questions on CSP indicate that participants view companies that engage in CSR more favourably than those that do not. CSR engagement is rewarded by customers purchasing goods and services (Table 4.20), enhance company reputation through social responsibility (Table 4.31), and acts as a buffer during a crisis (Table 4.40).	Results imply that CSR profiles of the companies that individuals named are based partly on CSP. The CSP of companies that engage in CSR in South Africa are in the break-even zone. **Studies to support:** *Coldwell and Joosub, 2014; Coldwell, 2001*.
T-tests (Table 4.23) indicate that individuals prefer to purchase from a company with a good CSR reputation (M = 4.30) rather than a company with a bad CSR reputation (M =2.35, out of 5). Also, regression analysis shows that there is a positive linear relationship between participants' perceptions of company CSP and their purchase decisions.	Interview responses show that participants are more likely to purchase goods and services from companies with good CSR reputations, citing reasons like trusting the company and its products, community engagement and environmental concern.	The findings from the two methods draw similar conclusions. **Studies to support:** *Sen and Bhattacharya, 2001; Lichtenstein et al., 2004; Mohr and Webb, 2005; Ellen et al., 2006; Ross et al., 1990–91, 1992; Jones, 1997*
Regression analysis (Table 4.22 & 4.30) indicate that there is a weak relationship between a company's CSP and actual individual purchase behaviour, with 22.5% of CSP for MLR (confirmed with 18.5% of CSP for ordinal regression) predicting the purchasing behaviour of individuals.	The findings clearly indicate that participant's perception of a company's CSP does not necessarily trigger actual purchase behaviour. Other factors also influence the actual purchase behaviour of individual participants (77.5%). These factors emerged from the interview responses and were categorised as: Core, Central, and Peripheral factors.	In quantitative analysis, 22.5% of CSP predicted actual individual purchase behaviour, while 77.5% related to other aspects of actual purchase behaviour, as evident from the qualitative interview responses. **Studies to support:** *Mohr, et al., 2001; Pomering and Dolnicar, 2009; Maignan, 2001; Smith, 2001; Lee and Shin, 2010; Carrigan and Attalla, 2001; Webb & Mohr, 1998.*

Individuals were presented with scenarios of two companies, company A with a good CSP and company B with a bad CSP reputation. The t-tests results, as shown in Table 4.16, show a significant difference between "economic, legal, ethical and philanthropic responsibilities" (Carroll, 1991, p. 41) between the two companies; with a t-value for all dimensions positive and greater than 1.96. The t-values were: economic = 3.780, legal = 14.832, ethical = 13.700 and philanthropic = 20.841. The qualitative findings from the interviews supported this since participants view companies that practice CSR more favourably than companies that do not, and are more likely to reward them through purchases because of their acquired CSR reputation. Overall, it can be concluded that companies that engage in CSR are perceived more favourably than companies that do not and this enhances their reputational capital, which supports Coldwell's (2001) statement that individual perceptions of corporate social responsibilities lie behind individual assessments of CSP and CR. The findings support the hypothesis (H3) that positive perceptions of CSP enhance the reputational capital of a company.

To evaluate individual perceptions of the actual vis-à-vis expected CSP of specific companies for each variable, "economic, legal, ethical and philanthropic responsibilities" (Carroll, 1991, p. 41), a Likert-type scale of 1 to 5 was used, with 1 being the lowest performance and 5 being the highest. An average mean was calculated for collective participants' judgements of CSP. The findings, in Table 4.15, reveal that companies that were perceived to have a good CSP reputation were rated as slightly above average (greater than 3 out of 5) in their social performances in all dimensions of CSR, with an average mean of 3, slightly above break-even point. The companies that were perceived to have a bad CSP reputation were rated above average on Economic responsibilities only, and below average in the other three dimensions of CSR, hence below the break-even point.

The results show that participants perceive companies engaging in CSR to be at equilibrium (at an average of 3 out of 5 in all dimensions), meaning that actual and expected social performance fall within the break-even zone. The findings of this study therefore confirm the assertion that the responsiveness of companies at the perceptual break-even zone of "ethical and discretionary social performance expectations corresponds at the lowest level, to 'defence' (Carroll, 1979); 'doin] only what is required' (McAdam, 1973); and 'accommodation' (Carroll, 1979); and at the highest level, to 'being progressive'" (McAdam, 1973, in Coldwell & Joosub, 2014, p. 305). Participants' perceptions of companies that engage in CSR initiatives stem from their belief that these companies care about the well-being of their stakeholders, especially customers and the community, and hence deserve their trust and loyalty, with the resulting enhanced reputational capital. In contrast, companies that do not engage in CSR are viewed as greedy, selfish and corrupt, and this negatively affects the companies' reputation capital.

Social expectations continue to rise and the expectations gap is widening over time at an "aggregated societal level" (Coldwell, 2001). In their study Coldwell and Joosub (2014, p.301) found that "closing of the actual–expected social performance gap at the level of individual perceptions is significantly affected by organisational social responsiveness to specific ethical, environmental and social issues". With increased awareness and knowledge of CSR activities and national initiatives the King II and III reports, and BBBEE legislation, and with individual organisations engaging more in CSR initiatives, the gap will, in all likelihood, have the capacity to narrow.

Even though the demands of CSP might become progressively more onerous over time, as suggested by Carroll and Buchholtz's (2000) model, the researcher disagrees that the actual and expected social performance gap is unbridgeable and permanent, but instead concurs with Coldwell (2001) who suggests that the perceptions and expectations of CSP are not parallel, and so overlaps do occur and intersections are possible. Coldwell and Joosub (2014)'s model of surplus, break-even, or deficit (see figure 4) therefore applies.

6.1.3 Effects of Perceptions of CSP on Individual Actual Purchasing Behaviour

This section of the study examines the effects of perceptions of company CSP on individuals' actual purchase decisions and the reasons why consumers form these perceptions. The findings confirm the hypothesis (H2) that there is a positive relationship between positive perceptions of CSR and actual purchasing behaviour. The participants indicated that CSR is an important aspect when making purchasing decisions, and are more likely favour companies that engage in social responsibility practices, which translates into actual purchases of goods and services.

The above conclusion can be drawn from both the quantitative and qualitative research findings. The results from one-sample t-tests, in Table 4.20, show that individuals prefer to purchase from a company with a good CSR reputation, with a mean of M = 4.30, out of five, rather than from a company with a bad CSR reputation, with a mean of M = 2.35, out of five. Regression analysis, in Table 4.22, shows that a positive multiple R of 0.493 indicates there is a positive linear relationship between participants' perceptions of companies' CSP and actual individual purchase decisions. Interview responses further confirmed the above results with over 90% (Table 5.6 and Figure 8) of participants indicating that they are more likely to purchase products and services from companies with a good CSR reputation, citing reasons like trusting the company and its products, and community and environmental concern and engagement. When there is parity in price and quality between a company with a good CSR reputation and a company with a bad CSR reputation, the majority of participants (Table 4.37) indicated that they would purchase from a company with a good CSR reputation.

Our findings are congruent with those of Trudel and Cotte (2009), Lin et al. (2011), and Sen et al., (2006) who all found a positive relationship between CSR activities and customer buying behaviour. They also confirm the findings of other studies that found that when a consumer identifies with a company involved in social causes, the overall evaluation of the company is more positive and consumers are more inclined to buy from that company, especially where parity in price and quality exists (e.g., Brown & Dacin, 1997; Gupta, 2003; Maignan, 2001; Ross, Patterson & Stutts, 1992; Sprinkle & Maines, 2010),

Overall, the findings from both multiple linear regression and ordinal logistic regression show that there is a positive relationship between participants' perception of companies' CSP and their purchasing behaviour (see Table 4.22 & 4.26), indicating that the three CSR dimensions significantly influence individual purchasing behaviour. The findings are consistent with those of Mohr et. al. (2001) and Sen and Bhattacharya (2001) who demonstrated that CSR directly influences consumers' buying behaviour. The findings show that even though individual participants are aware of all the dimensions of CSR, they only consider the ethical responsibilities of companies (supported by both linear regression and ordinal regression) and to some extend the philanthropic responsibilities (supported by ordinal regression) when making decisions on where to buy goods and services, which explain the small variance in individuals' purchasing behaviour (see Table 4.24). This finding is consistent with several other studies (e.g., Creyer & Ross, 1997; Brown & Dacin, 1997; Ellen, et. al., 2000) that have suggested that a firm's CSR activities influence consumers' attitudes that in turn influence their perception of the company and its products. However, the findings also indicate that South African individuals view CSR differently from consumers in other countries, for example, Nochai and Nochai (2014) found that consumers in Thailand prioritise legal and ethical responsibilities in their buying behaviour, whereas Eshra and Beshir (2017) found that Egyptian consumers do not consider any of the CSR dimensions in their buying decisions.

6.1.4 Relative Importance of Carroll's (1991) CSR Dimensions on Individual's Actual Purchase Behaviour

Carroll (2016) states that "though the ethical responsibility is depicted in the pyramid as a separate category of CSR, it should also be seen as a factor which cuts through and saturates the entire pyramid". The findings in Tables 4.18 and 4.19 and the ratio of beta coefficients (B) in Table 4.24, indicate that the ethical responsibilities component has the most significant impact on individual actual purchasing behaviour, followed by philanthropic responsibilities, and finally, legal responsibilities. Economic responsibility was not a significant component of CSR, implying that it is not regarded as a social responsibility component by participants. It is evident in this study that participants believe strongly in the need for the companies they purchase from to act in an ethical manner towards all stakeholders, especially customers and the community, to be just and fair, and not to harm the people they serve. This confirms Creyer and Ross's (1997) findings that a company's level of ethical behaviour is an important consideration in purchase decisions. However, this contradicts the findings of Visser (2005, p. 44) that in "Africa ethics seems to have the least influence on the CSR agenda", and Carrigan and Attalla (2001, p. 560), who used focus group interviews to examine "the effect of good and bad ethical conduct on consumer purchase behaviour, found that firms' poor ethical practices do not necessarily have a negative impact on consumer choice".

Philanthropic responsibilities were ranked first in what individuals expect companies to do, but only second when it came to actual purchase decisions. The reason could be that philanthropic activities affect community well-being as a whole, but do not necessarily impact individuals at a personal level. However, ethical considerations seem to affect individuals personally, be it in terms of health and safety, or how they are treated by the companies they purchase goods and services from. This is shown by the terms they used when describing companies that have a bad CSR reputation, for example, racist, corrupt, discriminative, selfish, and disrespectful.

Dawkins and Ngunjiri (2008, p. 298) assert that "regulatory measures are often a reflection of the institutions appointed by societies to define and monitor the legitimacy of their organisations". Carroll (2016) states that the legal responsibility category takes into account the fact that majority of laws and regulations were made in light of proper ethical thinking. In this study, legal responsibility was ranked last in importance by participants. This could be because the public in South Africa regards government and other regulatory systems as inefficient, ineffective and corrupt Postma (2011) and so participants have little expectation that companies will adhere to legal and other regulatory frameworks. This lack of confidence in the system is exacerbated by unemployment, lack of capacity, economic inequality, and social conflict Postma (2011). Another perspective is that participants are aware of attempts by government to legislate CSR engagement, but have not seen this promote actual growth and development.

6.1.5 Other-Than-CSP Aspects Identified as Influencing Individual Purchasing Behaviour

Regression analysis shows a weak linear relationship between a company's CSP and actual individual purchase decisions of 22.5% (confirmed with 18.5% of CSP for ordinal regression).

This means that 77.5% relates to other-than-CSP factors that influence actual individual purchase behaviour. These other factors were identified using the last question in the follow-up interviews, Question 6, where participants were asked to name aspects other than CSR that affect their actual purchase of goods and services. Although individual participants indicated that they value CSR, agreed it is imperative for companies to have good social and environmental initiatives, and expressed willingness to support companies with good CSR reputations, the results clearly indicate that participants' favourable perceptions of a company's CSP do not necessarily in themselves trigger actual purchase decisions. This supports Mohr et al. (2001, in Öberseder, et al., 2011, p. 2) who conclude that "despite consumers' interest in CSR and its ostensive impact on purchase intention, in reality, CSR only plays a minor role in consumption decisions".

Boulstridge and Carrigan (2000) investigated the response of consumers to ethical and unethical marketing behaviour and concluded that social responsibility is not the dominant criterion in consumer purchase decisions. The findings from the interviews revealed that when individuals are confronted with the choice of purchasing goods and services from a company with a good CSR reputation or one with a bad CSR reputation, attributes such as price, quality, necessity and brand are more important, even though a firm's CSR does have some impact on participants' choices.

This finding is congruent with the findings of Carrigan and Attalla (2001, p. 570) who established that "price, value, brand image and trends are the most important factors influencing consumer choice". They also point to the presence of an attitude–behaviour gap, confirmed by other scholars, where positive attitudes towards CSR do not necessarily manifest in actual behaviours since CSR is most often a peripheral factor rather than a core factor in consumers' purchase decision-making processes (Carrigan & Attalla, 2001; Öberseder et al., 2011; Roberts, 1996; Simon, 1995). Other important considerations are customer service, convenience, health and safety, crisis management, and animal welfare. The other influencing factors are summarised and discussed below.

i) Lack of awareness of CSP

One possible reason for a low rate of 22.5% of individual purchase behaviour being predicted by CSP (see Table 4.22), with other factors representing 77.5% could be the relative lack of awareness on the part of participants about the companies' CSP. Our findings corroborate previous studies that "consumers generally have a low level of awareness of CSR" (Pomering & Dolnicar, 2009, p. 2829), and this lack of awareness inhibits consumer sensitivity to CSR and explains why CSR is not a more influential factor when consumers appraise a company and its products (Maignan, 2001; Smith, 2001). Although some participants could name one or a few companies they believe to engage in CSR, meaning that they have some knowledge about actual companies' CSP, over 40% of participants could not name even one company with a bad CSR reputation. This is evident in responses that began with qualifications like "If I knew of a company that practice CSR……," when presented with the option of purchasing from a company with a good CSR reputation or a company with a bad CSR reputation. This explains the low percentage of variance in CSP explanations of participants purchase decisions. Even when participants could name companies with good or bad CSR reputations, our observation was that such knowledge was not extensive.

The fairly low level of knowledge among the participants about the CSR activities of companies suggests that information about CSR is not easily accessible (Mohr, Webb & Harris, 2001) or that companies are not particularly effective in formulating CSR strategies and communicating their CSR activities to the broader community. Nonetheless, where participants were aware of companies' CSR activities, this promoted positive attitudes and stronger behavioural intentions about buying products from a socially responsible company, in line with previous studies (Sen et al., 2006).

ii) Price of products and services

Our findings show that the majority of participants, 75% (see Figure 8), consider price the most important criterion in their purchase decisions, and use it as justification for buying products from companies known to be socially irresponsible. Previous studies indicate “that consumers evaluate what they give and what they get in a subjective manner when buying products or services” (Chi, Yeh & Tsai, 2011, p. 2) (see also, Dodds & Monroe, 1985; Zeithaml, 1988). In our study, where all the participants were students, who typically have limited financial resources at their disposal, it is not surprising that lower prices were ranked as most significant. However, other studies have found that most people are value sensitive and want to get the best value for money, regardless of their financial circumstances (Carrigan & Attalla, 2001; Chen, 2008).

iii) Quality

The importance of product quality was indicated by 70% (see Figure 9 of participants, which supports Munusamy and Wong’s (2008) argument that quality is central to purchasing decisions because high quality products are less likely to be regarded as purchasing mistakes, and in the case of food, in particular, are more assuredly safe and trustworthy. Some participants insisted they are not willing to support a company with a good CSR reputation at the expense of quality of products or services. When asked for their likelihood of purchasing from a company with a good CSR reputation versus one with a bad CSR reputation (see Figure 8), even though the average result was 4 (Likely), there were significant numbers of participants who would consider buying from companies with a bad CSR, with 18% selecting the item 3 (Neutral) and 7% selecting the item 4

(Likely), defending them as having good quality products. This finding is comparable with previous studies (e.g., Carrigan & Attalla, 2001; Berens, Van Riel and Van Rekom, 2007) that found in many cases customers continue to buy from companies with a well-known poor CSR reputation because they like their products.

iv) Necessity

Most of the participants pointed to the fact that on occasion they buy from a company that has what they need, irrespective of its CSR reputation. This emerged from the qualitative findings where participants use qualifications like ‘if they have what I need’ or ‘unless they have what I need’ when responding to the question of their likelihood of purchasing from a company with a good CSR reputation. In the event that they like and consistently purchase a product, they would be unlikely to boycott the company that sells it over CSR. Another explanation participants gave was that sometimes they have no choice but to purchase from companies with bad CSR reputations where there is no alternative, for instance, Eskom, because they provide essentials that are available nowhere else.

v) Brand

The results of this study confirm that attitudes towards desirable brands is another important determinant of participants’ company evaluation and an influential factor in their purchase decisions. Brands are associated with specific trends and lifestyles, and this is particularly important to students, who are typically fairly brand aware and susceptible to peer pressure. Power and Hauge (2008, p. 21) claim that “in fashion, brand value is strongly related to identity and some level of exclusivity: the feeling of the special/exclusive connection the consumer shares with the brand.”

In general, these results support Fournier's (1998) position that if a brand has product functions that meet consumers' needs, consumers will have psychological associations and an irreplaceable relationship with the brand and they will subjectively maintain their interaction with the brand and direct their purchase intentions accordingly (Chi et. al., 2011). Students construct their own image and identity in the context of their particular social group (Sirgy, 1986) and are generally not willing to trade off their favourite brands against other brands from a more socially reputable company.

vi) Customer service

Blodgett, Wakefield, & Barnes, (1995, p. 31) regard customer service as "a key factor that influences consumers' choice of retailers, and other service providers ... They expect companies they purchase from to be there for them, to welcome them and attend to their needs when in the store". In the qualitative part of this study, as shown in fig. 10, 47% of participants expressed concern about how companies treat them when they purchase goods and services. This ranks it as one of customers' more important considerations, not surprisingly, since shopping is often the only contact a customer has with a company. Some of the specific aspects of customer service that participants regard as important are respect, responsiveness, friendliness and lack of discrimination. This study supports Blodgett, et al., (1995, p. 31) claim that "customers shop at certain retail stores because they know that if they encounter any problems they will be attended to." They further pointed out that "firms that develop a reputation for consistently remedying customer complaints are more likely to develop customer loyalty and, over time, may increase their market share" (Blodgett, et. al., 1995, p. 31).

vii) Convenience

Convenience has been highlighted in many previous studies as an influential factor in consumer purchase decisions and was mentioned by 45% of participants (see Figure 9) in this study. Kelley (1958) describes the 'costs of convenience' as being related to the expenditure of time, physical and nervous energy, and money required to overcome the frictions of space and time in obtaining goods and services. Participants acknowledged that they generally try to reduce these costs when shopping. For example, one participant said that he is not willing to travel a long way to a socially responsible company to buy the same product that is offered by another company nearer to where he lives. Convenience pressures, therefore, sometimes provide the stimulus for customers to purchase from a company with a bad CSR reputation over a company with a good CSR reputation because it offers lower costs of convenience.

viii) Health and safety and company crises

Our findings reveal that 14% (see Figure 9) of the participants attach great importance to health and safety, reflecting increasing concerns among consumers with respect to food and its related health risks, in particular. They expect companies to sell products that are not harmful to people or animals, and one participant claimed that he routinely checks the labels of products he buys out of concern over the unhealthy ingredients they might contain. Company crises are often related to health and safety issues. Participants stated that how well companies handle health and safety crises affects their decision to continue supporting a company or withdraw their support. For instance, one participant applauded Ford for responding very well to a crisis that affected the safety of their cars, and that had increased his confidence in purchasing from the company. However, he also claimed that even if a company ignores a crisis he would still buy from them again.

ix) Animal welfare

The findings also reveal that 20% (see Figure 9) of participants highlighted animal welfare concerns when purchasing goods and services. Even though they may have limited knowledge of what a company's animal welfare policies are, specifically, they insist that where they have some knowledge, it affects their purchase decisions. Maloni & Brown (2006, p. 39) pointed out that on a general ground "animals should not endure unnecessary suffering, animal welfare includes humane approaches to handling, housing, transport, and slaughter". The participants do not want to be associated with food companies that mistreat animals or cosmetic and medical companies that test products on animals, because, as one participant put it, "animals themselves do not protect themselves and it is not right to use them".

6.2 The Role of Positive Perceptions of CSP in Enhancing Reputational Capital

The quantitative and qualitative results of the effects of individuals' perceptions of CSR on the reputation of companies show that individuals perceive companies that engage in CSR more favourably than companies that do not engage in CSR. Coldwell, Joosub and Papageorgiou (2012) found that companies that engage in CSR build up a stock of reputation capital as a result of their responsible company behaviour.

Those findings support the hypothesis (H3) in this study that positive perceptions of CSP enhance reputational capital. The reason for such affirmation is that individuals claim that they trust companies that practice CSR because it shows they care about the society and environment they operate in. The findings are shown in Table 6.3 below.

Table 6-3: Effects of Individuals' Perceptions of CSR on Reputational Capital

Quantitative Results	Qualitative Results	Triangulated Results
Quantitative results, using Fombrun's (1996) six attributes (Table 4.22) to measure the reputations of company A (that practices CSR) and company B (that does not): paired t-test results show a significant difference between the companies (Table 4.25). Out of 5, company A has a mean score of 4 in all attributes, while company B has a mean score of 2.5.	Qualitative interview responses show many participants perceive companies that practice CSR more favourably than those that do not practice CSR.	The findings confirm our hypothesis (H3) that positive individual perceptions of CSP enhance CR capital. We conclude therefore that CSR plays a significant role in enhancing reputational capital.
Survey results (Table 4.35and 4.36) show there is a significant difference between company A and company B in terms of respect, trust, positive feeling and purchasing from the companies. The reputation of company A scored high with M = 2.84 and company B lower with M = 1.25. 130 out of 145 participants are more likely to purchase from company A, 15 are neutral, and none chose company B (Table 4.37). 69.7% of participants acknowledge that CSP influences their decisions, while 30.3% are neutral (Table 4.41).	Participants claim they respect, trust and are loyal towards a company with a good CSR because they perceive it as more responsible and concerned about community needs. They are more likely to reward the company by purchasing its goods and services and being loyal to its brands.	CSR influences individual judgements positively for those companies that engage in it, and negatively for those that do not. **Studies to support:** *Fombrun, 1996; Fombrun and Shanley, 1990; Fombrun and Van Riel, 2004; Alsop, 2002; Dowling, 2002.*

The findings of the study confirm that a company that engages in CSP enhances its reputational capital, confirming our hypothesis (H3), while failing to do so can be a source of reputational risk. The results confirm those of Brammer and Pavelin (2004), Fombrun (2005), and Fombrun and Shanley (1990) that there is a positive firm-level link between reputation and social performance.

CSR-derived reputation, further, has a direct effect on individual purchasing responses. Individuals evaluate a company with a good CSR reputation more favourably and prefer to purchase goods and services from such a company (Fombrun & Shanley, 1990; Lii & Lee, 2012). Likewise, it supports other studies (e.g., Saeidi, et. al., 2015, p. 343) who also found out that "when individuals are faced with parity in product price and quality, they opt to purchase from a company that engages in CSR."

6.3 The Role of CSP-Derived Reputational Capital in Sustaining a Company during a Crisis

Previous research has demonstrated the role of CSR in enhancing CR capital and this study sought to extend those findings by investigating whether the CSR-derived reputational capital protects a company during a crisis. The summary of results (Table 6.4, below) triangulated results of both quantitative and qualitative research to facilitate more in-depth analysis.

Coldwell et al. (2012) claim that a good pre-crisis reputation buffers an organisation's reputation so that it endures less harm and bounce back more rapidly after a crisis event. Quantitative and qualitative analysis in this study sought to establish whether the company that practiced CSR, and hence possessed CSR reputational capital, company A, survived a crisis situation better than the company that did not practice CSR and hence had no CSR reputation, company B. The results show that a crisis can result in reputational capital damage for both companies (Coldwell & Joosub, 2011; Dawar, 1998; Siomkos & Kurzbard, 1994), evident in the higher ratings of the two companies before the crisis than afterwards. However, the reputation of company A, already higher than the reputation of company B before the crisis, survived the milk-product contamination crisis better. Because the crisis was a health and safety issue that presented a threat to individual and community wellbeing, it provoked spontaneous attributional responses translating into blame that, in the real world, has the potential to influence brand evaluations and purchase intentions (Klein & Dawar, 2004; Weiner,1986).

