

GHANA INSTITUTE OF JOURNALISM

**THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON BRAND LOYALTY
AND RETURN ON INVESTMENT FOR ORGANISATIONS**

BY

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Finally, to the Todze family and Dr. Eunice Fay Amisah, I say God bless you all.

DEDICATION

I dedicate this research work to the Christ Apostolic Church International (CACI).

STUDENT'S DECLARATION

I, Gideon Yao Todze hereby declare that this long essay is the result of my own original research and that it has not been partially or wholly presented by anybody for the award of a Master of Arts degree in Public Relations in this Institute or any other institute.

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MAPR19041

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DATE

SUPERVISOR'S DECLARATION

I hereby declare that I supervised the preparation of this research work in accordance with the guidelines of supervision as laid down by the Ghana Institute of Journalism (GIJ).

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DR. STANLEY SEMARCO

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DATE

LIST OF ACRONYMS

CSR	Corporate Social Responsibility
ROI	Return on Investment
WBCSD	World Business Council for Sustainable Development
KCL	Kasapreko Company Limited
IELTS	International English Language Testing System

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CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

Many scholars have defined Corporate Social Responsibility (CSR) in a variety of ways. Most believe it is founded on good corporate citizenship or the acknowledgement by businesses that they need to understand and manage the business