Table 6-4: The Role of CSR-Derived Reputational Capital in Protecting a Company During a Crisis

Quantitative Results	Qualitative Results	Triangulated Results
The reputation of company A rated more favourably with M = 2.74 before the crisis and M = 1.66 after the crisis than company B that scored M = 1.34 before crisis and M= 1.22 after the crisis (Table 4.38).	Survey responses revealed individual participants had a more positive attitude to company A than to company B [see 5.3(iii], and tends to get more attached to companies fulfilling social responsibilities than those that do not [see 5.3 (iv)] .	Both companies lost reputational capital but company A's reputation survived the crisis better than company B's.
Descriptive results show that out of 145 participants, 74 indicated that the crisis affected company B more, 39 indicated that it affected company A more, and 32 indicated that it affected both equally (Table 4.40).	Interview responses indicated that the attribution of blame was more severe for company B than for company A [see 5.3 (ii].	The findings reveal that the prior reputation of company A, derived from engaging in CSR, helped in moderating the attribution of blame.
Given parity in price and quality, 106 out of 145 participants were more likely to purchase from company A than company B and 35 out of 145 were neutral. Only 4 indicated they were more likely to purchase from company B than company A (see Table 4.41).	Participants indicated that they are more resilient to company A than to company B, more likely to purchase from company A than B [see 5.3 (vi)] (accounting for their attachment by citing reasons such as 'more responsible', and 'care about community needs' [see 5.3(v)] .	Low attribution of blame protected the reputation of company A during the crisis.

However, because of the CSR reputational capital that company A possessed, participants were more likely to identify with it, were prepared to give it the benefit of the doubt, and were less likely to ascribe blame to it and more likely to shift blame for the product crisis to an external party This confirmed our hypothesis (H4) that companies perceived to have higher levels of reputation capital are associated with higher crisis sustainability potential.

The study also found that, when participants were provided with specific information about the performance of the two imaginary companies, and were aware of both their levels of CSR, this affected their likelihood of purchasing goods and services from each company. Our study found that participants held company A in higher regard, which led to better company evaluations (Sen & Bhattacharya, 2001), that translated into a willingness to purchase goods and services from the company even after the scandal. Negative information about company B and a lack of prior CSR reputational capital resulted in participants being unforgiving of the company and not wanting to be associated with it. The participants believed company B did not care about community needs, and they were not prepared to buy products that could potentially cause harm, particularly as some of them believed the company itself could be at fault for the contamination (Laufer & Coombs, 2006).

This study therefore confirms that CSR engagement plays a significant role in building or enhancing a company's reputation, which in turn safeguards the company and limits damage during a crisis situation. These findings are congruent with previous studies (see Coldwell & Joosub, 2011; Alsop, 2004; Dowling, 2002) who state that a favourable prior (pre-crisis) reputation (savings) acts as a buffer against reputational capital lost during a crisis, and an organisation with more reputational capital will have a stronger post-crisis reputation because it has more 'capital to spend', than an organisation with an unfavourable or neutral pre-crisis reputation.

6.4 Conclusion

The chapter dealt with qualitative material and involved interpretative in-depth analyses of the earlier quantitative data focusing on how individuals perceive CSP and the meanings they attach to companies that practice CSR. The use of triangulation provided an in-depth insight into the research questions and provided a more robust and meaningful representation of the research problem.

The chapter also demonstrated that individuals are able to differentiate between different aspects of CSR, including business's economic, legal, ethical, philanthropic and environmental responsibilities. Respondents perceive companies that fulfil social responsibilities through CSR more favourably than companies that do not, and are more likely to reward them through purchases because of their acquired CSR reputation. Also, the enhanced reputation acts as a buffer against the negative impacts, such as reputational risk, that can occur during a crisis situation enabling such companies to endure less harm and bounce back more rapidly after a crisis event. Although this is the case, the findings pointed out that CSR only plays a minor role in individual purchasing behaviour, and instead other aspects such as the price, quality, brand, convenience, and customer service play the major role in their buying behaviour. Also, their evaluation of actual vis-à-vis expected CSP of specific companies in South Africa suggested that their performances lay within the break-even zone, meaning that they are perceived as just doing what is required of them and have not exceeded individual expectations.

7.1 Introduction

This section presents a discussion of the findings after triangulation of quantitative and qualitative results, draws the study's final conclusions, and makes recommendations. It has five sections: thesis summary, key research findings, implications of research findings, limitations of the study, and suggestions for future research.

7.2 Conclusions on the major findings

7.2.1 Conclusions based on major findings

The findings of the study highlight the influential role of CSR in individual buying behaviour, especially at the grassroots level in the South African context. In particular, the results have shown the empirical applicability of Carroll's CSR pyramid (Carroll, 1991) as a framework for defining CSR and its understanding in the context of individual purchasing decisions by South Africa university students,. Unlike Carroll's view that economic responsibility is an essential component of CSR, however, our findings show that individual consumers in South Africa do not perceive economic activities of a firm as part of CSR and hence this aspect does not directly affect their purchasing behaviour. This was evident, although, it appeared respondents (as indicated in responses) understood that economic viability is a *sine quid non* for CSR involvement.

Also, the validity of Carroll and Buchholtz's (2000) model of Society's Expectations vis-a-vis Business's Actual Social Performance is debatable in a non-western country. In this regard specifically, the study supported Coldwell, et al. (2008, p. 612) argument that "the idea that people's expectations of CSP are always greater than actual business performance, as suggested in Carroll and Buchholtz's (2000) model, is debatable." Instead, the findings of the current study suggest that the actual and expected performance gaps, as perceived as widening in Carroll and

Buchholtz’s (2000) model, may not apply in South African situation. A more recent and empirically applicable model is provided by Coldwell and Joosub's, 2014 model of perceived surpluses, break-evens and deficits in CSP, which suggests that individual perceptions of the closing of the actual/expected performance gap is significantly affected by organisational social responsiveness to specific ethical, environmental and social issues in South Africa. The current study supports above arguments in that the results of the study suggest that individual perceptions of actual performance of companies that fulfil social expectations through CSR is equal to expectations (i.e. at break-even point), meaning that they are perceived as performing as expected by the selected South African University students.

7.2.1 Conclusions based on the results of the Survey

The area of CSP has been extensively researched over the past few decades but the outcomes have been varied and inconsistent, attributable partly to the practice of measuring CSP using particular CSR indicators independently. The study investigated the relationship between three research areas previously studied independently: individual perceptions of CSR and how these influence individual purchasing behaviour; how perceptions of CSR influence the reputational capital of a company; and whether the acquired reputation capital can sustain a company during a crisis situation. A sample group of senior university students were selected for the study because they were assumed to have acquired a knowledge of CSR during their studies, have had purchase experience, had the opportunity to make purchasing decisions independently, and who would therefore be able to complete the questionnaire in a meaningful way, provide in-depth information and considered opinions in the face-face interviews.

This study sets out to test whether individuals’ perceptions of a company’s economic, legal, ethical and philanthropic CSP are associated with their perceptions of actual in relation to expected CSP of those companies. It further sought to assess the perceptions of the gap between actual and expected CSP of the companies they purchase goods and services from. It was done by using Coldwell's (2014) exploratory model of surplus, break-even and deficit, a modification of Carroll and Buchholtz's (2000) theoretical model that suggests the actual CSP of a company can exceed, be equal to, or be lower than individual consumer expectations of CSP.

To set a foundation for the rest of the questions, individuals were first asked about their CSR knowledge. The findings from quantitative results indicated that participants have some knowledge of what CSR means but their awareness of the CSR initiatives of specific companies is low. Most participants could name at least one company that engages in CSR, but a significant number of them could not identify companies that do not. Also, using Carroll's (1991) CSR pyramid to define the CSR responsibilities of companies, our findings were that in South Africa, a developing economy, participants did not consider economic responsibilities as social responsibilities. The findings contradict Carroll (1991) who considers economic responsibilities as the basis of his analysis and the primary social responsibilities. Instead, philanthropic and ethical and were ranked as more important, above economic responsibilities, with legal responsibilities ranked as least important. These findings challenge Carroll's (1991) classic CSR pyramid and support Visser's (2005) conclusion that the relative priorities of CSR in the African context are likely to be different from those in developed Western economies.

The first research question was "*Does perceptions of a company's economic, legal, ethical, and philanthropic CSP associated with individual perceptions of actual vis-à-vis expected CSP*?" and if so "*Is the actual CSP of companies that consumers purchase goods/services from, vis-à-vis the expected CSP:*

- *above the norm (in surplus) leading to enhancement of corporate reputational capital.*
- *equal to the norm (at break-even) leading to maintenance of corporate reputational capital; or*
- *below the norm (in deficit) leading to detachment of corporate reputational capital.*

The investigation showed that individuals perceive a gap to exist between perceptions and expectations of CSP. Given the past history of South Africa, which was characterised during the apartheid era by injustice and discrimination in social and business contexts, our findings agree with Carroll and Buchholtz (2000) that social expectations continue to rise and the gap between expectations and actual performance is exacerbated by increasing levels of unemployment, poverty and environmental pollution, and thus the gap is widening over time at an "aggregated societal level" (Coldwell & Joosub, 2014). However, the study does not support their argument that the expectations and actual gap are in sync with each other, where expectations are always seen as being consistently far above perceptions of CSP. In contrast, our study supports the findings of Coldwell and Joosub (2014) in their exploratory model of surplus, break-even and deficit, which suggests the perceptions/expectations of CSP are not simply two parallel lines, but intersections are possible.

This study examined the CSP of individual organisations, based on participants' ranking, and the results show that companies that engage in CSR are perceived by individuals to have closed the gap and to be in an equilibrium zone, which indicates that the companies that fulfil societal responsibilities through CSR are doing what society expects them to. The findings are congruent with Coldwell's (2001) argument that "although the expected and actual social performance gap can be seen to be widening over time at the 'aggregated' societal level, it is postulated that individual organisations may, wholly or partially, be able to close up the gap" (Coldwell & Joosub, 2014b).

The second research question was *"Does individual positive perception of a company's CSP influence their purchasing behaviour?"* This section of the research focused on trying to establish a link between intent to buy and actual purchase behaviour influenced by a company's CSP. The conclusion is that the CSP of companies has a direct effect on actual individual purchases of goods and services. This study revealed that although participants understand what CSR is and are aware of the types of CSR activities that companies should engage in, they have a low rate of awareness of the specific CSR activities of the companies they actually purchase goods and services from. Given more information about the CSR activities of the fictional companies used in the study, the participants claimed to be more willing to purchase goods and services from a company that engages in CSR than a company that does not.

Although individuals stated that a company's CSR does have an impact on their actual purchase decisions, the study concluded that CSR plays a minor role in these decisions and, from the qualitative data in the follow-up interviews, identified a number of other factors that are a greater influence. The other factors that influence purchase decisions are price, quality, necessity, customer service, brand, convenience, health and safety, crisis management and animal welfare. This finding indicates that individuals distinguish between core, central, and peripheral factors in their actual purchase behaviour. This is in accordance with other research that affirms that CSR has a positive effect on consumer evaluations of a company and its products, and leads to increased willingness to purchase goods and services (Brown & Dacin, 1997; Sen & Bhattacharya, 2001). However, it also confirms the conclusion from previous studies that CSR is not "at the top of many consumers' lists" when shopping (Beckmann, Christensen & Christensen, 2001; Belk, et al., 2005; Bray, et al., 2011; Lichtenstein, Drumwright & Braig, 2004). In particular, price and quality have a major impact on participants' decisions about where to buy products.

This study also concludes that in contrast to Carroll's (1991, p. 42) argument that "economic responsibilities are the basic foundation upon which all the other (legal, ethical and philanthropic responsibilities) rest", individuals in South Africa do not regard economic responsibilities as a component of CSR, and hence it does not impact their actual purchase decisions. Ethical, philanthropic responsibilities are regarded by participants as the most important, followed by legal responsibilities. Visser (2006) is of the opinion that "improved ethical responsibilities, incorporating good governance, *should* be assigned the highest priority in Africa, since this provides the key to improvements in all the other dimensions, including economic development, rule of law and voluntary action".

The third research question was "*Does individual perception of a company's CSP affect its reputation capital?* The notion that individuals reward a company with a good reputation was analysed from the perspective of a company's CSP. This was done by assessing the company's fulfilment of individual expectations in different areas, which was necessary for answering the fourth research question as well. The results show that the social performance of a company has a positive impact on its reputation. A company that fulfils consumer expectations generates desirable returns through enhanced reputational capital. The CSR-derived reputational capital positively influences consumer purchasing behaviour and helps in crisis management.

There is no doubt, therefore, that CR in a holistic sense is a tool that can deliver a competitive advantage for companies that practice CSR. However, the findings of this study show that CSR-derived reputational capital is not, in itself, a major determinant of individual evaluations of companies (see Table 4.10 and 4.11). Although, emotional appeal and social responsibility did not have a major influence on companies' reputation, the individuals do consider these variables in their purchasing decisions (see Table 4.12). The extent to which CSR influences reputation was not tested, but in general, it gives a company that engages in CSR a competitive advantage over those that do not engage in CSR.

Our fourth research question is *"Does perceived CSP-derived reputational capital protect a company during a crisis?"* Participants were provided with a short case study regarding the CSP of two fictitious companies and a subsequent crisis situation. Fictitious companies were used because we were interested in the ability of our CSR manipulation to affect the reputation of a company in a product-harm crisis. The findings were that reputation capital is likely to diminish during a crisis, but it can be restored faster and with less damage if the pre-crisis CSR reputation of the company was good.

The results of this study support the premise that individuals' prior perceptions of companies' CSR strongly affect the reputation of the companies. Moreover, individuals tend to identify more with a company with a good CSR reputation, which plays a role in evaluating a company. This is shown where CSR associations have a strong and direct impact on consumers' attributions, such as when a company with good prior CSR reputational capital is given the benefit of the doubt and easily forgiven following a crisis. These attributions of blame influence actual purchase behaviours. Good prior CSR reputational capital acts as a buffer against reputational damage, which is evident from individuals' willingness to purchase from the company after the crisis. A bad prior CSR reputation was shown to expose the company to more scrutiny and blame for the crisis, which translates into a refusal to purchase products from the company.

7.2.3 Conclusions based on the results of the interview

The students were interviewed, as a follow-up of the survey conducted earlier, to investigate their perceptions of the CSP of some South African companies and how this affects their actual purchasing behaviour. The conclusions for each question are discussed below:

Our first interview question is: *"What do you understand by the term CSR?"* This was a prerequisite questions to select participants who had knowledge of what CSR entails and, hence able to answer subsequent questions. It can be concluded that the participants were familiar with the term CSR and could explain in their own words what it means, and could distinguish between different forms of CSR even though their views were diverse. The interview results were similar to the survey results as both demonstrated that the participants associate more with the ethical and social dimensions of Carroll's (1991) CSR pyramid than with the economic and legal dimensions. They also show that environmental responsibilities are perceived by participants to be an important component of CSR.

Our second and third interview questions are: *"Name one company you think is a good CSR performer and one company you think is a bad CSR performer, respectively."* Most of the participants could identify companies that practice CSR and specify what activities they engage in, which affirm that they understand the CSP of companies they purchase goods and services from. In general, the social responsibility activities most companies engaged in mentioned by participants included charity donations, education, scholarships or training, sport, health, and provision of employment. Also, participants could identify some of the companies they perceived as poor CSR performers. The reasons they gave to justify their responses included; selfishness, corruption, health threats, environmental pollution, and poor customer service.

Our fourth and fifth interview questions are: *"How likely would it be that you would buy goods and services from a company with a good CSR reputation, and how likely would it be that you would buy goods and services from a company with a bad CSR reputation, respectively* measuring responses ,using a scale of 1(very unlikely) to 5 (very likely) and state the reason why they felt this The findings conclude that participants are more likely to purchase goods and services from the companies that fulfill customer expectations through CSR than from the companies that do not engage in CSR. Among the reasons they gave are: loyalty to and trust in the company and its products, company care for community well-being, and concern for environmental sustainability. However, not all participants had the same view-point, there was a group of participants who highlighted the fact that their purchase decisions are not necessarily based on a company's CSP. They argue that although they prefer not to purchase goods and services from a company with a bad CSR reputation, they sometimes do purchase from them because of other factors such as: necessity, supply, low prices, quality of products, reliability, and specific brands.

Our Sixth interview question *is: "Are there any other aspects of a particular company that might sway your purchasing decision other than CSR reputation? What are those?"* The findings conclude that although CSP of a company plays a role in individual purchasing decisions, it is not the only factor that determines actual purchases of goods and services from those companies. Other factors that that influence the likelihood of purchasing goods from a company, irrespective of its CSP, include; price, quality, necessity, customer service, convenience, brands, health and safety, crisis management, animal welfare, and the environment.

7.3 Contribution to knowledge of the study

The study is the first to investigate the effects of CSP on actual individual purchasing behaviour, reputation capital and crisis endurance using South African university students. It makes a number of contributions to the theory and practice of CSR positioning and its strategic benefits.

7.3.1 Theoretical contributions

The findings highlight the influential role of CSR in buying behaviour at the grass root level in an African context, and the study has therefore extended theoretical understanding in the field of CSR and how it affects variables differently in developing countries. The investigation confirms the general applicability of Carroll's (1991) four-part model of CSR to individual purchase decisions in South Africa, but challenges the specific applicability of the order of relative importance of these responsibilities to developing countries, as pointed out by Visser (2006). In addition, Visser (2006) criticises Carroll's model for not including the environmental aspect of CSR, which has grown in importance since Carroll developed his model and now demands to be included, since climate change and its environmental ramifications are high on the international research agenda, and are the focus of considerable media attention.

According to the individuals' responses in this study, philanthropic and ethical responsibilities are the most valued domain when assessing the CSP of companies, followed by economic, and finally legal responsibilities. Prioritising philanthropic and ethical responsibilities relates to the various social and economic inequalities that South Africans experience, reflecting the legacy of the apartheid era. Ranking legal responsibilities last reflects the mistrust created by historical circumstances and contemporary perceptions of inefficiency, unreliability and corruption in government and public and private institutions.

The current research makes a contribution towards understanding the extent to which CSR influences actual individual purchase behaviour, in support of other studies that claim it does. One of the most striking outcomes of this study is the finding that CSR plays only a minor role in individual actual purchase behaviour, and a number of other factors, most notably price and quality, are more important.

This study also enhances the theoretical knowledge of individual expectations of CSP and actual CSP of companies in South Africa. Our study validates Coldwell & Joosub's (2014) exploratory model of surplus, break-even and deficit in the relationship between actual and expected CSP. As a foundational stance, this study agrees with Carroll and Buchholtz's (2000) argument that the gap between expectations and actual performance is widening over time at an "aggregated societal level". However, it does not support their argument that the expectation/actual gap runs parallel, where expectations are consistently above perceptions of actual CSP. The Coldwell and Joosub (2014) model of surplus, break-even and deficit is more applicable to this study since it suggests that intersections bridging the perception/expectation gap are possible, especially when organisations are examined individually.

7.3.2 Managerial contributions

Our results have a number of important managerial implications. First, the findings indicate that CSR plays an important role in individuals' evaluations of company performance. Generally, individuals perceive companies that engage in CSR more favourably than those that do not, which can translate into actual purchases, enhanced reputation, and greater resilience in case of a crisis. The use of dialectical methodological approaches, as suggested by Coldwell (2007), "provides scientifically-oriented, tested evidence that allows management to generate the kind of valid decision-making on which the health of organisations depend, while taking account of (through the transience of the dialectical synthesis) the dynamically changing environment in which business operates today". This has an implication for managers and owners and they should recognise that in order for CSR to pay-off, the organisation must adapt and align its CSR activities with the concerns of key stakeholders, especially consumers.

The study highlights the fact that individual perceptions of companies' CSP vary considerably, not surprisingly given the diverse cultural and social backgrounds of the people of South Africa. It is imperative, therefore, that for organisations to integrate CSR into their core business strategy they must address the needs of the customers in their own cultural environments, taking into account the country's legislation, industry charters, and norms and standards. More importantly, management needs to realise that a company's economic responsibilities are not its only responsibilities, and may not be sufficient to influence consumers. Philanthropic, ethical and legal responsibilities also need to be given substantive priority. The findings indicate that a company with a well-defined code of ethics, that has a clear philosophy of social engagement, that is committed to sustainable development and environmental awareness, that builds a positive relationship with consumers, and that adheres to legal and other regulations, gains a competitive advantage over its competitors.

Second, managers should focus on visible CSR activities if they are to make a difference for the organisation. Lack of awareness of specific CSR activities emerged as one of the major reasons for individuals' relative lack of knowledge of CSR. For instance, participants expressed their interest in linking actual purchase behaviour to CSR, but were not always able to do so because of a lack of information about the CSR activities of the companies they purchase goods and services from. According to Sen et al. (2006), this lack of knowledge constitutes a significant obstacle to the firm's gaining strategic benefits from CSR activities. Informed individuals are more likely to base their evaluations of the CSR of companies on real practices and programmes. Management needs to communicate more effectively to increase consumer CSR awareness, by developing and disseminating relevant CSR information through reliable channels that are accessible for a wide audience.

Third, management should note that the findings of the current research, in support of previous findings reported in the literature, indicate that a considerable number of consumers already do consider a company's level of social responsibility in their actual purchase decisions (Ross et al., 1992; Jones, 1997). Managers of different types of business entities should seek to appeal to this group, by understanding stakeholder expectations and looking for ways to create, support and sustain CSR programmes that go beyond primary economic responsibility to include social and environmental responsibilities that foster a sense of identification and satisfaction with the company. Management can do this by actively involving people in their CSR initiatives because participants in this study showed an interest in feeling a sense of belonging and being a part of a bigger cause. It is also apparent that participants are sensitive to the social inequalities existing in South Africa and this calls for managers to look for ways to develop the trust of these consumers and engage in meaningful and credible CSR programmes that look to their specific social needs.

Fourth, given the diversity of information available and the ease of accessing it, coupled with the availability of almost indistinguishable equal quality products and price parity, product and price strategies should no longer be the only factors for competition and keeping customers loyal. This study reveals that reputational capital is becoming more important as an intangible corporate asset and a means of positioning itself in society. CSR engagement enhances reputation capital and is capable of impacting on individual purchase behaviour and sustaining a company through an unusual event or crisis. Management should, therefore, implement strategic CSR initiatives that enhance reputation capital as a matter of priority.

Lastly, management should consider that individually-perceived CSR reputation is determined a priori in the marketplace, and it can determine attribution of blame during a crisis. This study found that individuals do not want to buy a product that could potentially cause harm, and given a choice of purchasing from a company that has a good CSR reputation and one that does not, they tend to opt for the company that engages in CSR, and are more likely to attribute blame to the company that does not have a good CSR reputation. This finding indicates that that companies that do not have CSR-derived reputational capital are disadvantaged during and after a crisis since CSR actions have been proven to sustain a company and limit reputational damage.

7.3.3 Public Policy contributions

The findings of this study have implications for public policy makers. Since benefits accrue from CSR engagement, government should encourage companies to play a stronger role in mitigating social issues. Because the concept of social responsibility includes an organisation’s relationship with the society in which it operates, it has the potential to contribute to solving the most significant national problems facing our society. Government needs to strengthen corporate accountability and responsibility, provide meaningful incentives for companies to improve their social performance, and facilitate enforcement of CSR policy frameworks and legislation.

This study suggests that to improve CSR engagement by companies, policy makers should educate the public on what CSR entails and why it is significant, thereby promoting a greater understanding of how the community benefits. They should also make information on the social responsibility performance of companies widely available through effective channels such as the internet and the media. Apart from strengthening structures covered by the King Code and the JSE's Social Responsibility Investment Index, policy makers should also enhance legislation such as the Black Economic Empowerment Act to ensure it redresses the ills of the past and promotes equal economic participation among all the citizens of the country.

Finally, specific policies need to be designed to encourage CSR communications, especially of small companies that contribute to social responsibility in their communities but are not listed on the JSE and so are disadvantaged when it comes to reporting on their social responsibilities. This can be done by setting up other regulatory bodies to monitor and report social responsibility programmes, which will regulate and protect consumers from false and misleading information.

7.4 Limitations of the Study

Our findings are limited in a number of ways such as their generalisability. This study tested theory at a particular time and place and collected data through a permission-based university ethics process. It used students from a single university as a sample group that cannot be considered to be representative of the entire population, and this represents a narrow context of study and limits generalisability to all consumers in South Africa, in Africa, or in the developing world in general.

Also since the university already had a suitable survey mechanism in place for academic research, it made it possible to access a relatively large number of participants quickly and easily.

Another limitation of this study was the use of Carroll's (1991) pyramid of CSR as a measurement construct since its accuracy and relevance in an African context have been challenged earlier by South African scholars. Efforts were made to address such challenges by using a mixed methods approach which combined an analysis of quantitative and qualitative data that presented a more complete picture of CSP in the South African context. The mixed method approach used also helped to counteract the problem of common method variance that studies of this kind are vulnerable to.

While the results showed a positive linear relationship between participants' perceptions of companies' CSP and their purchase behaviour, these were very modest with adjusted *R* square (coefficient of determination) equal to 0.225. CSR, however, did not act as a significant moderator of perceptions of CSP by individuals. These findings suggest that participants are generally sceptical about company commitments to CSR, which accentuates the fact that CSR initiatives undertaken by companies may not necessarily translate to actual individual purchases of the products that company sells.

Also, the study focused on only one type of corporate crisis – a product-harm crisis that affected two stereotypical companies, one with good CSP and one with bad CSP. Future research is needed to examine different types of crises that a company might encounter, from a wider point of view. The use of fictitious companies in the scenario did not capture the range of nuanced and variable approaches to CSR that actually exist in real companies. It also did not reflect real situations where individuals have an ongoing relationship with a firm and its products, and identify with and commit to specific companies for a variety of reasons. Dean (2004) suggests that negative information about a company is processed differently by loyal customers versus non-customers, and this was difficult to replicate with fictitious scenarios. Individuals' reactions to crises are influenced by the nature of the crisis and many other factors apart from the CSR reputation of the company involved. For example, reactions to crises that result in death, as in our scenario, have more emotional responses than those that do not, and such reactions influence the results of a study differently.

7.5 Recommendations for Future Research Directions

Despite the above limitations, the present study contributes theoretically and empirically to the understanding of the effects of CSP on individual purchase behaviour, reputation capital and crisis management. To expound on the contributions this study has made, further investigation is required in a number of ways. First, as this study is the first known empirical research into the effects of CSP on individual purchase behaviour, reputation capital and crisis management in South Africa, it can serve as the foundation for future research both in this country and further afield. Future research can extend the study to a more inclusive population from additional regions, and surveys of larger and more representative samples. Replication studies in other populations would be beneficial to better understand the effects of CSP in other social, cultural and economic contexts, especially in developing countries. Other research could seek evidence of causality through longitudinal studies to increase understandings of the effects of CSP on individual behaviours.

Second, methodologically, this study applied Carroll's (1991) CSR pyramid, formulated in the context of a developed Western country, to test individual perceptions of CSR in South Africa, a developing country. The findings show that differences between the two contexts challenge the relevance and applicability of Carroll's pyramid, especially with regard to the relative priorities of CSR in non-Western contexts. Because of its complex and painful history, future research should focus on how CSR is understood and implemented in South Africa, specifically, in contrast to other African countries and other developing countries. Further research is called for that explores alternative CSR theories and frameworks for understanding CSR in general, and in Africa in particular. Idowu and Filho (2009, p. ix) report that "a gap exists in our [understanding] of how corporate entities in different political settings, economic contexts and cultural circumstances around the world understand, perceive and are indeed practising ... social responsibility". Therefore, aspects like culture, political setting and economic foundation need to be investigated to assess how theoretical frameworks can be developed and applied.

Third, the findings show that a CSP perception/actual behaviour gap exists, in association with expectations of companies' CSP and companies' actual CSP. This calls for a better understanding of the relationship between individual perceptions/expectations gaps, to guide theoretical and analytical direction. More specifically, since the findings revealed the minor role of CSR in individual purchase behaviour, further research is needed to expand on CSR and include other factors that influence purchase behaviour. The low awareness rate of CSR among participants' calls for further studies to examine potential communication strategies for communicating CSR activities more effectively and generating favourable CSR evaluations. Further research could also focus on other types of crises, especially actual crises that have been experienced, as well as other factors that affect reputation during a crisis situation, since highlighted the limitations of focusing on a specific, imaginary crisis.

7.6 Conclusion

A mixed method technique was used in this study in which both qualitative and quantitative methods were used to study the same phenomenon. The quantitative and qualitative results were then triangulated. The quantitative and qualitative components were designed to relate explicitly to each other so that the qualitative data augmented the quantitative outcomes, and helped corroborate them. The qualitative approach verified and extended important quantitative findings, producing a more in-depth understanding of respondents' perceptions of the effects of CSP on individual purchase behaviour, reputation capital and crisis management. The use of the two different but complimentary methods enhanced the internal validity of the research overall, as data were collected from the same participants, on the same topic; and therefore gave greater confidence of their validity. Other benefits of using MM approach are that the one method can be used to overcome the limitations of the other. This is evident when qualitative data helped enhance the understanding of the quantitative data in the three focal areas of study.

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APPENDICES

Appendix 1: Pilot survey questionnaire

<u>RESEARCH TITLE</u>

THE EFFECTS OF PERCEPTIONS OF CORPORATE SOCIAL PERFORMANCE ON INDIVIDUAL PURCHASING BEHAVIOUR, REPUTATION CAPITAL AND CRISIS MANAGEMENT: A MIXED METHODS STUDY

Good day,

My name is Roselyne Koech. I am conducting a research on corporate social performance as part of my PhD research requirements at the University of Witswatersrand, Johannesburg, South Africa. Your participation and contribution is highly appreciated.

This questionnaire is intended to gather information on whether perceptions of expected versus actual corporate social performance of companies affects individual purchase behaviour, their reputation capital and crisis management. The questionnaire is categorized into three sections: Part A is mainly concerned with questions on CSP and individual purchase behaviour; part B consists of questions on CSP and reputation capital; part C is concerned with questions on CSP and crisis management, and part D asks general personal information.

This is a voluntary consent to take part in this research. Please try to answer all the questions openly and genuinely. There are no correct or incorrect answers, so indicate what you really feel in each question. I assure you that your responses will be treated strictly confidential and used for academic purposes only. The survey will take approximately 30-40 minutes.

Thank You in advance.
Name of researcher: Roselyne Koech
Position: PhD student, School of Economics and Business Sciences
Contact of Researcher: 074 049 8214

<u>PART A. Perceptions of corporate social performance, propensity to purchase and Reputation capital questionnaire</u>

1. What do you understand by Corporate Social Responsibility (CSR)?

2. a. Name one company you think is a good CSR performer

   b. Name one company you think is a bad CSR performer

3. a. How strongly do you feel about purchasing goods/services from company with good CSR?

   Very low propensity to purchase 1 2 3 4 5 6 7 8 9 ***Very high propensity to purchase***

   Why do you feel this way?...

4. b. How strongly do you feel about purchasing goods/services from company with bad CSR?

   Very low propensity to purchase 1 2 3 4 5 6 7 8 9 ***Very high propensity to purchase***

   Why do you feel this way?...

5. Does their corporate social performance (CSP) influence your decision to purchase from the companies you have named above?

   Absolutely agree 1 2 3 4 5 6 7 Not at all

6. a. In terms of actual CSP versus expected CSP, in your view, how well do you think company with good CSR has performed under the following categories:

   Economic (is profitable)
   Poor 1 2 3 4 5 6 7 *Excellent*

   Legal (obey the law)
   Poor 1 2 3 4 5 6 7 *Excellent*

   Ethical (do what's right, just and fair; avoid harm)
   Poor 1 2 3 4 5 6 7 *Excellent*

   Philantrophic (contribute resources to community; improve quality of life)
   Poor 1 2 3 4 5 6 7 *Excellent*

   b. In terms of actual CSP versus expected CSP, in your view, how well do you think company with bad CSR has performed under the following categories:

   Economic (is profitable)
   Poor 1 2 3 4 5 6 7 *Excellent*

Legal (obey the law)
Poor 1 2 3 4 5 6 7 *Excellent*

Ethical (do what's right, just and fair; avoid harm)
Poor 1 2 3 4 5 6 7 *Excellent*

Philantrophic (contribute resources to community; improve quality of life)
Poor 1 2 3 4 5 6 7 *Excellent*

Part B: Consumer Perceptions of CSP on Reputation Capital
Based on the companies you named in 2a (good CSR performers) and 2b (bad CSR performers) above, please indicate using a scale of 1 to 6 how you perceive the reputation of the companies (with "**1**" being absolutely disagree and "6" being absolutely agree) using the subsequent attributes of the 6 drivers of corporate reputation listed below.

Note: ***For easy reference, let's call company with good CSP, Company A; and Company with bad CSP, Company B.***

1. How do you perceive the reputation of Company A (good CSP) and Company B (Bad CSP)?

a) Emotional Appeal

- **I have good feeling about the company**
  Company A. absolutely disagree 1 2 3 4 5 6 absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6 absolutely agree

- **I admire and respect the company**
  Company A. absolutely disagree 1 2 3 4 5 6 absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6 absolutely agree

- **I trust the company**
  Company A. absolutely disagree 1 2 3 4 5 6 absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6 absolutely agree

b) Products and Services

- **I stands behind products/services**

Company A. absolutely disagree 1 2 3 4 5 6
absolutely agree

Company B. absolutely disagree 1 2 3 4 5 6
absolutely agree

- **Company offers high quality products/services**

Company A. absolutely disagree 1 2 3 4 5 6
absolutely agree

Company B. absolutely disagree 1 2 3 4 5 6
absolutely agree

- **Company develops innovative products/services**

Company A. absolutely disagree 1 2 3 4 5 6
absolutely agree

Company B. absolutely disagree 1 2 3 4 5 6
absolutely agree

- **Company offers products/services that are good value**

Company A. absolutely disagree 1 2 3 4 5 6
absolutely agree

Company B. absolutely disagree 1 2 3 4 5 6
absolutely agree

c) Vision and Leadership

- **Company has excellent leadership**

Company A. absolutely disagree 1 2 3 4 5 6
absolutely agree

Company B. absolutely disagree 1 2 3 4 5 6
absolutely agree

- **Company has a clear vision for the future**

Company A. absolutely disagree 1 2 3 4 5 6
absolutely agree

Company B. absolutely disagree 1 2 3 4 5 6
absolutely agree

- **Company recognizes/takes advantage of market opportunities**

Company A. absolutely disagree 1 2 3 4 5 6
absolutely agree

Company B. absolutely disagree 1 2 3 4 5 6
absolutely agree

d) Workplace Environment

- **Company is well managed**
  Company A. absolutely disagree 1 2 3 4 5 6
  absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6
  absolutely agree

- **Company looks like a good company to work for**
  Company A. absolutely disagree 1 2 3 4 5 6
  absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6
  absolutely agree

- **Company looks like it has good employees**
  Company A. absolutely disagree 1 2 3 4 5 6
  absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6
  absolutely agree

e) Financial Performance

- **Company has record of profitability**
  Company A. absolutely disagree 1 2 3 4 5 6
  absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6
  absolutely agree

- **Company looks like a low risk investment**
  Company A. absolutely disagree 1 2 3 4 5 6
  absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6
  absolutely agree

- **Company shows strong prospects for future growth**

Company A. absolutely disagree 1 2 3 4 5 6
absolutely agree

Company B. absolutely disagree 1 2 3 4 5 6
absolutely agree

- **Company tends to outperform its competitors**
  Company A. absolutely disagree 1 2 3 4 5 6
  absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6
  absolutely agree

f) Social Responsibility

- **Company supports good causes**
  Company A. absolutely disagree 1 2 3 4 5 6
  absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6
  absolutely agree

- **Company environmentally responsible**
  Company A. absolutely disagree 1 2 3 4 5 6
  absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6
  absolutely agree

- **Company treats people well**
  Company A. absolutely disagree 1 2 3 4 5 6
  absolutely agree

  Company B. absolutely disagree 1 2 3 4 5 6
  absolutely agree

2. How important are the six attributes named above in your decision making on where to purchase your goods and/or services?

Emotional Appeal
Less important 1 2 3 4 5 6 very important

Products and Services
Less important 1 2 3 4 5 6 very important

Vision and Leadership
Less important 1 2 3 4 5 6 very important

Workplace Environment

Less important	1	2	3	4	5	6	very important

Financial Performance

Less important	1	2	3	4	5	6	very important

Social Responsibility

Less important	1	2	3	4	5	6	very important

<u>PART C: CSP, Reputation capital and Crisis Management questionnaire</u>

Preamble information

The purpose of this study is to determine how you as college students respond to companies with good CSP versus companies with bad CSP during a crisis. Two scenarios are provided, with fictitious "Company A" being company with good CSP and fictitious "Company B" as company with bad CSP. Please read carefully both scenarios and answer to the questions that follow:

<u>Scenario A</u>

South African retail group Company A was among the companies named the 2013 international "responsible retailer of the year" at the World Retail Congress in London this year. It is the third consecutive time company A has received the award. Company A was shortlisted in recognition of their commitment to improving the lives of people and doing their best to protect the planet. Company A's 2015 good business journey programme focuses on six areas: sustainable farming, protecting water supplies, reducing energy use, improving waste management, making a contribution to social development and supporting transformation initiatives. For example, company A donates R500, 000 in Scholarships per year to the top performing students from poor backgrounds. The company also encourages volunteerism to benefit the community. It is one of only five South African companies - and the country's only retailer - to be included on the world's most respected sustainability index, the Dow Jones Sustainability Index (DJSI). Company A was also named as one of the 16 sustainability champions in the developing world by the World Economic Forum, as well as being listed as one of the 10 most innovative companies in South Africa by Forbes Magazine in July this year.

<u>Scenario B</u>

Company B is also one of the fastest growin*g retailers* in *South Africa and key competitor of Company A.* It is one of the most innovative food companies and takes leading-edge technology, and focus on a strong commitment to quality to improve on their sales volume. However, Company B had been ranked as last of 10 major food companies on corporate social responsibility index. It was specified that Company B is not viewed as socially responsible; it has been placed at the bottom of similar responsibility rankings in the past. Company B has been criticized severally by various groups, including consumer groups and watchdogs, concerning a variety of issues including a poor environmental record, questionable labour practices (including allegations of involvement with paramilitary organisations in suppression of trade unions), questionable marketing strategies, poor customer service and violates tax laws. For example, company B has sometimes frustrated the civic leaders of those communities in which it operates. It has repeatedly challenged its property tax assessment in court, claiming the tax is too high; even though the property taxes are used to support the local schools.

Company A and B Milk scandal

Recently both company A and B, faced a milk scandal, involving milk and infant formula, adulterated with melamine. Both companies have contracted with Company X, the country's largest trader of dairy products, to supply their dairy products. The chemical appeared to have been added to milk to cause it to appear to have higher protein content. (Melamine itself is nitrogen-rich and is sometimes illegally added to food products to increase their apparent protein content. Melamine is known to causerenal and urinary problems in humans and animals when it reacts with cyanuric acid inside the body). Due to the scandal, tainted milk formula had sickened more than 1,200 children with 20 infants reported of dying from kidney stones and other kidney damage, while others remain hospitalised. More than 1,300 others, mostly elderly, remain hospitalised with 158 suffering from acute kidney failure. The issue raised concerns about food safety in the two retail companies.

1. In general, what do you think of Company A
I respect company A
Strongly agree 1 2 3 4 5 6 7 strongly disagree

I trust products of company A
Strongly agree 1 2 3 4 5 6 7 strongly disagree

I have very positive feelings toward company A
Strongly agree 1 2 3 4 5 6 7 strongly disagree

2. In general, what do you think of Company B
I respect company B
Strongly agree 1 2 3 4 5 6 7 strongly disagree

I trust products of company B
Strongly agree 1 2 3 4 5 6 7 strongly disagree

I have very positive feelings toward company B
Strongly agree 1 2 3 4 5 6 7 strongly disagree

I will purchase products of company B
Strongly agree 1 2 3 4 5 6 7 strongly disagree

3. If the price and quality of the products of company A and B are the same;
- o I am more likely to purchase goods/services from company A than company B
- o I am more likely to purchase good/services from company B than company A
- o I am neutral at purchasing from either company

4. a. How do you feel about Company A after the scandal?
I think Company A should be punished

Strongly agree	1	2	3	4	5	6	7	strongly disagree

I am sympathetic to Company A

Strongly agree	1	2	3	4	5	6	7	strongly disagree

I am still going to trust products of company A

Strongly agree	1	2	3	4	5	6	7	strongly disagree

b. How do you feel about Company B after the scandal?
I think Company B should be punished

Strongly agree	1	2	3	4	5	6	7	strongly disagree

I am sympathetic to Company B

Strongly agree	1	2	3	4	5	6	7	strongly disagree

I am still going to trust products of company B

Strongly agree	1	2	3	4	5	6	7	strongly disagree

5. a. I consider reputation of company A as:
- Good
- Bad

b. I consider reputation of company B as:
- Good
- Bad

c. The CSP of the companies influence my response above:
- True
- False

d. The milk scandal will affect the reputation of:
- Company A
- Company B
- Both companies

e. In my view, the milk scandal:
- Will affect the reputation of company A more than company B
- Will affect the reputation of company B more than company A
- Will affect both companies equally

PART D: General background information

Finally, please tell us a little about yourself…
a. What is your gender?
- Male
- Female

b. What is your age?

- 18 - 22
- 23-27
- 28- 32
- 32- 36
- 37 - 41
- 42 - 46
- 46 - above

c. Level of education

- Undergraduate
- Postgraduate

d. Please specify your ethnicity or Race?

- African
- Coloured
- Indian/Asian
- White
- Other

e. Which province do you come from?

- The Eastern Cape.
- The Free State.
- Gauteng.
- KwaZulu-Natal.
- Limpopo.
- Mpumalanga.
- The Northern Cape.
- North West.
- Western Cape

THANK YOU FOR YOUR TIME

Appendix 2: Main survey questionnaire

RESEARCH TOPIC

The Effects of Perceptions of Corporate Social Performance (CSP) on Individual Purchasing Behaviour, Reputation Capital and Crisis Management: A Mixed Methods Study

Good day,

My name is Roselyne Koech. I am conducting a research on corporate social performance as part of my PhD research requirements at the University of Witswatersrand, Johannesburg, South Africa. Your participation and contribution is highly appreciated.

This questionnaire is intended to gather information on whether perceptions of expected versus actual corporate social performance of companies affects individual purchase behaviour, their reputation capital and crisis management. The questionnaire is categorized into three sections: Part A is mainly concerned with questions on CSP and individual purchase behaviour; part B consists of questions on CSP and reputation capital; part C is concerned with questions on CSP and crisis management, and part D asks general personal information.

This is a voluntary consent to take part in this research. Please try to answer all the questions openly and genuinely. There are no correct or incorrect answers, so indicate what you really feel in each question. I assure you that your responses will be treated strictly confidential and used for academic purposes only.

Thank you in advance.
Name of researcher: Roselyne Koech
Position: PhD student, School of Economics and Business Sciences
Contact of Researcher: 074 049 8214

CONSENT FORM

Full title of thesis:
The Effects of Perceptions of Corporate Social Performance on Individual Purchasing Behaviour, Reputation Capital and Crisis Management: A Mixed Methods Study

Name of Researcher: Roselyne Koech
Position: PhD student, school of Economics and Business Sciences
Contact of Researcher: 074 049 8214

We need your CONSENT to participate in the study.
Please indicate "YES" or "NO" to the following statements:

	Please initial box	
	YES	**NO**
1. I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions.		
2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.		
3. I agree to take part in the above study.		
4. I agree that the information I give may be used in research reports and that these reports will not reveal my personal identity.		
5. I agree that my data gathered in this study may be stored (after it has been anonymised) in a specialist data centre and may be used for future research.		

____________________ ____________ __________________

Name of Participant Date Initials

____________________ ____________ __________________

Name of Researcher Date Initials

Part A: Effects of *Perceptions of Corporate Social Performance and Individual Actual purchasing behaviour*

Q1. **What do you understand by corporate social responsibility (CSR)?**

Q2a. Name one South Africa Company whose CSR performance you would rate as good/commendable

Q2b. Name one South Africa Company whose CSR performance you would rate as bad/unpraiseworthy

Q3. How likely would it be that you would buy goods/services from a company with a good CSR reputation?

☐ Very Unlikely
☐ Unlikely
☐ Undecided
☐ Likely
☐ Very Likely

Q4. How likely would it be that you would buy goods/services from a company with a bad CSR reputation?

☐ Very Unlikely
☐ Unlikely
☐ Undecided
☐ Likely
☐ Very Likely

Q5. Does their corporate social performance (CSP) influence your decision to purchase from the companies you have named above?

☐ Strongly Disagree
☐ Disagree
☐ Neither Agree nor Disagree
☐ Agree
☐ Strongly Agree

Q6. In terms of actual CSP versus expected CSP, in your view, how well you think company with good CSR has performed under the following categories?

	Poor	Fair	Good	Very Good	Excellent
Economic (is profitable)	☐	☐	☐	☐	☐
Legal (obey the law)	☐	☐	☐	☐	☐
Ethical (do what's right, just and fair; avoid harm)	☐	☐	☐	☐	☐
Philanthropic (contribute resources to community; improve quality of life)	☐	☐	☐	☐	☐

Q7. In terms of actual CSP versus expected CSP, in your view, how well do you think company with bad CSR has performed under the following categories?

	Poor	Fair	Good	Very Good	Excellent
Economic (is profitable)	☐	☐	☐	☐	☐
Legal (obey the law)	☐	☐	☐	☐	☐
Ethical (do what's right, just and fair; avoid harm)	☐	☐	☐	☐	☐
Philanthropic (contribute resources to community; improve quality of life)	☐	☐	☐	☐	☐

Q8. How important to you are the above named attributes when making decision on which company to purchase goods/services from?

	Not at all Important	Very Unimportant	Neither Important nor Unimportant	Very Important	Extremely Important
Economic (*is profitable*)	☐	☐	☐	☐	☐
Legal (*obey the law*)	☐	☐	☐	☐	☐
Ethical (*do what's right, just and fair; avoid harm*)	☐	☐	☐	☐	☐
Philanthropic (*contribute resources to community; improve quality of life*)	☐	☐	☐	☐	☐

Part B: ***Effects of Perceptions of CSP on Reputational Capital of companies***

Based on the companies you named in 2a (good CSR performers) and 2b (bad CSR performers) above. Please indicate using a scale of 1 to 6 how you perceive the reputation of the companies (with "1" being absolutely disagree and "6" being absolutely agree) using the subsequent attributes of the 6 drivers of corporate reputation listed below.

Q9. How do you perceive the reputation of Company A (good CSR performer) in terms of the following attributes?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Emotional Appeal (*has good feeling, admires and respect, and trust the company*).	☐	☐	☐	☐	☐
Products and Services (*offers high quality and good value products/services, develops innovative products/services, I stands behind products/services*).	☐	☐	☐	☐	☐
Vision and Leadership (*has excellent leadership, a clear vision for the future, recognizes/takes advantage of market opportunities*).	☐	☐	☐	☐	☐
Workplace Environment *(is well managed, looks like a good company to work for, looks like it has good employees*).	☐	☐	☐	☐	☐
Financial Performance (*has record of profitability, looks like a low risk investment, shows strong prospects for future growth, tends to outperform its competitors*).	☐	☐	☐	☐	☐
Social Responsibility (*supports good causes, environmentally responsible, treats people well*).	☐	☐	☐	☐	☐

Q10. How do you perceive the reputation of Company B (bad CSR performer) in terms of the following attributes?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Emotional Appeal (*has good feeling, admires and respect, and trust the company*).	☐	☐	☐	☐	☐
Products and Services (*offers high quality and good value products/services, develops innovative products/services, I stands behind products/services*)	☐	☐	☐	☐	☐
Vision and Leadership (*has excellent leadership, a clear vision for the future, recognizes/takes advantage of market opportunities*).	☐	☐	☐	☐	☐
Workplace Environment (*is well managed, looks like a good company to work for, looks like it has good employees*).	☐	☐	☐	☐	☐
Financial Performance (*has record of profitability, looks like a low risk investment, shows strong prospects for future growth, tends to outperform its competitors*).	☐	☐	☐	☐	☐
Social Responsibility (*supports good causes, environmentally responsible, treats people well*).	☐	☐	☐	☐	☐

Q11. How important are the six attributes below in your decision making on where to purchase your goods and/or services?

	Not at all Important	Very Unimportant	Neither Important nor Unimportant	Very Important	Extremely Important
Emotional Appeal	☐	☐	☐	☐	☐
Products and Services	☐	☐	☐	☐	☐
Vision and Leadership	☐	☐	☐	☐	☐
Workplace Environment	☐	☐	☐	☐	☐
Financial Performance	☐	☐	☐	☐	☐
Social Responsibility	☐	☐	☐	☐	☐

Part C: ***Effects of CSP-derived Reputational Capital during a Crisis*** **.**

Preamble information:

The purpose of this study is to determine how you as college students respond to companies with good CSP versus companies with bad CSP during a crisis. Two scenarios are provided, with fictitious "Company A" being company with good CSP and fictitious "Company B" as company with bad CSP. Please read carefully both scenarios and answer to the questions that follow:

Scenario A

South African retail group Company A was among the companies named in the 2013 international "responsible retailer of the year" at the World Retail Congress (WRC) in London this year. It is the third consecutive time company A has received the award. Company A was shortlisted in recognition of their commitment to improving the lives of people and doing their best to protect the planet. Company A's 2015 good business journey programme focuses on six areas: sustainable farming, protecting water supplies, reducing energy use, improving waste management, making a contribution to social development and supporting transformation initiatives. For example, company A donates R500, 000 in Scholarships per year to the top performing students from poor backgrounds. The company also encourages volunteerism to benefit the community. It is one of only five South African companies - and the country's only retailer - to be included on the world's most respected sustainability index, the Dow Jones Sustainability Index (DJSI). Company A was also named as one of the 16 sustainability champions in the developing world by the World Economic Forum, as well as being listed as one of the 10 most innovative companies in South Africa by Forbes Magazine in July this year.

Scenario B

Company B is also one of the fastest growing retailers in South Africa and key competitor of Company A. It is one of the most innovative food companies and takes leading-edge technology, and focus on a strong commitment to quality to improve on their sales volume. However, Company

B had been ranked as among the last of 10 major food companies on corporate social responsibility index. It was specified that Company B is not viewed as socially responsible; it has been placed at the bottom of similar responsibility rankings in the past. Company B has been criticized severally by various groups, including consumer groups and watchdogs, concerning a variety of issues including a poor environmental record, questionable labour practices (including allegations of involvement with paramilitary organisations in suppression of trade unions), questionable marketing strategies, poor customer service and violation of tax laws. For example, company B has sometimes frustrated the civic leaders of those communities in which it operates. It has repeatedly challenged its property tax assessment in court, claiming the tax is too high; even though the property taxes are used to support the local schools.

Q12. In general, what do you think of Company A?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I respect company A	☐	☐	☐	☐	☐
I trust products of company A	☐	☐	☐	☐	☐
I have very positive feelings toward company A	☐	☐	☐	☐	☐
I will purchase products of company A	☐	☐	☐	☐	☐

Q13. In general, what do you think of Company B?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I respect company B	☐	☐	☐	☐	☐
I trust products of company B	☐	☐	☐	☐	☐
I have very positive feelings toward company B	☐	☐	☐	☐	☐
I will purchase products of company B	☐	☐	☐	☐	☐

Q14. If the price and quality of the products of company A and B are the same:

☐ I am more likely to purchase goods/services from company A than company B
☐ I am more likely to purchase good/services from company B than company A
☐ I am neutral at purchasing from either company

Q15. Please state reason(s) for your decision above

Q16. I consider reputation of company A as:
☐ Bad
☐ Neither Good nor Bad
☐ Good

Q17. I consider reputation of company B as:
☐ Bad
☐ Neither Good nor Bad
☐ Good

Company A and B Milk scandal
Recently both company A and B faced a milk scandal involving milk and infant formula, contaminated with melamine. Both companies have contracted with Company X, the country's largest trader of dairy products, to supply their dairy products. However, it is the responsibility of the contracting company to ensure that the dairy products supplied to them have been tested and approved to be safe for human consumption. The chemical appeared to have been added to milk to cause it to appear to have higher protein content. (Melamine itself is nitrogen-rich and is sometimes illegally added to food products to increase their apparent protein content). Melamine is known to cause renal and urinary problems in humans and animals when it reacts with cyanuric acid inside the body. Due to the scandal, tainted milk formula had sickened more than 1,200 children with 20 infants reported of dying from kidney stones and other kidney damage, while others remain hospitalised. More than 1,300 others, mostly elderly, remain hospitalised with 158 suffering from acute kidney failure. The issue raised concerns about food safety in the two retail companies.

Q18. After the scandal, I consider the reputation of Company A as;
☐ Bad
☐ Neither Good nor Bad
☐ Good

Q19. Please state the reason(s) for your decision above:

Q20. After the scandal, I consider the reputation of Company B as;

☐ Bad
☐ Neither Good nor Bad
☐ Good

Q21. Please state the reason(s) for your decision above:

Q22. Considering the milk scandal in both companies, if the price and quality of the products of company A and B are the same;

☐ I am more likely to purchase goods/services from company A than company B
☐ I am more likely to purchase good/services from company B than company A
☐ I am neutral at purchasing from either company

Q23. Please state the reason(s) for your decision above:

Q24. The Corporate Social Performance (CSP) of the companies influence my response above:

☐ True
☐ False

Q25. In my view, the milk scandal:

☐ Will affect the reputation of company A more than that of company B
☐ Will affect the reputation of company B more than that of company A
☐ Will affect the reputation of both companies equally

Part D: ***General Background Information***

Finally, please tell us a little about yourself…

Q26. What is your gender?

☐ Male
☐ Female

Q27. What is your age?

☐ 18 - 24
☐ 25 - 31
☐ 31 - 38
☐ 39 - 45
☐ 46 - Above

Q28. What is your level of education?

☐ Undergraduate
☐ Postgraduate

Q29. Please specify your ethnicity or race?

☐ African
☐ Coloured
☐ Indian/Asian
☐ White
☐ Other

Q30. Which province do you come from?

☐ Eastern Cape
☐ The Free State
☐ Gauteng
☐ KwaZulu-Natal
☐ Limpopo
☐ Mpumalanga
☐ Northern Cape
☐ North West
☐ Western Cape

THANK YOU for your participation and sacrificing some of your valuable time. Without your participation this study is not possible. It is much appreciated.

Appendix 3: Interview questions

Q1. What do you understand by Corporate Social Responsibility (CSR)?

Q 2. Name one company you think is a good CSR performer.

Q3. Name one company you think is a bad CSR performer.

Q4. How likely would it be that you would buy goods and services from a company with a good CSR reputation?

Very unlikely 1 2 3 4 5 *Very likely*

Why do you feel this way?...

Q5. How likely would it be that you would buy goods and services from a company with a bad CSR reputation?

Very unlikely 1 2 3 4 5 *Very likely*

Why do you feel this way?...

Q6. Are there any other aspects of a particular company that might sway your purchasing decision other than CSR reputation? What are those?

Appendix 4: Reliability and validity of measurement scales

Appendix 4A (i) Perceptions of actual vis-à-vis expected CSP of companies with good CSR reputation

Reliability Statistics

Cronbach's Alpha	N of Items
.673	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Economic performance-good CSR company	11.37	3.234	.428	.231	.628
Legal performance - good CSR company	11.25	3.466	.506	.279	.576
Ethical performance - good CSR company	11.32	3.510	.435	.239	.619
Philanthropic performance - good CSR company	11.09	3.429	.457	.226	.604

Appendix 4A (ii): Perceptions of actual vis-à-vis expected CSP of companies with bad CSR reputation

Reliability Statistics

Cronbach's Alpha	N of Items
.420	4

Reliability Statistics (economic eliminated)

Cronbach's Alpha	N of Items
.576	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Economic performance - bad CSR company	6.19	3.796	.073	.018	.576
Legal performance - bad CSR company	7.00	4.194	.289	.180	.313
Ethical performance - bad CSR company	7.23	3.584	.348	.275	.231
Philanthropic performance - bad CSR company	7.69	3.938	.305	.146	.287

Appendix 4A (iii): Perceptions of CSP and purchasing behaviour

Reliability Statistics

Cronbach's Alpha	N of Items
.616	5

Reliability Statistics (economic eliminated)

Cronbach's Alpha	N of Items
.733	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Influence of CSP on individual purchases	14.57	6.538	.421	.243	.537
Importance of Economic in purchases	15.14	7.777	.059	.009	.733
Importance of Legal in purchases	14.14	6.425	.397	.287	.548

Importance of Ethical in purchases	13.94	6.100	.634	.528	.442
Importance of Philanthropic in purchases	14.29	6.207	.474	.332	.507

Appendix 4B (i): Perception of CSP on reputation of company A (good CSR reputation)

Reliability Statistics

Cronbach's Alpha	N of Items
.679	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Reputation co. A-Emotional Appeal	20.69	5.313	.031	.043	.626
Reputation co. A - Products and services	20.54	4.334	.448	.267	.384
Reputation co. A - Vision and leadership	20.52	4.987	.348	.270	.448
Reputation co. A - Workplace Environment	20.54	4.792	.359	.201	.438
Reputation co. A - Financial Performance	20.54	4.875	.362	.213	.439
Reputation co. A - Social Responsibility	20.30	5.046	.214	.066	.506

Appendix 4B (ii): Perception of CSP on reputation of company B (bad CSR reputation)

Reliability Statistics

Cronbach's Alpha	N of Items
.713	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Reputation co. B - Emotional Appeal	14.72	9.760	.415	.218	.684
Reputation co. B - Products and services	14.19	9.555	.527	.341	.650
Reputation co. B - Vision and leadership	14.16	8.995	.573	.372	.633
Reputation co. B - Workplace Environment	14.70	9.835	.430	.221	.679
Reputation co. B - Financial Performance	14.06	9.191	.528	.322	.648
Reputation co. B - Social Responsibility	15.21	11.433	.205	.088	.738

Appendix 4B (iii): Perceptions of reputation attributes and purchasing behaviour

Reliability Statistics

Cronbach's Alpha	N of Items
.777	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Importance in purchase - Emotional Appeal	18.90	12.060	.388	.780
Importance in purchase - Products and services	18.11	13.516	.345	.781
Importance in purchase - Vision and leadership	18.99	10.569	.713	.695
Importance in purchase - Workplace Environment	18.59	10.549	.701	.697

Importance in purchase - Financial Performance	18.86	11.273	.584	.729
Importance in purchase - Social Responsibility	18.51	11.446	.450	.766

Appendix 4C (i): Perceptions of reputational capital and crisis sustainability potential (company with good CSR reputation)

Reliability Statistics

Cronbach's Alpha	N of Items
.841	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Perception of Co.A- Respect	12.59	3.743	.783	.765
Perception of Co.A-Trust	12.81	3.449	.633	.820
Perception of Co.A-positive Feeling	12.65	3.591	.681	.796
Perception of Co.A- purchase	12.83	3.463	.639	.816

Appendix 4C (ii): Perceptions of reputational capital and crisis sustainability potential (company with bad CSR reputation)

Reliability Statistics

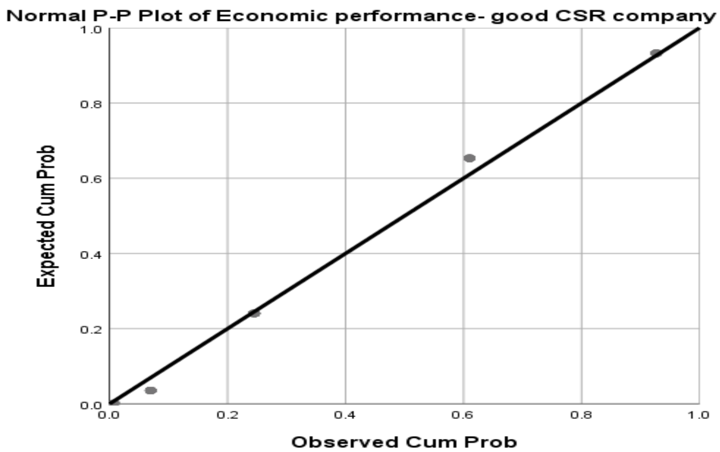
Cronbach's Alpha	N of Items
.667	4

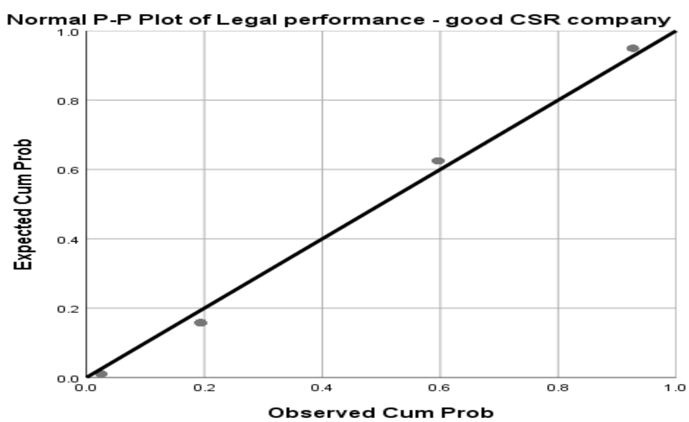
Item-Total Statistics

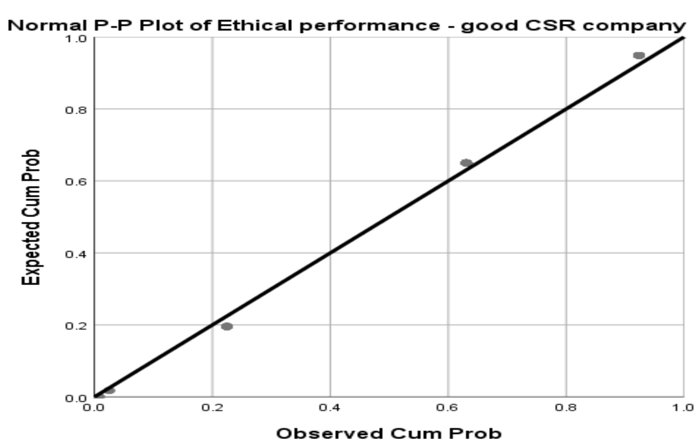
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Perception of Co.B-Respect	7.08	4.404	.303	.689
Perception of Co.B-Trust	6.86	3.078	.594	.486
Perception of Co.B-positive feeling	7.23	3.986	.486	.579
Perception of Co.B-Purchase	6.78	4.007	.429	.612

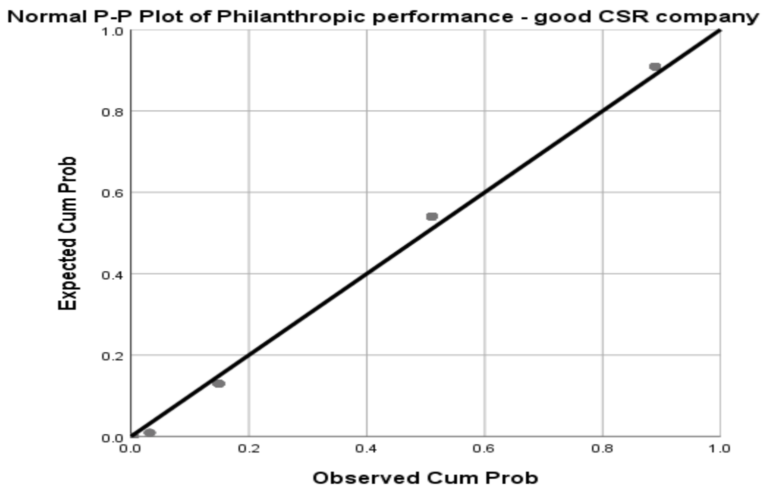
Appendix 5: Normality tests

Appendix 5A (i): P-P plots of actual vis-à-vis expected CSP of companies with good CSR reputation

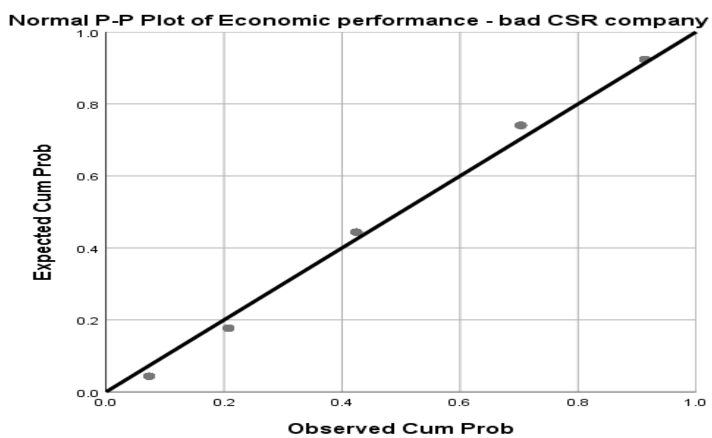


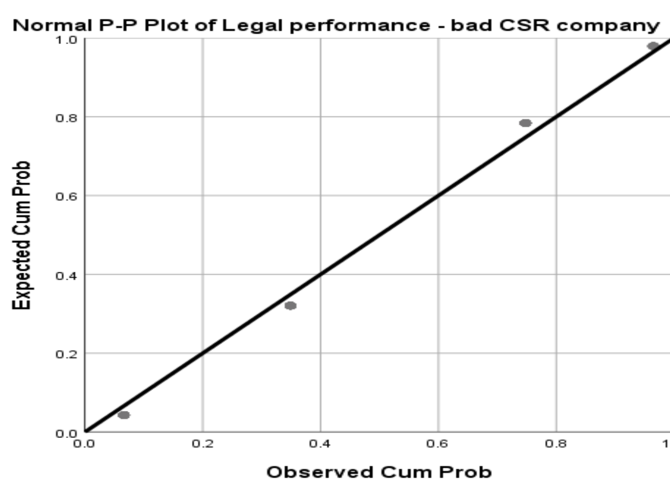


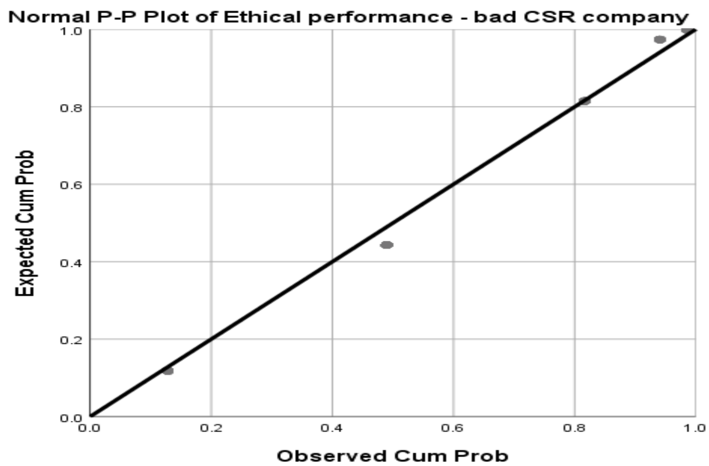


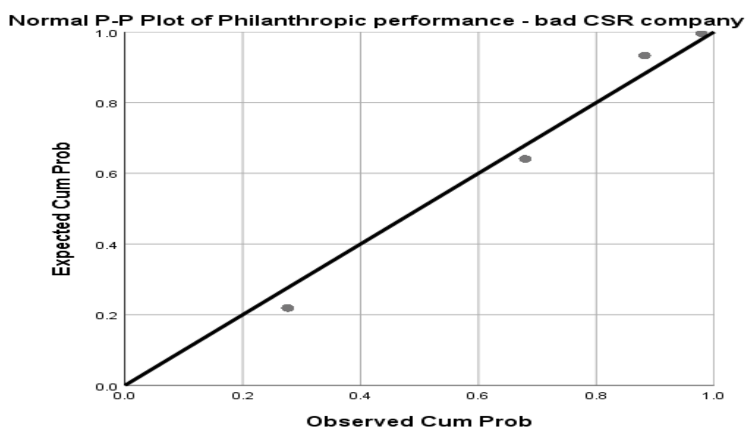


Appendix 5A (ii): P-P plots of actual vis-à-vis expected CSP of companies with bad CSR reputation

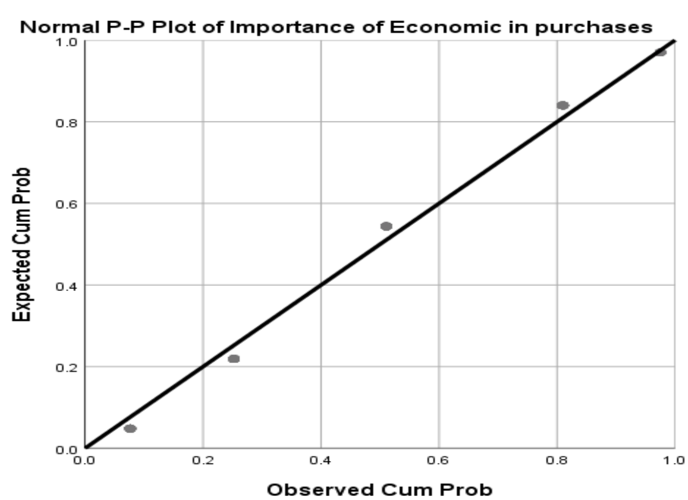


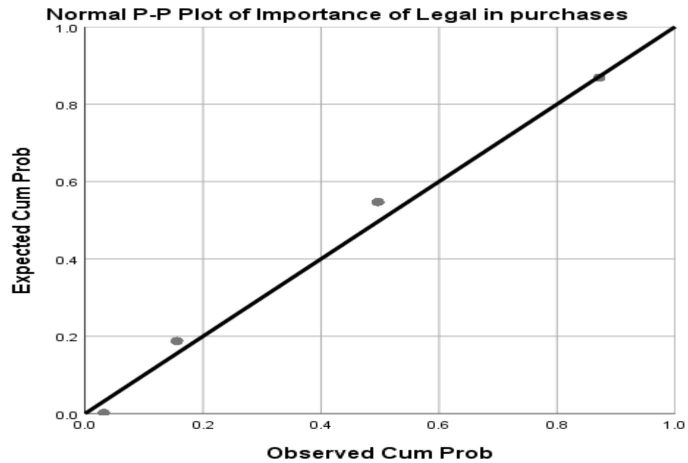


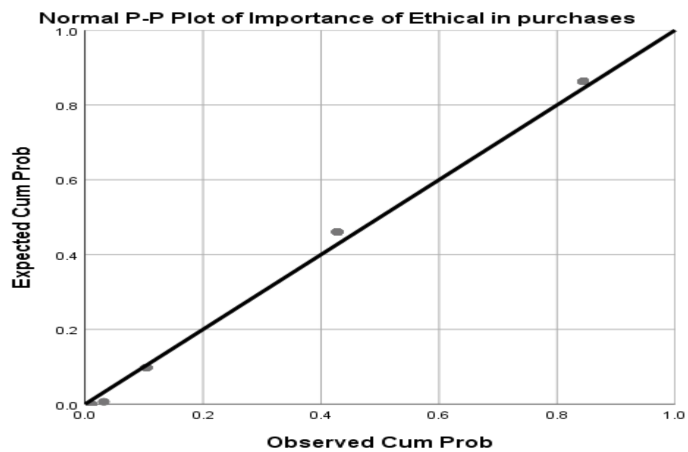


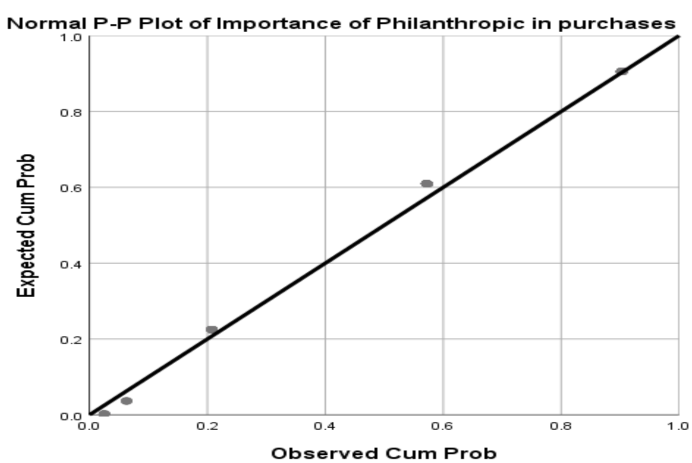


Appendix 5A (iii): P-P plots of perceptions of CSP and purchasing behaviour

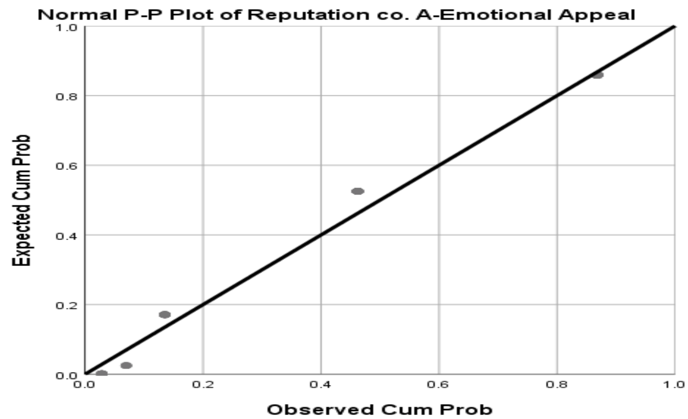


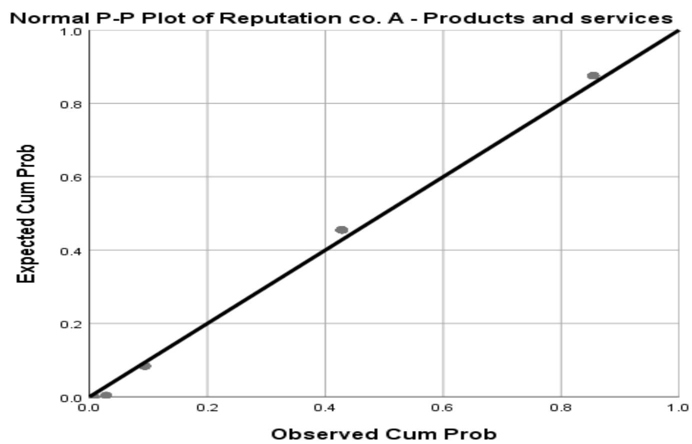

Normal P-P Plot of Importance of Legal in purchases
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

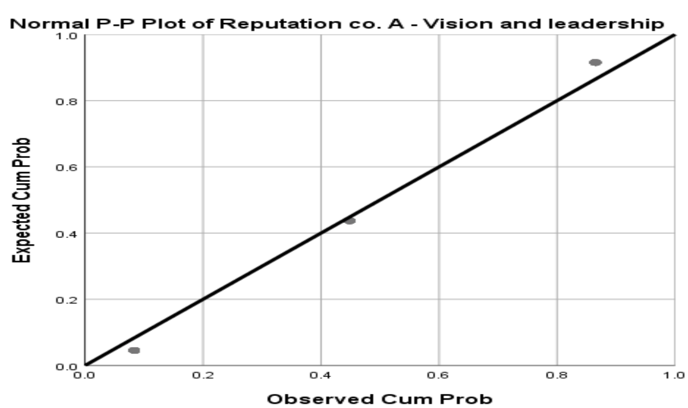

Normal P-P Plot of Importance of Ethical in purchases
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

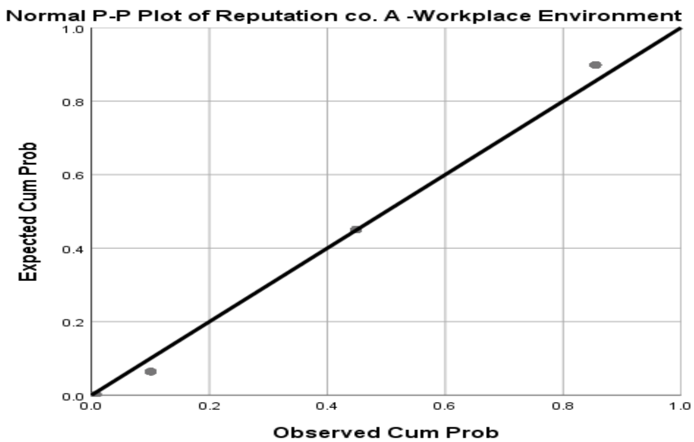

Normal P-P Plot of Importance of Philanthropic in purchases
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

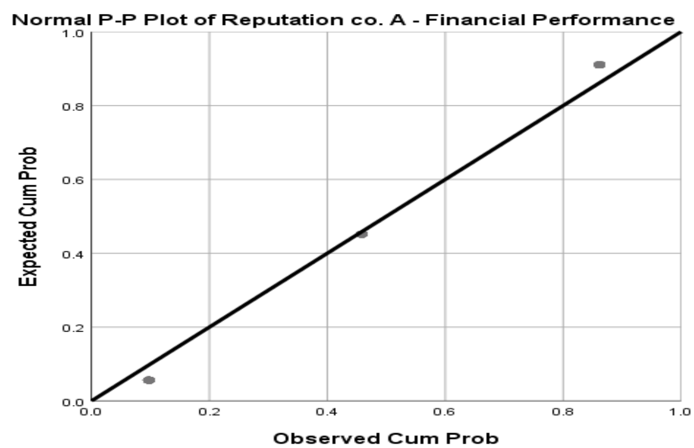
Appendix 5B (i): P-P plots of perception of reputation of company A (good CSR reputation)

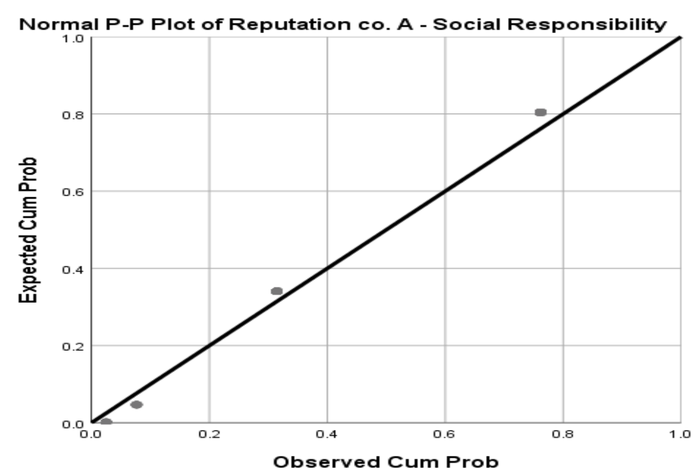




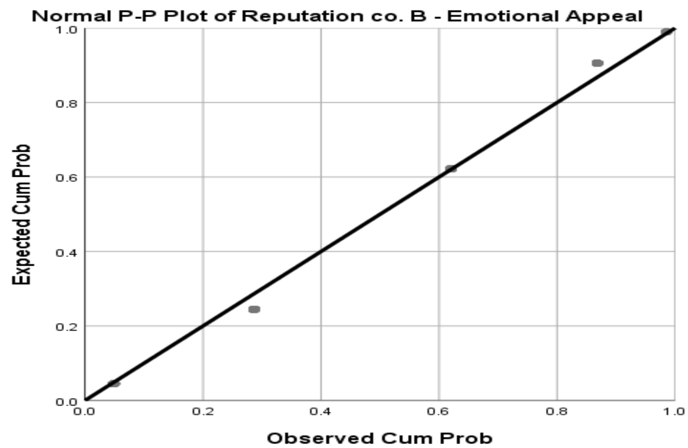


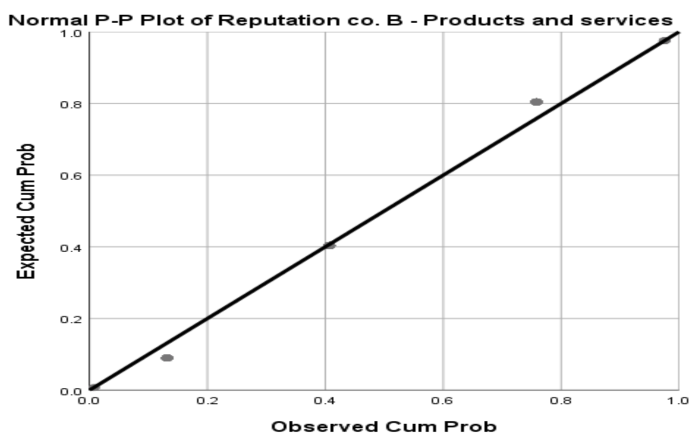

Normal P-P Plot of Reputation co. A -Workplace Environment
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

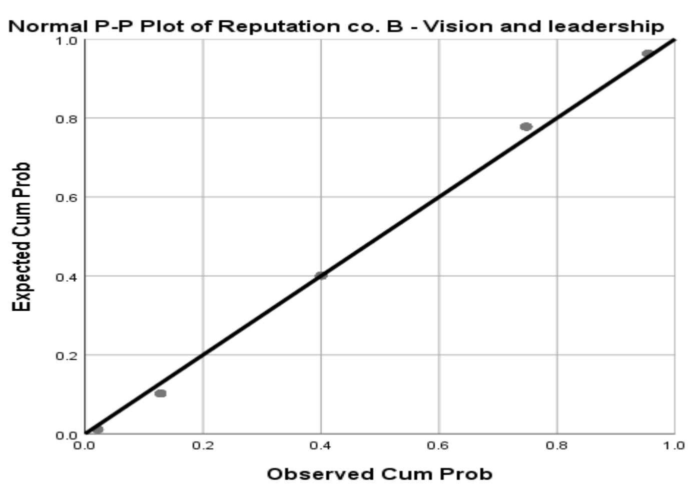

Normal P-P Plot of Reputation co. A - Financial Performance
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

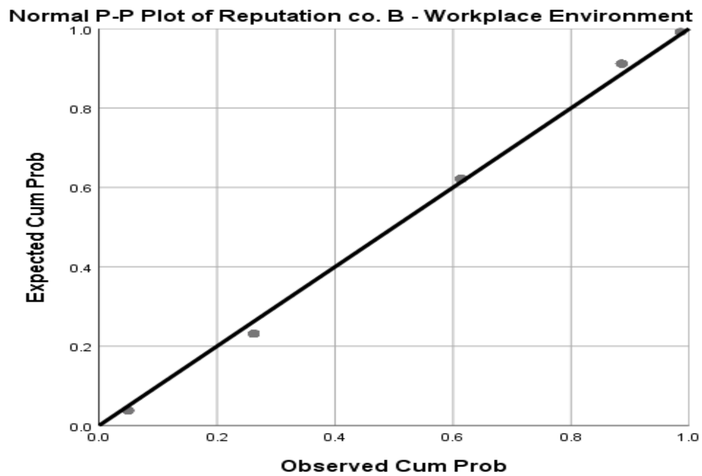

Normal P-P Plot of Reputation co. A - Social Responsibility
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

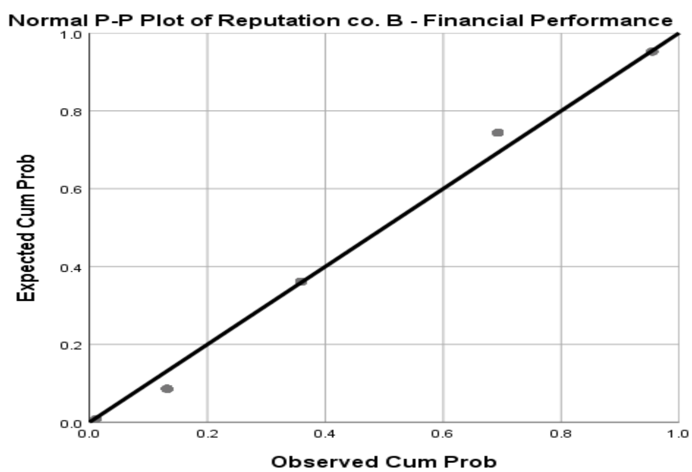
Appendix 5B (ii):P-P plots of perception of reputation of company B (bad CSR reputation).

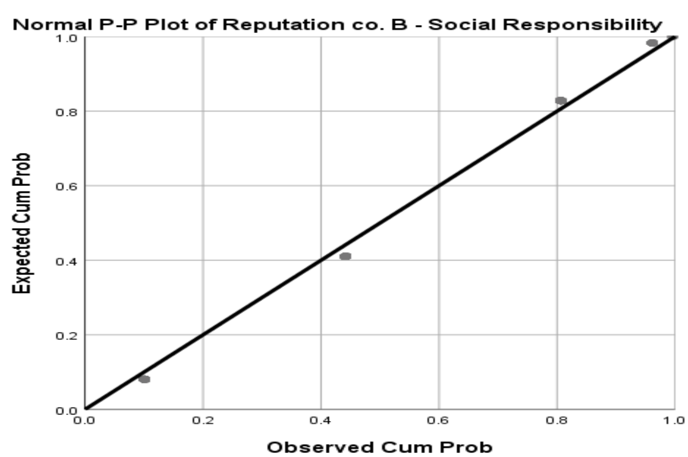




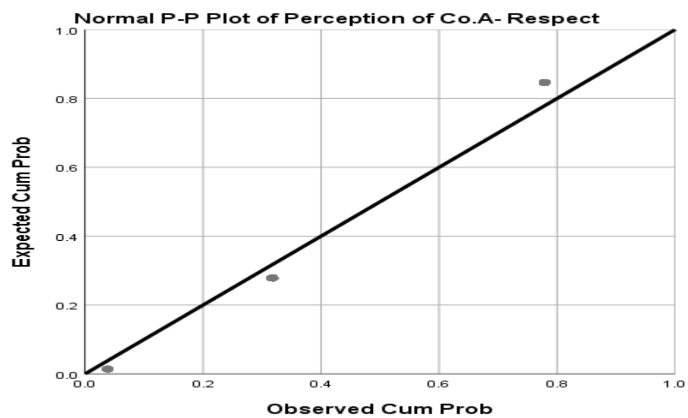


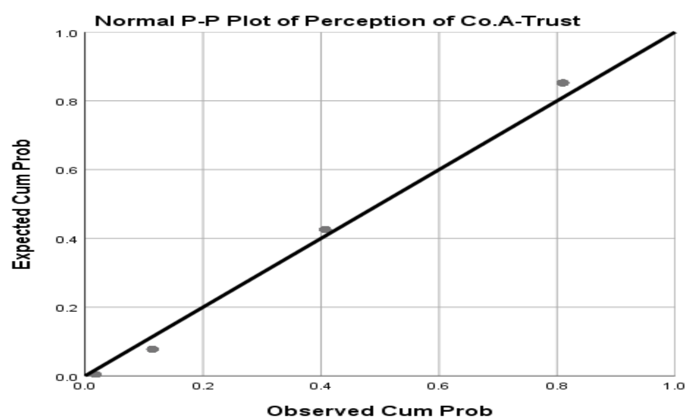

Normal P-P Plot of Reputation co. B - Workplace Environment
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

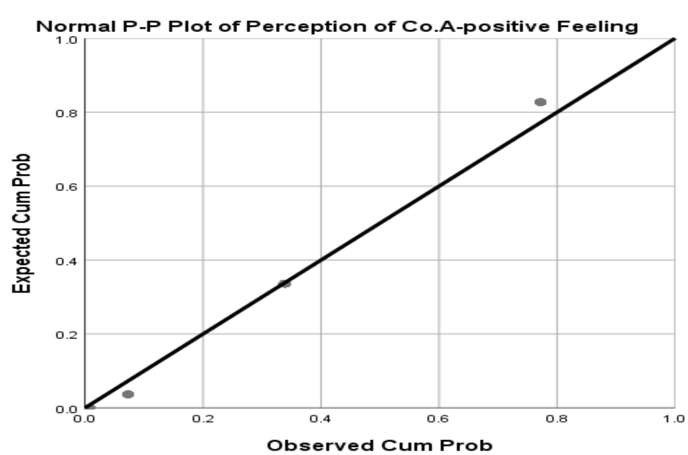

Normal P-P Plot of Reputation co. B - Financial Performance
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

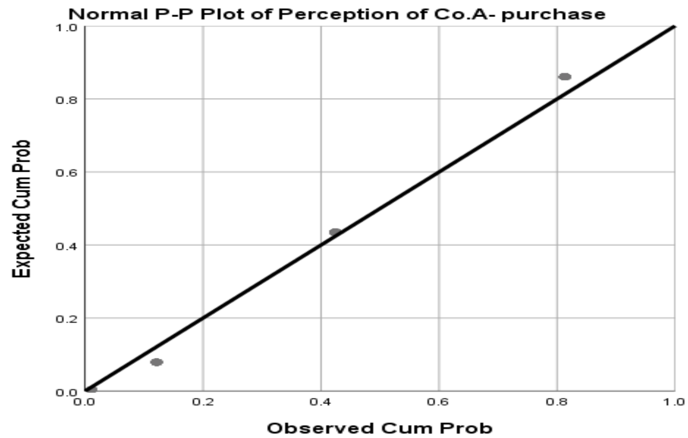

Normal P-P Plot of Reputation co. B - Social Responsibility
Expected Cum Prob
Observed Cum Prob
0.0
0.2
0.4
0.6
0.8
1.0

Appendix 5C (i) P-P plots of perceptions of reputational capital and crisis sustainability potential of company A (good CSR reputation)

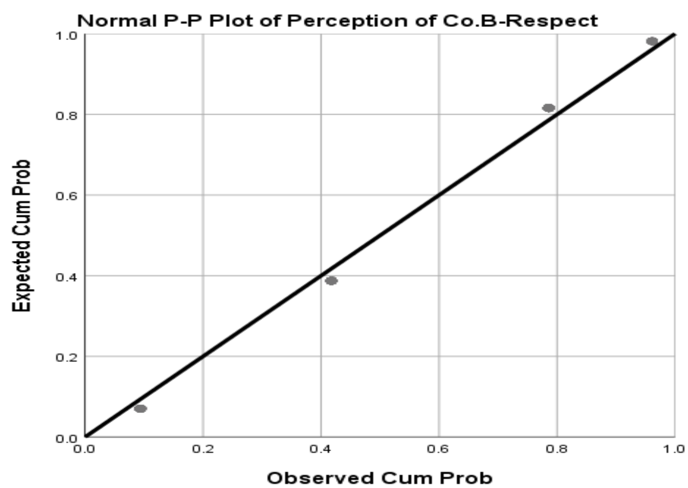


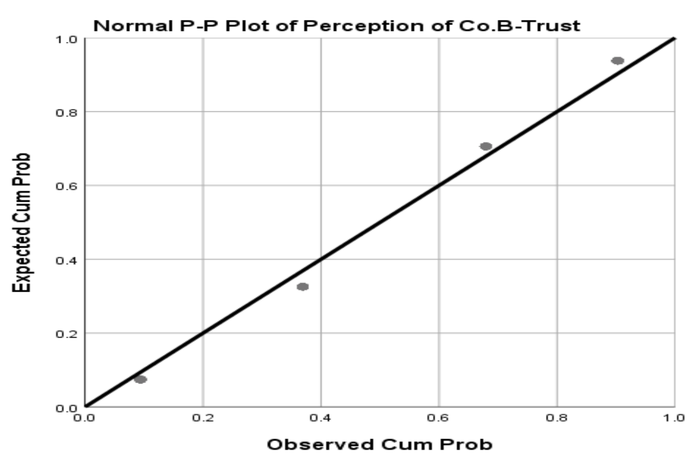


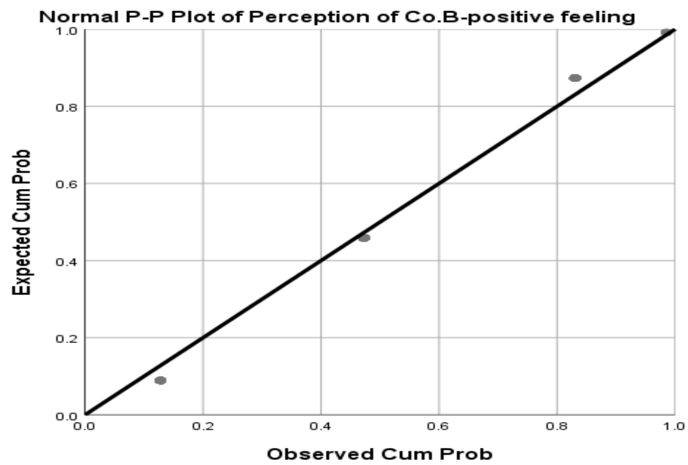


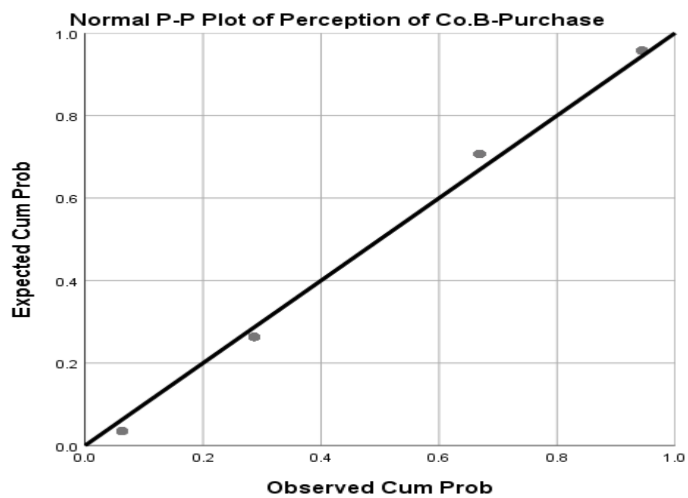


Appendix 5C (ii) P-P plots of perceptions of reputational capital and crisis sustainability potential of company B (bad CSR reputation)









Appendix 6: Transcribed interview responses

Transcribed Interview Responses

Acronyms

P - Participant
F - Female
M - Male
U - Undergraduate
P - Postgraduate

Responses

Participant 1 F/U

Q1. It is the responsibility that businesses have for the society, to see everything is going ok and they are ensuring they are making the society better since the society are also supporting them.

Q2a. Mr Price

They have a training system where they sponsor children from high school through college and they don't stop there, they hire them sometimes and help them go higher in the rank to even be a manager of the company.

They also have what is called Redcap Foundation where they offer training through sports and education for kids in primary and high school, and some have progress to be professionals.

Q2b. BIDVest

Q3. 4

Because even in our family we support brands and companies that support others

Q4. 3

It is not like I am going to deprive them but if they is one that practice CSR, probably I will use that one.

Q5. How they react to bad things that happen in their company. For instance Ford reacted very well to a car crisis that happened in their company. But if a company ignores bad things that happen in the company then I don't think I will buy from them again.

Other aspects; good quality, price,

Participant 2 F/P

Q1. It is the responsibility of the businesses to support the community b furthering community people and furthering projects that would encourage uplifting and development especially those that are listed by JSE, they are bound by accounting principles that they have to adhere to when operating.

Q2a. Pick N Pay is a bit of both

They do give to can drives, blood drives, bandana day, Mandela day events and 67 minutes.

On the other hand it is owned by the Ackermann family which is controversial.

Q2b. Law firms like Webber Wentzel, don't give back to community though they are doing well.

Q3. 4

It is important for me because I wouldn't want to buy from a company that has very negative policies, like they are very sexists or racists or poor treatment of customers, in other words are very exclusive, concentrate on one part of the community.

Q4. 2

In most cases of course I will buy from them if I need to buy from them but the way they treat customers and the way they react to situations or if they do anything that is against development or against community, I might not even enter that store.

Q5. Location, quality, price

Participant 3. F/U

Q1. It is about how you treat your customers and how you live up to the responsibilities that you have for the community.

Q2a. KFC

They have a drive where they donate R2 for every meal to the orphanages and they also have the cricket thing for the little children, where they use sport to promote physical wellness for kids.

Q2b. can't think of one

Q3. 4

If I am treated with respect and like a customer who contributes to your company, then I will treat you by supporting your company by buying from it.

Q4. 1

I think disrespect is something that I do not stand for especially if I am coming to support your company

Q5. Look or presentation of the company, quality, price.

Participant 4. F/U

Q1. It is about people in the corporate world like businesses provide the actual services they are suppose to the customers or their clients, because the customers are always right.

Q2a. TCM

It helps underprivileged develop skills through ICT that can help them get skills to qualify them for a job

Q2b. Eskom

It is corrupt and management there are selfish

Q3. 4

You can trust more the companies that are socially responsible in gathering for your needs and wants because they care about you and not just themselves

Q4. 1

If you know a company has a bad reputation you would not buy from them.

Q5. Quality, price.

Participant 5. F/P

Q1. That is where businesses take out a portion of their money and contribute it to the poor and the needy, they also volunteer in community activities like bandana day to contribute to community around them, because when they support the community by uplifting them, the community in turn support them by buying from them

Q2a. Cell C and MTN. They try to provide network to people.

Also DSTV, they support by giving work to people in community and pay them.

Q2b. N/A Coca Cola because they do contribute money to Israel and Israel is busy doing nonsense in Palestine.

Q3. 4

If they are doing good you know that money is going to a good cause, so you are also contributing to that cause.

Q4. 1

You have to consider the ethnicity of the company, and who they target

Q5. Animal testing, chemicals they use in their products, harmless products etc. customer service too

Participant 6. F/P

Q1. When businesses involved themselves in the community and when the company allow the staff to contribute to the society or when the company itself decides on how to contribute to the community in order to uplift the community

Q2a. NED Bank

They have what they call blanket drive where they donate blankets during winter to less fortunate. They also get involved in the community by engaging in sports for the kids to enhance their social welfare and also keep them healthy and also training people to get the right skills and can be able to get jobs.

Q2b. REMAX

Big company but you rarely see them doing anything for the commmunity

Q3. 4

Because if the company is contributing to the community, they are uplifting the community which increases the financial stability of the community which guarantees that the community will support that company

Q4. 2

Because sometimes you do not have a choice but to buy from them

Q5. Location, customer services.

Participant 7 F/U

Q1. It is the company's responsibility to make a sustainable differences in people, the planet as well as the economy.

Q2a. Woolworths

Take part in community development and also their food is healthy.

Q2b. n/a

Q3. 4

Many of the companies we go to, to buy goods and services do practice CSR, and it happens that they are providing the goods or services that we need. It is not entirely because of CSR but also because they are providing the goods and services that I need.

Q4. 4

It is not necessarily about CSR, but the goods and services they are also providing. The fact that they are not practicing CSR would not actually affect my decision to go and shop in that company.

Q5. Quality, pricing, how well the brand is established, customer service.

Participant 8 M/P

Q1. It is more of an initiative of giving back to the communities, and by so doing is making itself profitable too in some kind. It also get recognition and publication.

Q2a. KFC

Help community by donating R2 for every meal that a customer buys

Q2b. Eskom

Has a bad reputation because of corruption

Q3. 4

Because of the things that you buy in exchange for them to go and do those things or projects they do. However, sometimes they just say they will do them but you do not see them doing those things. They don't practice what they preach.

Q4. 4

This is because most companies that usually do not practice CSR , they are the ones that have those unique needs that we need, for instance companies that sells brands, you never find them giving brands to the locals or anything of the sort

Q5. Likes/dislikes, products

Participant 9 M/U

Q1. It is giving back to the community by contributing towards a better tomorrow for other people like the less fortunate or under- privileged in society.

Q2a. KFC

They are more available everywhere with big posters and they donate R2 for every purchase which is affordable and you feel you are part of the contribution.

Q2B. Local small shops

Because they do not have resources to do so.

Q3. 4

Because for instance where I come from a lot of people are not financially stable and if I can take part in contributing towards supporting them then I feel I have done something good in somewhere.

Q4. 2

Because there are times when you have no choice but to buy from them. E.g you have to get something quick, convenience I would say is a determining factor sometimes.

Q5. Merchandise they sell, quality, availability, accessibility

Participant 10 M/P

Q1. It means corporates needs to worry about the environment around them, have programs

that are sustainable within the country, and being responsible about the environment and people outside of the corporate itself, than just being a money making machine

Q2a. Pick n Pay

It is usually reporting in their financial reporting that they do have sustainable programs to the community in terms of donations to communities who need help.

Q2b. Technology companies like Apple. Have not done much for the community

Q3. 5

Whether it is socially responsible or not, I can still buy from a company if I really need to, but knowing that it is a company that supports the programs in community, I will definitely buy from them because it feeds back into the community.

Q4. 3

Especially if I need a product from that company, but if I have a choice would rather look for a company that is socially responsible

Q5. Quality

Participant 11F/P

Q1. It is about giving back to the community, how businesses interact with the people around them by helping the community

Q2a. KFC

Does a lot of donations where they donate R2 for every meal purchase and they have a lot of campaigns about those programs.

Q2b. n/a

Q3. 4

If they are giving back to the community, I feel like there is a good cause behind it, which will make me more likely to buy from them

Q4. 3

I would still buy from them if it is a product that I really need

Q5. Pricing, quality

Participant 12 F/U

Q1. It is what the company contributes to benefit the customers and also the society where it is located.

Q2a. KFC gives the R2 donation for every meal a customer buys. It is a good thing because no matter how small it is, it goes towards a good cause.

Q2b. n/a

Q3. 3

Depending on other factors about the product, for instance so long as it is cheap or of good quality

Q4. 3

The same reason as above

Q5. Quality of product, durability, price

Participant 13 F/U

Q1. It means certain things that corporates have to do so as to give back to the community

Q2a. Sanlam

They do give to community through charity donations especially their programme called Sanlam Brilliance Learner Programme where they provide extra lessons on sciences and technology to underprivileged high students .

I also know they donate some money to wits actuarial society towards development of skills for the students pursuing the career.

Q2b. Eskom

Because I think people in Eskom do not just think, they do not look at beyond themselves, they are one sided.

Q3. 4

Because if I know my money is going to a good cause then I will buy from them

Q4. 1

I am not into wasting money

Q5. Popularity of company

Participant 14 M/U

Q1. The responsibility that large businesses have to give back to the community they come from and also promote sustainable environment

Q2a. Old mutual invetsments

They have a foundation called Green Hands which helps in children to read and develop skills and also during winter they donate blankets to needy people in the community

Q2b. BP

They pollute the environment, spill oil, which is harmful and they do not have anything in place to prevent it

Q3. 5

Because it doesn't feel like I am just buying the product, but it feels like I am actually helping someone else

Q4. 1

I feel like those companies are selfish and there is so much that they could be doing but are not, also depending on whether you have other choices or not.

Q5. Public relations, reputation in general.

Participant 15 M/U

Q1. It applies to where a company does not just on making profits but also look for sustainable ways that they could make a difference in environment

Q2a. KFC

R2 donation for every meal you buy, to feed homeless or hungry child. They are feeding both the society in general and also those that are needy.

Q2b. Eskom

They are basically taking people's money, they are also polluting the environment a lot but do not care

Q3. 5

Of course we need to help yourself first, but then we also have to think about the future, for instance here in South Africa we need sustainable economy and by buying from responsible companies we are promoting sustainability

Q4. 3

Take an example of Eskom, despite being bad, it is vital or they provide essentials that you do not have a choice but to buy

Q5. General marketing, ethical issues.

Participant 16 F/U

Q1. How the companies will give back to the communities, be it in form of charities or supporting development projects that help community better their living standards

Q2a. Factory

Have donations in terms of tissue boxes and bracelets donations that go towards charity to support the needy members of the community

Q2b. n/a

Q3. 5

Because I feel that by supporting a charity I am able to make a small difference, which helps me do something I might not be able to do by myself

Q4. 3

Basically, because most of them provide necessities which you can avoid, e.g. electricity, water

Q5. Animal testing, because animals themselves do not protect themselves and it is not right to use them

Participant 17 F/U

Q1 It is the corporate conduct and how the community view them, focusing on how their actions are going to affect everyone not just themselves

Q2a. Hewlett Packard

I know they have a recycling programme where they try to reduce electronic waste being dumped in the environment e.g cartrides etc. That way they are promoting clean healthy environment for people to live

Q2b. Pepsi

Advert which has Kardashian in it, it is essentially about the marches they had in 2016 about police brutality and an African American woman came up and kind of risk her life by standing against police brutality , so now Pepsi is coming up with related advert but use Kardashian fighting for injustices, which is like taking advantage of someone's struggles

Q3. 5

Because they are doing their social duty and they are aware of what people expect from them

Q4. 1

I am not buying Pepsi

Q5. Environmental aspects of it is also very important e.g they are taking care of carbon footprint

Participant 18 M/P

Q1. CSR is more to do with companies uplifting the communities they are operating in, e.g providing jobs to people in that community they are in.

Q2a. Spur

They have sporting initiative, Soccer Masidlale, which they do alongside Multi-Choice DSTV. They go to primary schools and have sports day where they feed children and educate them on and give them life skills through sports. Involve needy kids at grassroot levels

Q2b. Anglo American

Because right now mining sector in South Africa is probably the back-born of the economy, usually it is these international companies that are exploiting such areas, and given the amount of profits they make, which is a lot, South Africans are not really benefiting from these companies. Also although they have bursaries for needy kind to go to school, I just feel it is not enough considering how much money they are getting.

Q3. 4

To be honest, when I am buying stuff, I do not really consider the CSR of a company

Q4. 4 response as above. Think of what you need not necessarily the CSR

Q5. Satisfaction, price ..lower the better, convenience i.e ear where I live.

CSR is not something many people are aware of, but hope a lot is done to create awareness so people can support them

Participant 19M/P

Q1. In the context of South Africa, most people are under-priviledged and it is the responsibility of the companies to give back to them to improve their livelihood so

Q2a Spur

Because they have created a situation where female waitresses are allowed to work during the day to avoid issues of rape cases which endanger their lives if they work at night

Q2b. Edgars

From a student perspective, when you go to the store, you do not get the feeling that they welcome you and the costs are very high which shows it targets high income people. I have not heard of them giving back or helping community.

Q3. 3

Because mostly I do not which companies do CSR, but in situation where I know of a company that practice CSR, I would definitely buy from them, and also another thing is that it depends if it is a cause that I am interested in.

Q4. 3

Because sometimes they have a product that you really need and you have to buy from them

Q5. Necessity, products,

Participant 20M/U

Q1. It is the duty of the company to its people beyond its own aim of profit making and welfare

Q2a. Boorgertman and Partners

Being an architectural firm, they offer bursaries to students of all races, they also go to 4 or 5 orphanages every year before Christmas to donate presents to the kids there.

They also support environmentally sustainable initiatives on South African properties

Q2b. N/a

Q3. 4

As long as they have what I really want and accessibility, I will definitely buy from them

Q4. 4

If they have what I want and is a product I want

Q5. Product availability, quality of product, customer service, the environment in terms of hygiene.

Participant 21F/U

Q1. When companies give back to the community in form of charities or donations

Q2a. n/a

Q2b. n/a

Q3. 4

If I knew of a company that practice CSR, I would definitely buy from them because you feel like you are contributing to the society, because you know that you are investing your money somewhere for a good cause that would come back to help those around you.

Q4. 3

Because whereas buying from a company with good CSR reputation, it is not a major influencing factor on where I shop.

Q5. Reasonable Price, quality, reliability, efficiency of company, customer services.

Participant 22 F/U

Q1. It is where it is the responsibility of companies to give back to the community part of their profits by supporting the projects and people in that community

Q2a. Hackle Brook conference centers

They offer training for students who are interested in businesses and also support by offering job opportunities

Q2b. n/a

Q3. 5

Because supporting companies that supports others is very important because you help give those resources to keep going of the good causes they are doing

Q4. 1

Personally, I try to help people, and companies that do not help, I will not support them

Q5. Personally I am a vegan so I will consider animal cruelty free companies because animals do not have a voice to defend themselves e.g testing on animals. Products

Participant 23F/P

Q1. It is about the company that provides for the community and in return the community will support them too.

Q2a. Supersport

They give back in terms of helping the community grow by offering various programs to underprivileged kids. They have a program called “Let’s Play” where kids are the target to make them active so as to reduce cases of overweight

Q2b. n/a

Q3. 5

It feels like you are also helping promote that community especially if it is a community where you are located in.

Q4. 3

It depends on company size where they have the product but because they do not have extra funds for CSR, I will still buy from them.

Q5. Reputation of company, previous experience from the company.

Participant 24F/P

Q1. It is about companies giving back part of their profits to the community by supporting projects in community that improve their standards of living for instance bursaries to needy kids, feeding the hungry stc. Also protecting the environment by reducing pollution and providing healthy or safe products

Q2a. KFC

They do donate R2 for every meal that you buy, though it is little donations, they help a lot of kids not to go hungry.

Q2b. It is hard to know which ones practice or do not practice. Most of them do not publicize what they do.

Q3. 5

It makes me feel like I am making a difference. For instance, when you put the R2 in the KFC tin, you feel you are also a part of the contributor.

Q4. 2

I feel they take and take without giving back to community, so why should I help them.

Q5. Hospitality, cost, products, Distance in terms of convenience, also it needs to be clean, neat.

Participant 25M/P

Q1. I think it is where the corporates who make high profits give part of that to the needy in society or support initiatives being undertaken by the communities, for instance, supporting kids programmes, health programmes, providing jobs to community members and the like

Q2a. Woolworths

They have a lot of community empowering projects and also for the environment. For example, they are committed to donating left over foods to homes and also in reduction of carbon emissions which pollutes the environment

Q2b. Banks e.g R&B

Banks try all means to benefit from people's money, and they try to avoid taxes. They do so by giving certain amount to charities, and those charities are not genuine charities, they are more connected to the banks part of it but not because they want to but because they want to avoid paying taxes.

Q3. 4

I feel as long as it is benefiting people in need, I will support them

Q4. 2

I might buy from them if it is a necessary product they have

Q5. Reliability, reputation, customer service

Participant 26M/U

Q1. Corporates need to give back to the communities and especially if they are making huge amounts of profits and they can be able to help communities they should do so

Q2a. SASOL

Being an artist myself, the company gives a lot of supports to students and emerging artists through competitions and initiatives

Q2b. Volkswagen

They fake there emissions tests and in the process hurts a lot of communities through pollutions

Q3. 4

Solely based on individual experiences and also the availability of products I need. Also I feel like you need to help people who are supporting you and community because they consider their interests in what they do.

Q4. 3

Because if they have product I need, then I would be obliged to buy from them

Q5. Price, quality

Participant 27M

Q1. It is about the corporation giving back to society through events e.g in form of scholarships or sponsoring events

Q2a. ABSA

They promote a lot of initiatives, for instance, the soccer premier league to promote football and also bring fans together. Also they recently introduce what they call Ready-to-Work initiative to help young people get experience at workplace.

Q2b. Uniliver or Golgate

They are big cig companies but I have never seen them do anything to help the community

Q3. 3

For me I consider services and products they offer irrespective of whether they practice CSR or not.

Q4. 3

same as above

Q5. Quality of product, availability, the reputation of company.

Notes. A company which practice CSR is more likely to be bought at, as a subconscious choice because by giving back to community, you make your company known and people become aware of the company.

Participant 28F/U

Q1. If a company gives back to the community and have good environmental initiatives

Q2a. Woolworths

They do outreach programs and they try to sell organic products which are healthy to the community

Q2b. McDonalds

Their products are not very healthy and are not good for the community health

Q3. 5

Because it is good to support companies that help companies who are supporting the community so that they continue doing good things to the community

Q4. 3

Depending on whether it is convenient for me, then I might buy from them

Q5. Type of product quality, price,

Participant 29 M/P

Q1. It is mainly corporates using part of their profits to help the communities, could be in terms of charities, helping the needy, as well as protecting the environment

Q2a. Pick N Pay

They have different programs that help the community for example, the money box program where they raise funds for various charities. They also have the National Bandana Day, where they raise funds to support children with Leukemia.

Q2b. Small franchises

I guess because they do not have enough funds to support themselves and the community as well.

Q3. 4

By supporting the companies, I am also being part of the community and helping them as much as I can

Q4. 3

It is not easy to base my buying decisions on CSR alone, because if there are products like brands that I need, I would probably buy from a company irrespective of their CSR.

Q5. Brands, Quality, price, Convenience, customer services

Participant 30 F/P

Q1. It is the responsibility of the corporates or companies to help society they operate in, by so doing they are sustaining the community and also their businesses

Q2a. Cashbuild

They support the community by offering jobs to local people in their stores and also training entrepreneurs to produce bricks. They also support black economic empowerment initiatives and also engage schools where they empower kids through sports.

Q2b. N/A

Companies I buy from mostly support community in one way or another

Q3. 5

Because we do not all have the same privileges and by giving back as much as possible to people who are underprivileged is a good cause that needs to be supported

Q4. 2

If I know of company's performance of CSR, I wouldn't buy from them

Q5. Good quality, products that are not harmful to people and animals

Appendix 7: Interviews coding summary report

Interviews Summary By Node Report

Nodes\\Q1 Meaning of CSR\Economic Responsibilities

No	Interview	0.0531	3

1 RK 5/17/2017 11:41 pm

It is about people in the corporate world like businesses providing the actual services they are suppose to the customers or their clients, because the customers are always right.

2 RK 5/17/2017 11:44 pm

It is more of an initiative of giving back to the communities, and by so doing is making itself profitable too in some kind too since the customers will also support by purchasing from the company. It also get recognition and publication.

3 RK 5/17/2017 11:50 pm

It is about the company investing financially in community projects that provides for the community and in return the community will support them too. It is a tool companies use to create favourable impression part of

Nodes\\Q1 Meaning of CSR\Environmental Responsibilities

Internals\\Interviews\\Question 1

No	Interview	0.0986	6

1 RK 5/17/2017 11:53 pm

It is the company's responsibility to make a sustainable differences in people's way of living, for instance through offering jobs, scholarships, protecting the planet as well as the economy.

2 RK 5/17/2017 11:55 pm

It means corporates needs to worry about the environment around them, have programs that are sustainable within the country, and being responsible about the environment and people outside of the corporate itself than just being a money making machine

3 RK 5/17/2017 11:58 pm

The responsibility that large businesses have to give back to the community they come from and also promote sustainable environment by avoiding damages and also harmful products

4 RK 5/17/2017 12:03 am

It applies to where a company does not just on making profits but also look for sustainable ways that they could make a difference in environment

5 RK 5/17/2017 12:09 am

It is about companies giving back part of their profits to the community by supporting projects in community that improve their standards of living for instance bursaries to needy kids, feeding the hungry etc.

6 RK 5/17/2017 12:12 am

It is mainly corporates using part of their profits to help the communities, could be in terms of charities, helping the needy, as well as protecting the environment

Nodes\\Q1 Meaning of CSR\Ethical Responsibilities

Internals\\Interviews\\Question 1

No	Interview	0.2104	12

1 RK 5/17/2017 12:19 am

It is the responsibility that businesses have for the society, to see everything is going ok and they are ensuring they are making the society better since the society are also supporting them.

2	RK	5/17/2017 12:21 am

It is about how you treat your customers and how you live up to the social and ethical responsibilities that you have for the community that support your existence.

3	RK	5/17/2017 12:24 am

When businesses involved themselves in the community and when the company allow the staff to contribute to the society or when the company itself decides on how to contribute to the community in order to uplift the community

4	RK	5/17/2017 12:26 am

It is more of an initiative of giving back to the communities, and by so doing is making itself profitable too in some kind too since the customers will also support by purchasing from the company. It also get recognition and publication.

5	RK	5/17/2017 12:31 am

It is about giving back to the community, how businesses interact with the people around them
by helping the community. Apart from profit making, the company has to act responsibly towards its stakeholders.

6	RK	5/17/2017 12:36 am

It is where the company contributes part of their resources to benefit the customers and also the society where it is located.

7	RK	5/17/2017 12:39 am

The responsibility that large businesses have to give back to the community they come from and also promote sustainable environment by avoiding damages and also harmful products

8	RK	5/17/2017 12:42 am

It is the corporate conduct and how the community view them, focusing on how their actions are going to affect everyone not just themselves

9	RK	5/17/2017 12:48 am

CSR is more to do with corporations' behaviour that is both ethical and in the best interests of society by uplifting the communities they are operating in. However, CSR is not something many people are aware of, but hope a lot is done to create awareness so people can support them

10	RK	5/17/2017 12:51 am

is the duty of the company to its people beyond its own aim of profit making and welfare

11	RK	5/17/2017 12:55 am

It is about the company investing financially in community projects that provides for the community and in return the community will support them too. It is a tool companies use to create favourable impression as part of public relations strategy.

12	RK	5/17/2017 12:58 am

Corporates need to give back to the communities and especially if they are making huge amounts of profits and they can be able to help communities they should do so

Nodes\\Q1 Meaning of CSR\Legal Responsibilities

Internals\\Interviews\\Question 1

No	Interview	0.0484	2

1	RK	5/17/2017 1:02 am

It is the responsibility of the businesses to support the community b furthering community people and furthering projects that would encourage uplifting and development especially those that are listed by JSE, they are bound by accounting principles that they have to adhere to when operating.

2 RK 5/17/2017 1:05 am

It is about the corporation giving back to society through events e.g in form of scholarships or sponsoring events and ensuring that they follow safety health regulations. Companies who violates rules should be held liable for any damage (physical, material or mental) to the general public in which they operate.

2 RK 5/17/2017 1:09 am

That is where businesses take out a portion of their profits and contribute it to the poor and the needy, they also volunteer in community activities like bandana day to contribute to community around them, because when they support the community by uplifting them, the community in turn support them by buying from them

3 RK 5/17/2017 1:13 am

It is the company's responsibility to make a sustainable differences in people's way of living, for instance through offering jobs, scholarships, protecting the planet as well as the economy.

It is giving back to the community by contributing towards a better tomorrow for other people like the less fortunate or under-privileged in society.

5 RK 5/17/2017 1:18 am

It means certain social things that corporates have to do so as to give back to the community, for example, donation to charities,

6 RK 5/17/2017 1:22 am

How the companies will give back to the communities, be it in form of charities or supporting development projects that help community better their living standards

7 RK 5/17/2017 1:28 am

In the context of South Africa, most people are under-privileged and it is the responsibility of the companies to give back to them to improve their livelihood

8 RK 5/17/2017 1:31 am

When companies give back to the community in form of charities or donations

9 RK 5/17/2017 1:39 am

It is where it is the responsibility of companies to give back to the community part of their profits by supporting the projects and people in that community

10 RK 5/17/2017 1:42 am

It is about companies giving back part of their profits to the community by supporting projects in community that improve their standards of living for instance bursaries to needy kids, feeding the hungry etc. Also protecting the environment by reducing pollution and providing healthy or safe products

11 RK 5/17/2017 1:51 am

I think it is where the corporates who make high profits give part of that to the needy in society or support initiatives being undertaken by the communities, for instance, supporting kids' programmes, health programmes, providing jobs to community members and the like

12 RK 5/17/2017 1:54 am

It is about the corporation giving back to society through events e.g in form of scholarships or sponsoring events and ensuring that they follow safety health regulations. Companies who violates rules should be held liable for any damage (physical, material or mental) to the general public in which they operate.

13 RK 5/17/2017 1:57 am

CSR relates to efforts made by a given company or business to contribute to economic development in an ethical manner while at the same time improving the wellbeing of its employees, their families and the local community

14 RK 5/17/2017 1:59 am

It is mainly corporates using part of their profits to help the communities, could be in terms of charities, helping the needy, as well as protecting the environment

Nodes\\Q1 Meaning of CSR\Philanthropic Responsibilities

Nodes\\Q2 Good CSR Companies\Community Support

Internals\\Interviews\\Question 2

Yes	Interview	0.4328	34

1 RK 5/18/2017 9:59 am

Mr Price
They have a training system where they sponsor children from high school through college and they don't stop there, they hire them sometimes and help them go higher in the rank to even be a manager of the company.
They also have what is called Redcap Foundation where they offer training through sports and education for kids in primary and high school, and some have progress to be professionals.

2 RK 5/18/2017 10:04 am

Mr Price
They have a training system where they sponsor children from high school through college and they don't stop there, they hire them sometimes and help them go higher in the rank to even be a manager of the company.
They also have what is called Redcap Foundation where they offer training through sports and education for kids in primary and high school, and some have progress to be professionals.

3 RK 5/18/2017 10:06 am

Pick N Pay is a bit of both They do give to can drives, blood drives, bandana day, Mandela day events and 67 minutes.

4 RK 5/18/2017 10:09 am

Pick N Pay is a bit of both They do give to can drives, blood drives, bandana day, Mandela day events and 67 minutes.

5 RK 5/18/2017 10:11 am

KFC
They have a drive where they donate R2 for every meal to the orphanages and they also have the cricket thing for the little children, where they use sport to promote physical wellness for kids.

6 RK 5/18/2017 10:14 am

KFC
They have a drive where they donate R2 for every meal to the orphanages and they also have the cricket thing for the little

7 RK 5/18/2017 10:19 am

TCM
It helps underprivileged develop skills through ICT that can help them get skills to qualify them for a job

8 RK 5/18/2017 10:22 am

Also DSTV, they support by giving work to people in community and pay them

9 RK 5/18/2017 10:27 am

NED Bank
They have what they call blanket drive where they donate blankets during winter to less fortunate. They also get involved in the community by engaging in sports for the kids to enhance their social welfare and also keep them healthy and also training people to get the right skills and can be able to get jobs.

10 RK 5/18/2017 10:31 am

P7. Woolworths Take part in community development and also their food is healthy.

11 RK 5/18/2017 10:35 am

KFC Help community by donating R2 for every meal that a customer buys

12 RK 5/18/2017 10:37 am

KFC

They are more available everywhere with big posters and they donate R2 for every purchase which is affordable and you feel you are part of the contribution.

13 RK 5/18/2017 10:40 am

Pick n Pay

It is usually reporting in their financial reporting that they do have sustainable programs to the community in terms of donations to communities who need help.

14 RK 5/18/2017 10:43 am

P11. KFC

Does a lot of donations where they donate R2 for every meal purchase and they have a lot of campaigns about those programs

15 RK 5/18/2017 10:48 am

P12. KFC gives the R2 donation for every meal a customer buys. It is a good thing because no matter how small it is, it goes towards a good cause.

16 RK 5/18/2017 10:52 am

P13. Sanlam

They do give to community through charity donations especially their programme called Sanlam Brilliance Learner Programme where they provide extra lessons on sciences and technology to underprivileged high students .

I also know they donate some money to wits actuarial society towards development of skills for the students pursuing the

17 RK 5/18/2017 10:59 am

P13. Sanlam

They do give to community through charity donations especially their programme called Sanlam Brilliance Learner Programme where they provide extra lessons on sciences and technology to underprivileged high school students.

I also know they donate some money to wits actuarial society towards development of skills for the students pursuing the

18 RK 5/18/2017 11:02 am

P14. Old mutual invetsments

They have a foundation called Green Hands which helps in children to read and develop skills and also during winter they donate blankets to needy people in the community

19 RK 5/18/2017 11:07 am

P14. Old mutual invetsments

They have a foundation called Green Hands which helps in children to read and develop skills and also during winter they donate blankets to needy people in the community

20 RK 5/18/2017 11:12 am

P15. KFC

R2 donation for every meal you buy, to feed homeless or hungry child. They are feeding both the society in general and also those that are needy.

21 RK 5/18/2017 11:15am

P16. Factory

Have donations in terms of tissue boxes and bracelets donations that go towards charity to support the needy members of the community

22 RK 5/18/2017 11:18 am

Spur

They have sporting initiative, Soccer Masidlale, which they do alongside Multi-Choice DSTV. They go to primary schools and have sports day where they feed children and educate them on and give them life skills through sports. Involve needy kids at grassroot levels

23 RK 5/18/2017 11:20 am

Spur

They have sporting initiative, Soccer Masidlale, which they do alongside Multi-Choice DSTV. They go to primary schools and have sports day where they feed children and educate them on and give them life skills through sports. Involve needy kids at grassroot levels

24 RK 5/18/2017 11:26 am

SASOL

Being an artist myself, the company gives a lot of supports to students and emerging artists through competitions and

25 RK 5/18/2017 11:31 am

P20. Boorgertman and Partners
Being an architectural firm, they offer bursaries to students of all races, they also go to 4 or 5 orphanages every year before Christmas to donate presents to the kids there. They also support environmentally sustainable initiatives on South African properties

26 RK 5/18/2017 10:42 am

P22. Hackle Brook conference centers
They offer training for students who are interested in businesses and also support by offering job opportunities

27 RK 5/18/2017 10:46 am

P23. SuperSport
They give back in terms of helping the community grow by offering various programs to underprivileged kids. They have a program called "Let's Play" where kids are the target to make them active so as to reduce cases of overweight

28 RK 5/18/2017 11:52 am

P23. SuperSport
They give back in terms of helping the community grow by offering various programs to underprivileged kids. They have a program called "Let's Play" where kids are the target to make them active so as to reduce cases of overweight

29 RK 5/18/2017 11:58 am

P24. KFC
They do donate R2 for every meal that you buy, though it is little donations, they help a lot of kids not to go hungry.

30 RK 5/18/2017 12:22 pm

P25. Woolworths
They have a lot of community empowering projects and also for the environment. For example, they are committed to donating left over foods to homes and also in reduction of carbon emissions which pollutes the environment

31 RK 5/18/2017 12:24 pm

P27. ABSA
They promote a lot of initiatives, for instance, the soccer premier league to promote football and also bring fans together. Also they recently introduce what they call Ready-to-Work initiative to help young people get experience at workplace.

32 RK 5/18/2017 12:26 pm

Woolworths
They do outreach programs and they try to sell organic products which are healthy to the community

33 RK 5/18/2017 12:30 pm

P29. Pick N Pay
They have different programs that help the community for example, the money box program where they raise funds for various charities. They also have the National Bandana Day, where they raise funds to support children with Leukemia.

34 RK 5/18/2017 12:35 pm

P30. Cashbuild
They support the community by offering jobs to local people in their stores and also training entrepreneurs to produce bricks. They also support black economic empowerment initiatives and also engage schools where they empower kids through sports.

Nodes\\Q2 Good CSR Companies\Social responsibility

Nodes\\Q2 Good CSR Companies\Community Support

Internals\\Interviews\\Question 2

Yes	Interview	0.4328	42

1 RK 5/18/2017 12:37 pm

Mr Price
They have a training system where they sponsor children from high school through college and they don't stop there, they hire them sometimes and help them go higher in the rank to even be a manager of the company.
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2 RK 5/18/2017 12:39 pm

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3 RK 5/18/2017 12:41 pm

KFC
They have a drive where they donate R2 for every meal to the orphanages and they also have the cricket thing for the little children, where they use sport to promote physical wellness for kids.

4 RK 5/18/2017 12:45 pm

TCM
It helps underprivileged develop skills through ICT that can help them get skills to qualify them for a job

5 RK 5/18/2017 12:48 pm

Also DSTV, they support by giving work to people in community and pay them

6 RK 5/18/2017 12:53 pm

NED Bank
They have what they call blanket drive where they donate blankets during winter to less fortunate. They also get involved in the community by engaging in sports for the kids to enhance their social welfare and also keep them healthy and also training people to get the right skills and can be able to get jobs.

7 RK 5/18/2017 12:55 pm

NED Bank
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8 RK 5/18/2017 12: 58 pm

P7. Woolworths Take part in community development and also their food is healthy.

9 RK 5/18/2017 1:35 pm

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10 RK 5/18/2017 1:39 pm 5/18/2017

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11 RK 5/18/2017 1:45 pm

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I also know they donate some money to wits actuarial society towards development of skills for the students pursuing the career.

15 RK 5/18/2017 1:59 pm

P14. Old mutual invetsments
They have a foundation called Green Hands which helps in children to read and develop skills and also during winter they donate blankets to needy people in the community

16 RK 5/18/2017 2:05 pm

P15. KFC
R2 donation for every meal you buy, to feed homeless or hungry child. They are feeding both the society in general and also those that are needy.

17 RK 5/18/2017 2:13 pm

P16. Factory
Have donations in terms of tissue boxes and bracelets donations that go towards charity to support the needy members of the community

18 RK 5/18/2017 2:17 pm

Spur
They have sporting initiative, Soccer Masidlale, which they do alongside Multi-Choice DSTV. They go to primary schools and have sports day where they feed children and educate them on and give them life skills through sports. Involve needy kids at grassroot levels

19 RK 5/18/2017 2:21 pm

SASOL
Being an artist myself, the company gives a lot of supports to students and emerging artists through competitions and initiatives

20 RK 5/18/2017 2:23 pm

P20. Boorgertman and Partners
Being an architectural firm, they offer bursaries to students of all races, they also go to 4 or 5 orphanages every year before Christmas to donate presents to the kids there. They also support environmentally sustainable initiatives on South African properties

21 RK 5/18/2017 2:26 pm

P22. Hackle Brook conference centers
They offer training for students who are interested in businesses and also support by offering job opportunities

22 RK 5/18/2017 2:30 pm

P23. SuperSport
They give back in terms of helping the community grow by offering various programs to underprivileged kids. They have a program called "Let's Play" where kids are the target to make them active so as to reduce cases of overweight

23 RK 5/18/2017 2:33 pm

P24. KFC
They do donate R2 for every meal that you buy, though it is little donations, they help a lot of kids not to go hungry.

24 RK 5/18/2017 2:37 pm

P25. Woolworths
They have a lot of community empowering projects and also for the environment. For example, they are committed to donating left over foods to homes and also in reduction of carbon emissions which pollutes the environment

25 RK 5/18/2017 2:41 pm

P27. ABSA
They promote a lot of initiatives, for instance, the soccer premier league to promote football and also bring fans together. Also they recently introduce what they call Ready-to-Work initiative to help young people get experience at workplace

26 RK 5/18/2017 2:43 pm

Woolworths
They do outreach programs and they try to sell organic products which are healthy to the community

27 RK 5/18/2017 2:49 pm

P29. Pick N Pay
They have different programs that help the community for example, the money box program where they raise funds for various charities. They also have the National Bandana Day, where they raise funds to support children with Leukemia.

28 RK 5/18/2017 2:53 pm

P30. Cashbuild
They support the community by offering jobs to local people in their stores and also training entrepreneurs to produce bricks. They also support black economic empowerment initiatives and also engage schools where they empower kids through sports.

Nodes\\Q2 Good CSR Companies\Social responsibility\Charity or Donation

Internals\\Interviews\\Question 2

No	Interview	0.2572	16

1 RK 5/19/2017 6:57 am

Pick N Pay is a bit of both They do give to can drives, blood drives, bandana day, Mandela day events and 67 minutes.

2 RK 5/19/2017 7:05 am

KFC
They have a drive where they donate R2 for every meal to the orphanages and they also have the cricket thing for the little children, where they use sport to promote physical wellness for kids.

3 RK 5/19/2017 7:07 am

NED Bank
They have what they call blanket drive where they donate blankets during winter to less fortunate. They also get involved in the community by engaging in sports for the kids to enhance their social welfare and also keep them healthy and also training people to get the right skills and can be able to get jobs.

4 RK 5/19/2017 7:10 am

KFC Help community by donating R2 for every meal that a customer buys

5 RK 5/19/2017 7:13 am

KFC
They are more available everywhere with big posters and they donate R2 for every purchase which is affordable and you feel you are part of the contribution.

6 RK 5/19/2017 7:16 am

Pick n Pay
It is usually reporting in their financial reporting that they do have sustainable programs to the community in terms of donations to communities who need help.

7 RK 5/19/2017 719 am

P11. KFC
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8 RK 5/19/2017 7:21 am

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9 RK 5/19/2017 7:25 am

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P24. KFC
They do donate R2 for every meal that you buy, though it is little donations, they help a lot of kids not to go hungry.

15 RK 5/19/2017 7:47 am

P25. Woolworths
They have a lot of community empowering projects and also for the environment. For example, they are committed to donating left over foods to homes and also in reduction of carbon emissions which pollutes the environment

16 RK 5/19/2017 7:52 am

P29. Pick N Pay
They have different programs that help the community for example, the money box program where they raise funds for various charities. They also have the National Bandana Day, where they raise funds to support children with Leukemia.

Nodes\\Q2 Good CSR Companies\Social responsibility\Education or Training

Internals\\Interviews\\Question 2

No	Interview	0.2147	11

1 RK 5/19/2017 8:19 am

Mr Price
They have a training system where they sponsor children from high school through college and they don't stop there, they hire them sometimes and help them go higher in the rank to even be a manager of the company.
They also have what is called Redcap Foundation where they offer training through sports and education for kids in primary and high school, and some have progress to be professionals.

2 RK 5/19/2017 8:20 am

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NED Bank
They have what they call blanket drive where they donate blankets during winter to less fortunate. They also get involved in the community by engaging in sports for the kids to enhance their social welfare and also keep them healthy and also training people to get the right skills and can be able to get jobs.

4 RK 5/19/2017 8:32 am

P13. Sanlam
They do give to community through charity donations especially their programme called Sanlam Brilliance Learner Programme where they provide extra lessons on sciences and technology to underprivileged high students .
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7 RK 5/19/2017 8: 41 am

SASOL
Being an artist myself, the company gives a lot of supports to students and emerging artists through competitions and

8 RK 5/19/2017 8:45 am

P22. Hackle Brook conference centers
They offer training for students who are interested in businesses and also support by offering job opportunities

9 RK 5/19/2017 8:46 am

P23. SuperSport
They give back in terms of helping the community grow by offering various programs to underprivileged kids. They have a program called "Let's Play" where kids are the target to make them active so as to reduce cases of overweight

10 RK 5/19/2017 8:49 am

Woolworths
They do outreach programs and they try to sell organic products which are healthy to the community

11 RK 5/19/2017 8:51 am

P30. Cashbuild
They support the community by offering jobs to local people in their stores and also training entrepreneurs to produce bricks. They also support black economic empowerment initiatives and also engage schools where they empower kids

Nodes\\Q2 Good CSR Companies\ Social responsibility \Employment

Internals\\Interviews\\Question 2

No	Interview	0.0492	3

1 RK 5/19/2017 9:02 am

Also DSTV, they support by giving work to people in community and pay them

2 RK 5/19/2017 9:18 am

P27. ABSA
They promote a lot of initiatives, for instance, the soccer premier league to promote football and also bring fans together. Also they recently introduce what they call Ready-to-Work initiative to help young people get experience at workplace.

3 RK 5/19/2017 9:21 am

P30. Cashbuild
They support the community by offering jobs to local people in their stores and also training entrepreneurs to produce bricks. They also support black economic empowerment initiatives and also engage schools where they empower kids through sports

Nodes\\Q2 Good CSR Companies\ Social responsibility \Health

Internals\\Interviews\\Question 2

No	Interview	0.0464	4

1 RK 5/19/2017 9:20 am

Pick N Pay is a bit of both They do give to can drives, blood drives, bandana day, Mandela day events and 67 minutes.

2 RK 5/19/2017 9:28 am

P7. Woolworths Take part in community development and also their food is healthy.

3 RK 5/19/2017 9:29 am

Woolworths
They do outreach programs and they try to sell organic products which are healthy to the community

4 RK 5/19/2017 9:32 am

P29. Pick N Pay
They have different programs that help the community for example, the money box program where they raise funds for various charities. They also have the National Bandana Day, where they raise funds to support children with Leukemia.

Nodes\\Q2 Good CSR Companies\ Social responsibility \Scholarships

Internals\\Interviews\\Question 2

No	Interview	0.0243	1

1 RK 5/19/2017 9:35 am

P20. Boorgertman and Partners
Being an architectural firm, they offer bursaries to students of all races, they also go to 4 or 5 orphanages every year before Christmas to donate presents to the kids there. They also support environmentally sustainable initiatives on South African properties

Nodes\\Q2 Good CSR Companies\ Social responsibility \Sports
Internals\\Interviews\\Question 2

No	Interview	0.1634	7

1 RK 5/19/2017 9:39 am

Mr Price
They have a training system where they sponsor children from high school through college and they don't stop there, they hire them sometimes and help them go higher in the rank to even be a manager of the company.
They also have what is called Redcap Foundation where they offer training through sports and education for kids in primary and high school, and some have progress to be professionals.

2 RK 5/19/2017 9:41 am

KFC
They have a drive where they donate R2 for every meal to the orphanages and they also have the cricket thing for the little children, where they use sport to promote physical wellness for kids.

3 RK 5/19/2017 10:07 am

NED Bank
They have what they call blanket drive where they donate blankets during winter to less fortunate. They also get involved in the community by engaging in sports for the kids to enhance their social welfare and also keep them healthy and also training people to get the right skills and can be able to get jobs.

4 RK 5/19/2017 10:14 am

Spur
They have sporting initiative, Soccer Masidlale, which they do alongside Multi-Choice DSTV. They go to primary schools and have sports day where they feed children and educate them on and give them life skills through sports. Involve needy kids at grassroot levels

5 RK 5/19/2017 10:16 am

P23. SuperSport
They give back in terms of helping the community grow by offering various programs to underprivileged kids. They have a program called "Let's Play" where kids are the target to make them active so as to reduce cases of overweight

6 RK 5/19/2017 10:18 am

P27. ABSA
They promote a lot of initiatives, for instance, the soccer premier league to promote football and also bring fans together. Also they recently introduce what they call Ready-to-Work initiative to help young people get experience at workplace.

7 RK 5/19/2017 10:21 am

P30. Cashbuild
They support the community by offering jobs to local people in their stores and also training entrepreneurs to produce bricks. They also support black economic empowerment initiatives and also engage schools where they empower kids

Nodes\\Q2 Good CSR Companies\Emotional appeal

Internals\\Interviews\\Question 2

No	Interview	0.0360	3

1 RK 5/20/2017 9:47 am

Because they have created a situation where female waitresses are allowed to work during the day to avoid issues of rape cases which endanger their lives if they work at night

2 RK 5/20/2017 9:55 am

Cashbuild
They support the community by offering jobs to local people in their stores and also training entrepreneurs to produce bricks. They also support black economic empowerment initiatives and also engage schools where they empower kids

Nodes\\Q2 Good CSR Companies\Emotional appeal

Internals\\Interviews\\Question 2

No	Interview	0.0155	1

1 RK 5/20/2017 10:17 am

P26. Spur
Because they have created a situation where female waitresses are allowed to work during the day to avoid issues of rape cases which endanger their lives if they work at night

Nodes\\Q2 Good CSR Companies\Environment

Internals\\Interviews\\Question 2

No	Interview	0.0667	3

1 RK 5/20/2017 10:13 am

Hewlett Packard
I know they have a recycling programme where they try to reduce electronic waste being dumped in the environment e.g cartrides etc. That way they are promoting clean healthy environment for people to live and jobs to people in that community they are in.

2 RK 5/20/2017 10:15 am

P20. Boorgertman and Partners
Being an architectural firm, they offer bursaries to students of all races, they also go to 4 or 5 orphanages every year before Christmas to donate presents to the kids there. They also support environmentally sustainable initiatives on South African properties

3 RK 5/20/2017 10:17 am

P25. Woolworths
They have a lot of community empowering projects and also for the environment. For example, they are committed to donating left over foods to homes and also in reduction of carbon emissions which pollutes the environment

Nodes\\Q2 Good CSR Companies\Product and services

Internals\\Interviews\\Question 2

No	Interview	0.0145	2

1 RK 5/20/2017 11:54 am

Woolworths Take part in community development and also their food is healthy.

2 RK 5/20/2017 11:53 am

They do outreach programs and they try to sell organic products which are healthy to the community

Nodes\\Q3 Bad CSR Companies\Corruption

Internals\\Interviews\\Question 3

No	Interview	0.0311	3

Eskom It is corrupt and management there are selfish	1	RK	5/20/2017 12:44 pm
Eskom Has a bad reputation because of corruption	2	RK	5/20/2017 12:48 pm
Eskom They are basically taking people's money, they are also polluting the environment a lot but do not care	3	RK	5/20/2017 12:53 pm

Nodes\\Q3 Bad CSR Companies\Customer Service

Internals\\Interviews\\Question 3

No	Interview	0.0355	1

Edgars From a student perspective, when you go to the store, you do not get the feeling that they welcome you and the costs are very high which shows it targets high income people. I have not heard of them giving back or helping community.	1	RK	5/20/2017

Nodes\\Q3 Bad CSR Companies\Environment

Internals\\Interviews\\Question 3

No	Interview	0.0491	3

BP They pollute the environment, spill oil, which is harmful and they do not have anything in place to prevent it	1	RK	5/20/2017 1:45 pm
Eskom They are basically taking people's money, they are also polluting the environment a lot but do not care	2	RK	5/20/2017 1:48 pm
Volkswagen They fake there emissions tests and in the process hurts a lot of communities through pollutions	3	RK	5/20/2017 1:52 pm

Nodes\\Q3 Bad CSR Companies\Health

Internals\\Interviews\\Question 3

No	Interview	0.0623	3

BP They pollute the environment, spill oil, which is harmful and they do not have anything in place to prevent it	1	RK	5/20/2017 2:45 pm
Volkswagen They fake there emissions tests and in the process hurts a lot of communities through pollutions	2	RK	5/20/2017 2:49 pm

3 RK 5/20/2017 2:50 pm

P28. McDonalds
Their products are not healthy and are not good for community health, and they do not seem to do anything about it, even though they know the risks they are imposing the customers on.

Nodes\\Q3 Bad CSR Companies\Others

Internals\\Interviews\\Question 3

No	Interview	0.1225	6

1 RK 5/20/2017 3:03 pm

can't think of one

2 RK 5/20/2017 3:06 pm

N/A Coca Cola because they do contribute money to Israel and Israel is busy doing nonsense in Palestine.

3 RK 5/20/2017 3:09 pm

Pepsi
Advert which has Kardashian in it, it is essentially about the marches they had in 2016 about police brutality and an African American woman came up and kind of risk her life by standing against police brutality , so now Pepsi is coming up with related advert but use Kardashian fighting for injustices, which is like taking advantage of someone's struggles

4 RK 5/20/2017 3:14 pm

It is hard to know which companies do not practice because the ones we know are those we have seen doing something for the community or doing a lot of publications

5 RK 5/20/2017 3:16 pm

It is hard to know which ones practice or do not practice. Most of them do not publicize what they do.

6 RK 5/20/2017 3:20 pm

P30. N/A Companies I buy from mostly support community in one way or another

Nodes\\Q3 Bad CSR Companies\Selfishness

Internals\\Interviews\\Question 3

No	Interview	0.3220	12

1 RK 5/20/2017 3:24 pm

Law firms like Webber Wentzel, don't give back to community though they are doing well.

2 RK 5/20/2017 3:27 pm

Eskom It is corrupt and management there are selfish

3 RK 5/20/20173:30 pm

REMAX Big company but you rarely see them doing anything for the community

4 RK 5/20/2017 3:35 pm

Technology companies like Apple. Have not done much for the community

5 RK 5/20/2017 3:45 pm

Eskom
Because I think people in Eskom do not just think, they do not look at beyond themselves, they are one sided.

6 RK 5/20/2017 3:46 pm

Pepsi
Advert which has Kardashian in it, it is essentially about the marches they had in 2016 about police brutality and an African American woman came up and kind of risk her life by standing against police brutality , so now Pepsi is coming up with related advert but use Kardashian fighting for injustices, which is like taking advantage of someone's struggles

7 RK 5/20/2017 3:49 pm

Anglo American
Because right now mining sector in South Africa is probably the back-born of the economy, usually it is these international companies that are exploiting such areas, and given the amount of profits they make, which is a lot, South Africans are not really benefiting from these companies. Also although they have bursaries for needy kind to go to school, I just feel it is not enough considering how much money they are getting.

8 RK 5/20/2017 3:51 pm

Edgars
From a student perspective, when you go to the store, you do not get the feeling that they welcome you and the costs are very high which shows it targets high income people. I have not heard of them giving back or helping community.

9 RK 5/20/2017 3:54 pm

Banks e.g R&B Banks try all means to benefit from people's money, and they try to avoid taxes. They do so by giving certain amount to charities, and those charities are not genuine charities, they are more connected to the banks part of it but not because they want to but because they want to avoid paying taxes.

10 RK 5/20/2017 3:58 pm

Volkswagen They fake there emissions tests and in the process hurts a lot of communities through pollutions

11 RK 5/20/2017 3:59 pm

P27. Uniliver or Golgate They are big companies but I have never seen them do anything to help the community

12 RK 5/20/2017 4:11 pm

P28. McDonalds
Their products are not healthy and are not good for community health, and they do not seem to do anything about it, even though they know the risks they are imposing the customers on.

Nodes\\Q3 Bad CSR Companies\Size

Internals\\Interviews\\Question 3

No	Interview	0.0265	2

1 RK 5/20/2017 4:15 pm

Local small shops Because they do not have resources to do so.

2 RK 5/20/2017 4:18 pm

P29. Small franchises
I guess because they do not have enough funds to support themselves and the community as well.

Nodes\\Q4 Likelihood of purchasing from good CSR company

Internals\\Interviews\\Question 4

Yes	Interview	0.4431	30

1 RK 5/27/2017 12:54 pm

Because even in our family we support brands and companies that support others

2 RK 5/27/2017 12:57 pm

It is important for me because I wouldn't want to buy from a company that has very negative policies, like they are very sexists or racists or poor treatment of customers, in other words are very exclusive, concentrate on one part of the community.

3 RK 5/27/2017 12:59 pm

If I am treated with respect and like a customer who contributes to your company, then I will treat you by supporting your company by buying from it.

4 RK 5/27/2017 1:05 pm

You can trust more the companies that are socially responsible in gathering for your needs and wants because they care about you and not just themselves

5 RK 5/27/2017 1:09 pm

If they are doing good you know that money is going to a good cause, so you are also contributing to that cause.

6 RK 5/27/2017 1:12 pm

Because if the company is contributing to the community, they are uplifting the community which increases the financial stability of the community which guarantees that the community will support that company

7 RK 5/27/2017 1:15 pm

Many of the companies we go to, to buy goods and services do practice CSR, and it happens that they are providing the goods or services that we need. It is not entirely because of CSR but also because they are providing the goods and services that I need.

8 RK 5/27/2017 1:19 pm

Because of the things that you buy in exchange for them to go and do those things or projects they do. However, sometimes they just say they will do them but you do not see them doing those things. They don't practice what they preach.

9 RK 5/27/2017 1:21 pm

Because for instance where I come from a lot of people are not financially stable and if I can take part in contributing towards supporting them then I feel I have done something good in somewhere.

10 RK 5/27/2017 1:26 pm

Whether it is socially responsible or not, I can still buy from a company if I really need to, but knowing that it is a company that supports the programs in community, I will definitely buy from them because it feeds back into the community.

11 RK 5/27/2017 129 pm

If they are giving back to the community, I feel like there is a good cause behind it, which will make me more likely to buy from them

12 RK 5/27/2017 1:31 pm

Depending on other factors about the product, for instance so long as it is cheap or of good quality

13 RK 5/27/2017 1:36 pm

Because if I know my money is going to a good cause then I will buy from them

14 RK 5/27/2017 1:39 pm

Because it doesn't feel like I am just buying the product, but it feels like I am actually helping someone else

15 RK 5/27/2017 1:42 pm

Of course we need to help yourself first, but then we also have to think about the future, for instance here in South Africa we need sustainable economy and by buying from responsible companies we are promoting sustainability

16 RK 5/27/2017 1:46 pm

Because I feel that by supporting a charity I am able to make a small difference, which helps me do something I might not be able to do by myself

17 RK 5/27/2017 1:47 pm

Because they are doing their social duty and they are aware of what people expect from them

18 RK 5/27/2017 1:57 pm

To be honest, when I am buying stuff, I do not really consider the CSR of a company

19 RK 5/27/2017 1:57 pm

Because mostly I do not which companies do CSR, but in situation where I know of a company that practice CSR, I would definitely buy from them, and also another thing is that it depends if it is a cause that I am interested in.

20 RK 5/27/2017 1:57 pm

As long as they have what I really want and accessibility, I will definitely buy from them

21 RK 5/27/2017 1:59 pm

If I knew of a company that practice CSR, I would definitely buy from them because you feel like you are contributing to the society, because you know that you are investing your money somewhere for a good cause that would come back to help those around you.

22 RK 5/27/2017 2:07 pm

Because supporting companies that supports others is very important because you help give those resources to keep going of the good causes they are doing

23 RK 5/27/2017 2:08 pm

It feels like you are also helping promote that community especially if it is a community where you are located in.

24 RK 5/27/2017 2:11 pm

It makes me feel like I am making a difference. For instance, when you put the R2 in the KFC tin, you feel you are also a part of the contributor.

25 RK 5/27/2017 2:14 pm

I feel as long as it is benefiting people in need, I will support them

26 RK 5/27/2017 2:18 pm

Solely based on individual experiences and also the availability of products I need. Also I feel like you need to help people who are supporting you and community because they consider their interests in what they do.

27 RK 5/27/2017 2:22 pm

For me I consider services and products they offer irrespective of whether they practice CSR or not.

28 RK 5/27/2017 2:28 pm

Because it is good to support companies that help companies who are supporting the community so that they continue doing good things to the community

29 RK 5/27/2017 2:31 pm

By supporting the companies, I am also being part of the community and helping them as much as I can

30 RK 5/27/2017 2:36 pm

Because we do not all have the same privileges and by giving back as much as possible to people who are underprivileged is a good cause that needs to be supported

Nodes\\Q4 Likelihood of purchasing from good CSR company\4 - Likely

PDF

Internals\\Interviews\\Question 4

No	Interview	0.2549	17

1 RK 5/28/2017 8:34 pm

Because even in our family we support brands and companies that support others

2 RK 5/28/2017 8:37 pm

It is important for me because I wouldn’t want to buy from a company that has very negative policies, like they are very sexists or racists or poor treatment of customers, in other words are very exclusive, concentrate on one part of the community.

3	RK	5/28/2017 8:40 pm

If I am treated with respect and like a customer who contributes to your company, then I will treat you by supporting your company by buying from it.

4	RK	5/28/2017 8:45 pm

You can trust more the companies that are socially responsible in gathering for your needs and wants because they care about you and not just themselves

5	RK	5/28/2017 8:48 pm

If they are doing good you know that money is going to a good cause, so you are also contributing to that cause.

6	RK	5/28/2017 8:55 pm

Because if the company is contributing to the community, they are uplifting the community which increases the financial stability of the community which guarantees that the community will support that company

7	RK	5/28/2017 8:59 pm

Many of the companies we go to, to buy goods and services do practice CSR, and it happens that they are providing the goods or services that we need. It is not entirely because of CSR but also because they are providing the goods and services that I need.

8	RK	5/28/2017 9:05 pm

Because of the things that you buy in exchange for them to go and do those things or projects they do. However, sometimes they just say they will do them but you do not see them doing those things. They don’t practice what they preach.

9	RK	5/28/2017 9:07 pm

Because for instance where I come from a lot of people are not financially stable and if I can take part in contributing towards supporting them then I feel I have done something good in somewhere.

10	RK	5/28/2017 9:10 pm

If they are giving back to the community, I feel like there is a good cause behind it, which will make me more likely to buy from them

11	RK	5/28/2017 9:12 pm

Because if I know my money is going to a good cause then I will buy from them

12	RK	5/28/2017 9:15 pm

To be honest, when I am buying stuff, I do not really consider the CSR of a company

13	RK	5/28/2017 9:17 pm

As long as they have what I really want and accessibility, I will definitely buy from them

14	RK	5/28/2017 9:21 pm

If I knew of a company that practice CSR, I would definitely buy from them because you feel like you are contributing to the society, because you know that you are investing your money somewhere for a good cause that would come back to help those around you.

15 RK 5/28/2017 9:25 pm

I feel as long as it is benefiting people in need, I will support them

16 RK 5/28/2017 9:27 pm

Solely based on individual experiences and also the availability of products I need. Also I feel like you need to help people who are supporting you and community because they consider their interests in what they do.

17 RK 5/28/2017 9:30 pm

By supporting the companies, I am also being part of the community and helping them as much as I can

Nodes\\Q4 Likelihood of purchasing from good CSR company\3 - Neutral

Internals\\Interviews\\Question 4

No	Interview	0.0408	3

1 RK 5/28/2017 9:36

Depending on other factors about the product, for instance so long as it is cheap or of good quality

2 RK 5/28/2017 9:39 pm

Because mostly I do not which companies do CSR, but in situation where I know of a company that practice CSR, I would definitely buy from them, and also another thing is that it depends if it is a cause that I am interested in.

3 RK 5/28/2017 9:42 pm

For me I consider services and products they offer irrespective of whether they practice CSR or not.

Nodes\\Q5 Likelihood of purchasing from bad CSR company

Internals\\Interviews\\Question 5

Yes	Interview	0.4251	30

1 RK 5/29/2017 1:01 pm

It is not like I am going to deprive them but if they is one that practice CSR, probably I will use that one.

2 RK 5/29/2017 1:05 pm

In most cases of course I will buy from them if I need to buy from them but the way they treat customers and the way they react to situations or if they do anything that is against development or against community, I might not even enter that store.

3 RK 5/29/2017 1:07 pm

I think disrespect is something that I do not stand for especially if I am coming to support your company

4 RK 5/29/2017 1:10 pm

If you know a company has a bad reputation you would not buy from them.

5 RK 5/29/2017 1:12 pm

You have to consider the ethnicity of the company, and who they target

6 RK 5/29/2017 1:15 pm

Because sometimes you do not have a choice but to buy from them

It is not necessarily about CSR, but the goods and services they are also providing. The fact that they are not practicing CSR would not actually affect my decision to go and shop in that company	7	RK	5/29/2017 1:16 pm
This is because most companies that usually do not practice CSR , they are the ones that have those unique needs that we need, for instance companies that sells brands, you never find them giving brands to the locals or anything of the sort	8	RK	5/29/2017 1:19 pm
Because there are times when you have no choice but to buy from them. E.g you have to get something quick, convenience I would say is a determining factor sometimes.	9	RK	5/29/2017 1:22 pm
Especially if I need a product from that company, but if I have a choice would rather look for a company that is socially responsible	10	RK	5/29/2017 1:25 pm
I would still buy from them if it is a product that I really need	11	RK	5/29/2017 1:28 pm
The same reason as above	12	RK	5/29/2017 1:31 pm
I am not into wasting money	13	RK	5/29/2017 1:33 pm
I feel like those companies are selfish and there is so much that they could be doing but are not, also depending on whether you have other choices or not.	14	RK	5/29/2017 1:37 pm
Take an example of Eskom, despite being bad, it is vital or they provide essentials that you do not have a choice but to buy	15	RK	5/29/2017 1:42 pm
Basically, because most of them provide necessities which you can avoid, e.g. electricity, water	16	RK	5/29/2017 1:44 pm
I am not buying Pepsi	17	RK	5/29/2017 1:48 pm
Think of what you need not necessarily the CSR	18	RK	5/29/2017 1:50 pm
Because sometimes they have a product that you really need and you have to buy from them	19	RK	5/29/2017 1:54 pm
If they have what I want and is a product I want	20	RK	5/29/2017 1:57 pm
Because whereas buying from a company with good CSR reputation, it is not a major influencing factor on where I shop.	21	RK	5/29/2017 1:59 pm
Personally, I try to help people, and companies that do not help, I will not support them	22	RK	5/29/2017 2:04 pm
It depends on company size where they have the product but because they do not have extra funds for CSR, I will still buy from them.	23	RK	5/29/2017 2:07 pm
I feel they take and take without giving back to community, so why should I help them.	24	RK	5/29/2017 2:10 pm
I might buy from them if it is a necessary product they have and I need it	25	RK	5/29/2017 2:14 pm
Because if they have product I need, then I would be obliged to buy from them	26	RK	5/29/2017 2:15 pm
	27	RK	5/29/2017 2:18 pm

It depends on whether they have what I need and have a good reputation generally

28 RK 5/29/2017 2:20 pm

Depending on whether it is convenient for me, then I might buy from them

29 RK 5/29/2017 2:25 pm

It is not easy to base my buying decisions on CSR alone, because if there are products like brands that I need, I would probably buy from a company irrespective of their CSR.

30 RK 5/29/2017 2:28 pm

If I know of the company's performance of CSR is bad, I wouldn't buy from them. The main problem is that it is not something obvious which ones practice CSR and which ones do not. Some companies do it for their own benefit

Internals\\Interviews\\Question 5

No	Interview	0.0711	7

1 RK 5/29/2017 2:29 pm

I think disrespect is something that I do not stand for especially if I am coming to support your company

2 RK 5/29/2017 2:32 pm

If you know a company has a bad reputation you would not buy from them.

3 RK 5/29/2017 2:34 pm

You have to consider the ethnicity of the company, and who they target

4 RK 5/29/2017 2:36 pm

I am not into wasting money

5 RK 5/29/2017 2:39 pm

I feel like those companies are selfish and there is so much that they could be doing but are not, also depending on whether you have other choices or not.

6 RK 5/29/2017 2:44 pm

I am not buying Pepsi

7 RK 5/29/2017 2:46 pm

Personally, I try to help people, and companies that do not help, I will not support them

Nodes\\Q5 Likelihood of purchasing from bad CSR company\2 - Unlikely

Internals\\Interviews\\Question 5

No	Interview	0.1135	6

1 RK 5/29/2017 2:52 pm

In most cases of course I will buy from them if I need to buy from them but the way they treat customers and the way they react to situations or if they do anything that is against development or against community, I might not even enter that store.

2 RK 5/29/2017 2:55 pm

Because sometimes you do not have a choice but to buy from them

3 RK 5/29/2017 2:57 pm

Because there are times when you have no choice but to buy from them. E.g you have to get something quick, convenience I would say is a determining factor sometimes.

4 RK 5/29/2017 2:59 pm

I feel they take and take without giving back to community, so why should I help them.

5 RK 5/29/2017 3:04 pm

I might buy from them if it is a necessary product they have and I need it

6 RK 5/29/2017 3:05 pm

If I know of the company's performance of CSR is bad, I wouldn't buy from them. The main problem is that it is not something obvious which ones practice CSR and which ones do not. Some companies do it for their own benefit

Nodes\\Q5 Likelihood of purchasing from bad CSR company\3 - Neutral

Internals\\Interviews\\Question 5

No	Interview	0.1706	13

1 RK 5/29/2017 3:06 pm

It is not like I am going to deprive them but if they is one that practice CSR, probably I will use that one.

2 RK 5/29/2017 3:13 pm

Especially if I need a product from that company, but if I have a choice would rather look for a company that is socially responsible

3 RK 5/29/2017 3:17 pm

I would still buy from them if it is a product that I really need

4 RK 5/29/2017 3:23 pm

The same reason as above

5 RK 5/29/2017 3:26 pm

Take an example of Eskom, despite being bad, it is vital or they provide essentials that you do not have a choice but to buy

6 RK 5/29/2017 3:29 pm

Basically, because most of them provide necessities which you can avoid, e.g. electricity, water

7 RK 5/29/2017 3:34 pm

Because sometimes they have a product that you really need and you have to buy from them

8 RK 5/29/2017 3:36 pm

Because whereas buying from a company with good CSR reputation, it is not a major influencing factor on where I shop.

9 RK 5/29/20173:38 pm

It depends on company size where they have the product but because they do not have extra funds for CSR, I will still buy from them.

10 RK 5/29/2017 3:41 pm

Because if they have product I need, then I would be obliged to buy from them

11 RK 5/29/2017 3:45 pm

It depends on whether they have what I need and have a good reputation generally

12 RK 5/29/2017 3:49 pm

Depending on whether it is convenient for me, then I might buy from them

13 RK 5/29/2017 3:55 pm

It is not easy to base my buying decisions on CSR alone, because if there are products like brands that I need, I would probably buy from a company irrespective of their CSR.

Nodes\\Q5 Likelihood of purchasing from bad CSR company\4 - Likely

Internals\\Interviews\\Question 5

No	Interview	0.0699	4

1 RK 5/29/2017 3:52 pm

It is not necessarily about CSR, but the goods and services they are also providing. The fact that they are not practicing CSR would not actually affect my decision to go and shop in that company

2 RK 5/29/2017 3:56 pm

This is because most companies that usually do not practice CSR , they are the ones that have those unique needs that we need, for instance companies that sells brands, you never find them giving brands to the locals or anything of the sort

3 RK 5/29/2017 3:58 pm

Think of what you need not necessarily the CSR

4 RK 5/29/2017 4:04 pm

If they have what I want and is a product I want

Nodes\\Q4 and 5 CSR as a Purchase Criterion\Good CSR companies\Central Factors (Price, Quality, Brand, Reliability..)

Internals\\Interviews\\Question 4

No	Interview	0.1040	7

1 RK 6/2/2017 10:46

Many of the companies we go to, to buy goods and services do practice CSR, and it happens that they are providing the goods or services that we need. It is not entirely because of CSR but also because they are providing the goods and services that I need.

2 RK 6/2/2017 10:48 am

Whether it is socially responsible or not, I can still buy from a company if I really need to, but knowing that it is a company that supports the programs in community, I will definitely buy from them because it feeds back into the community.

3 RK 6/2/2017 10:49 am

Depending on other factors about the product, for instance so long as it is cheap or of good quality

4 RK 6/2/2017 10:50 am

To be honest, when I am buying stuff, I do not really consider the CSR of a company

5 RK 6/2/2017 10:51 am

As long as they have what I really want and accessibility, I will definitely buy from them

6 RK 6/2/2017 10:53 am

Solely based on individual experiences and also the availability of products I need. Also I feel like you need to help people who are supporting you and community because they consider their interests in what they do.

Nodes\\Q4 and 5 CSR as a Purchase Criterion\Good CSR companies\Core Factors (Information and Personal Concern)

Internals\\Interviews\\Question 4

No	Interview	0.2092	14

1 RK 6/2/2017 11:24 am

Because even in our family we support brands and companies that support others

2 RK 6/2/2017 11:27 am

It is important for me because I wouldn't want to buy from a company that has very negative policies, like they are very sexists or racists or poor treatment of customers, in other words are very exclusive, concentrate on one part of the community.

3 RK 6/2/2017 11:30 am

If I am treated with respect and like a customer who contributes to your company, then I will treat you by supporting your company by buying from it.

4 RK 6/2/2017 11:40 am

Because it doesn't feel like I am just buying the product, but it feels like I am actually helping someone else

5 RK 6/2/2017 11:43 am

Of course we need to help yourself first, but then we also have to think about the future, for instance here in South Africa we need sustainable economy and by buying from responsible companies we are promoting sustainability

6 RK 6/2/2017 11:50 am

Because I feel that by supporting a charity I am able to make a small difference, which helps me do something I might not be able to do by myself

7 RK 6/2/2017 11:51 am

Because mostly I do not which companies do CSR, but in situation where I know of a company that practice CSR, I would definitely buy from them, and also another thing is that it depends if it is a cause that I am interested in.

8 RK 6/2/2017 11:52 am

If I knew of a company that practice CSR, I would definitely buy from them because you feel like you are contributing to the society, because you know that you are investing your money somewhere for a good cause that would come back to help those around you

9 RK 6/2/2017 11:55 am

Because supporting companies that supports others is very important because you help give those resources to keep going of the good causes they are doing

10 RK 6/2/2017 11:59 am

It feels like you are also helping promote that community especially if it is a community where you are located in.

11 RK 6/2/2017 12:01 pm

It makes me feel like I am making a difference. For instance, when you put the R2 in the KFC tin, you feel you are also a part of the

12 RK 6/2/2017 12:02 pm

I feel as long as it is benefiting people in need, I will support them

13 RK 6/2/2017 12:06 pm

By supporting the companies, I am also being part of the community and helping them as much as I can

14 RK 6/2/2017 12:10 pm

Because we do not all have the same privileges and by giving back as much as possible to people who are underprivileged is a good cause that needs to be supported

Nodes\\Q4 and 5 CSR as a Purchase Criterion\Good CSR companies\Peripheral Factors (Company Image, CSR initiatives Credibility, Peer influence)

Internals\\Interviews\\Question 4

No	Interview	0.1556	10

1 RK 6/3/2017 10:45 am

You can trust more the companies that are socially responsible in gathering for your needs and wants because they care about you and not just themselves

2 RK 6/3/2017 10:47 am

If they are doing good you know that money is going to a good cause, so you are also contributing to that cause.

3 RK 6/3/2017 10:50 am

Many of the companies we go to, to buy goods and services do practice CSR, and it happens that they are providing the goods or services that we need. It is not entirely because of CSR but also because they are providing the goods and services that I need.

4 RK 6/3/2017 10:47 am

Because for instance where I come from a lot of people are not financially stable and if I can take part in contributing towards supporting them then I feel I have done something good in somewhere.

5 RK 6/3/2017 10:51 am

Whether it is socially responsible or not, I can still buy from a company if I really need to, but knowing that it is a company that supports the programs in community, I will definitely buy from them because it feeds back into the community.

6 RK 6/3/2017 10:59 am

If they are giving back to the community, I feel like there is a good cause behind it, which will make me more likely to buy from them

7 RK 6/3/2017 11:04 am

Because if I know my money is going to a good cause then I will buy from them

8 RK 6/3/2017 11:05 am

Because they are doing their social duty and they are aware of what people expect from them

9 RK 6/3/2017 11:08 am

Solely based on individual experiences and also the availability of products I need. Also I feel like you need to help people who are supporting you and community because they consider their interests in what they do.

10 RK 6/3/2017 11:13 am

Because it is good to support companies that help companies who are supporting the community so that they continue doing good things to the community

Nodes\\Q4 Likelihood of purchasing from good CSR company

Internals\\Interviews\\Question 4

Yes	Interview	0.4431	30

1 RK 6/7/2017 12:54

Because even in our family we support brands and companies that support others

2 RK 6/7/2017 12:57 pm

It is important for me because I wouldn't want to buy from a company that has very negative policies, like they are very sexists or racists or poor treatment of customers, in other words are very exclusive, concentrate on one part of the community.

3 RK 6/7/2017 12:59 pm

If I am treated with respect and like a customer who contributes to your company, then I will treat you by supporting your company by buying from it.

4 RK 6/7/2017 1:05 pm

You can trust more the companies that are socially responsible in gathering for your needs and wants because they care about you and not just themselves

5 RK 6/7/2017 1:07 pm

If they are doing good you know that money is going to a good cause, so you are also contributing to that cause.

6 RK 6/7/2017 1:11 pm

Because if the company is contributing to the community, they are uplifting the community which increases the financial stability of the community which guarantees that the community will support that company

7 RK 6/7/2017 1:15 pm

Many of the companies we go to, to buy goods and services do practice CSR, and it happens that they are providing the goods or services that we need. It is not entirely because of CSR but also because they are providing the goods and services that I need.

8 RK 6/7/2017 1:18 pm

Because of the things that you buy in exchange for them to go and do those things or projects they do. However, sometimes they just say they will do them but you do not see them doing those things. They don't practice what they preach.

9 RK 6/7/2017 1:20 pm

Because for instance where I come from a lot of people are not financially stable and if I can take part in contributing towards supporting them then I feel I have done something good in somewhere.

10 RK 6/7/2017 1:23 pm

Whether it is socially responsible or not, I can still buy from a company if I really need to, but knowing that it is a company that supports the programs in community, I will definitely buy from them because it feeds back into the community.

11 RK 6/7/2017 1:24 pm

If they are giving back to the community, I feel like there is a good cause behind it, which will make me more likely to buy from them

12 RK 6/7/2017 1:26 pm

Depending on other factors about the product, for instance so long as it is cheap or of good quality

13 RK 6/7/2017 1:29 pm

Because if I know my money is going to a good cause then I will buy from them

14 RK 6/7/2017 1:31 pm

Because it doesn't feel like I am just buying the product, but it feels like I am actually helping someone else				
Of course we need to help yourself first, but then we also have to think about the future, for instance here in South Africa we need sustainable economy and by buying from responsible companies we are promoting sustainability		15	RK	6/7/2017 1:36 pm
Because I feel that by supporting a charity I am able to make a small difference, which helps me do something I might not be able to do by myself		16	RK	6/7/2017 12:38 pm
Because they are doing their social duty and they are aware of what people expect from them		17	RK	6/7/2017 12:40 pm
To be honest, when I am buying stuff, I do not really consider the CSR of a company		18	RK	6/7/2017 12:41 pm
Because mostly I do not which companies do CSR, but in situation where I know of a company that practice CSR, I would definitely buy from them, and also another thing is that it depends if it is a cause that I am interested in.		19	RK	6/7/2017 12:45pm
As long as they have what I really want and accessibility, I will definitely buy from them		20	RK	6/7/2017 12:47 pm
If I knew of a company that practice CSR, I would definitely buy from them because you feel like you are contributing to the society, because you know that you are investing your money somewhere for a good cause that would come back to help those around you.		21	RK	6/7/2017 12:50 pm
Because supporting companies that supports others is very important because you help give those resources to keep going of the good causes they are doing		22	RK	6/7/2017 12:54 pm
It feels like you are also helping promote that community especially if it is a community where you are located in.		23	RK	6/7/2017 12:58 pm
It makes me feel like I am making a difference. For instance, when you put the R2 in the KFC tin, you feel you are also a part of the contributor.		24	RK	6/7/2017 2:08 pm
I feel as long as it is benefiting people in need, I will support them		25	RK	6/7/2017 2:11 pm
Solely based on individual experiences and also the availability of products I need. Also I feel like you need to help people who are supporting you and community because they consider their interests in what they do.		26	RK	6/7/2017 2:14 pm
For me I consider services and products they offer irrespective of whether they practice CSR or not.		27	RK	6/7/2017 2:18 pm
Because it is good to support companies that help companies who are supporting the community so that they continue doing good things to the community		28	RK	6/7/2017 2:21 pm
By supporting the companies, I am also being part of the community and helping them as much as I can		29	RK	6/7/2017 2:24 pm
Because we do not all have the same privileges and by giving back as much as possible to people who are underprivileged is a good cause that needs to be supported		30	RK	6/7/2017 2:27 pm

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On

Nodes\\Q4 and 5 CSR as a Purchase Criterion\Bad CSR companies\Central Factors (Price, Quality, Brand, Reliability..)

PDF

Internals\\Interviews\\Question 5

No	Interview	0.2332	17

1	RK	6/8/2017 9:59 am

Because sometimes you do not have a choice but to buy from them

2	RK	6/8/2017 10:09 am

It is not necessarily about CSR, but the goods and services they are also providing. The fact that they are not practicing CSR would not actually affect my decision to go and shop in that company.

3	RK	6/8/2017 10:12 am

This is because most companies that usually do not practice CSR , they are the ones that have those unique needs that we need, for instance companies that sells brands, you never find them giving brands to the locals or anything of the sort

4	RK	6/8/2017 10:15 am

Because there are times when you have no choice but to buy from them. E.g you have to get something quick, convenience I would say is a determining factor sometimes.

5	RK	6/8/2017 10:19 am

Especially if I need a product from that company, but if I have a choice would rather look for a company that is socially responsible

6	RK	6/8/2017 10:20 am

I would still buy from them if it is a product that I really need

7	RK	6/8/2017 11:23 am

The same reason as above

8	RK	6/8/2017 11:26 am

Take an example of Eskom, despite being bad, it is vital or they provide essentials that you do not have a choice but to buy

9	RK	6/8/2017 11:30 am

Basically, because most of them provide necessities which you can avoid, e.g. electricity, water

10	RK	6/8/2017 11:32 am

Think of what you need not necessarily the CSR

11	RK	6/8/2017 11:35 am

Because sometimes they have a product that you really need and you have to buy from them

	12	RK	6/8/2017 11:37 am

If they have what I want and is a product I want

	13	RK	6/8/2017 11:40 am

I might buy from them if it is a necessary product they have and I need it

	14	RK	6/8/2017 11:44 am

Because if they have product I need, then I would be obliged to buy from them

	15	RK	6/8/2017 11:48 am

It depends on whether they have what I need and have a good reputation generally

	16	RK	6/8/2017 11:52 am

Depending on whether it is convenient for me, then I might buy from them

	17	RK	6/8/2017 11:55 am

It is not easy to base my buying decisions on CSR alone, because if there are products like brands that I need, I would probably buy from a company irrespective of their CSR.

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On

Nodes\\Q4 and 5 CSR as a Purchase Criterion\Bad CSR companies\Core Factors (Information and Personal Concern)

PDF

Internals\\Interviews\\Question 5

Aggregate	Classification	Coverage	Number Of Coding References	Reference Number	Coded By Initials	Modified On
No	Interview	0.1539	11			
				1	RK	6/8/2017 1:57 pm

It is not like I am going to deprive them but if they is one that practice CSR, probably I will use that one.

	2	RK	6/8/2017 1:58 pm

In most cases of course I will buy from them if I need to buy from them but the way they treat customers and the way they react to situations or if they do anything that is against development or against community, I might not even enter that store.

	3	RK	6/8/2017 1:59 pm

I think disrespect is something that I do not stand for especially if I am coming to support your company

	4	RK	6/8/2017 2:08 pm

If you know a company has a bad reputation you would not buy from them

5	RK	6/8/2017 2:12 pm

You have to consider the ethnicity of the company, and who they target

6	RK	6/8/2017 2:15 pm

I am not into wasting money

7	RK	6/8/2017 2:20 pm

I am not buying Pepsi

8	RK	6/8/2017 2:23 pm

Because whereas buying from a company with good CSR reputation, it is not a major influencing factor on where I shop.

9	RK	6/8/20172:27 pm

Personally, I try to help people, and companies that do not help, I will not support them

10	RK	6/8/2017 2:30 pm

I feel they take and take without giving back to community, so why should I help them.

11	RK	6/8/2017 2:35 pm

If I know of the company's performance of CSR is bad, I wouldn't buy from them. The main problem is that it is not something obvious which ones practice CSR and which ones do not. Some companies do it for their own benefit

Internals\\Interviews\\Question 5

No	Interview	0.0648	4

1	RK	6/8/2017 3:00 pm

I feel like those companies are selfish and there is so much that they could be doing but are not, also depending on whether you have other choices or not.

2	RK	6/8/2017 3:04 pm

Take an example of Eskom, despite being bad, it is vital or they provide essentials that you do not have a choice but to buy

3	RK	6/8/2017 3:08 pm

It depends on company size where they have the product but because they do not have extra funds for CSR, I will still buy from them.

Q6. Are there any other aspects of a particular company that might sway your purchasing decision other than CSR reputation? What are those?
P1. How they react to bad things that happen in their company. For instance Ford reacted very well to a car crisis that happened in their company. But if a company ignores bad things that happen in the company then I don't think I will buy from them again.
P2. P3. P4. P5. P6. P7. P8.
Other aspects; good quality, price, Location, quality, price
Look or presentation of the company, quality, price. Quality, price.
Animal testing, chemicals they use in their products, harmless products etc. customer service too
Location, customer services.
Quality, pricing, how well the brand is established, customer service. Likes/dislikes, products
P9. Merchandise they sell, quality, availability, accessibility
P10. Quality
P11. Pricing, quality
P12. Quality of product, durability,
price P13. Popularity of company
P14. Public relations, reputation in general.
P15. General marketing, ethical issues.
P16. Animal testing, because animals themselves do not protect themselves and it is not right to use them
P17. P18. Environmental aspects of it is also very important e.g they are taking care of carbon footprint Satisfaction, price ..lower the better, convenience i.e ear where I live.
P19. Necessity, products,
P20. Product availability, quality of product, customer service, the environment in terms of hygiene.
P21. Reasonable Price, quality, reliability, efficiency of company, customer services.
P22. Personally I am a vegan so I will consider animal cruelty free companies because animals do not have a voice to defend themselves e.g testing on animals. Products
P23. Reputation of company, previous experience from the company.
P24. Hospitality, cost, products, Distance in terms of convenience, also it needs to be clean, neat. P25. Reliability, reputation,
P26. customer service, Price, quality
P27. Quality of product, availability, the reputation of company.
Notes. A company which practice CSR is more likely to be bought at, as a subconscious choice because by giving back to community, you make your company known and people become aware of the company.
P28. Type of product quality, price,
P29 Brands, Quality, price, Convenience, customer services
P30. Good quality, products that are not harmful to people and animals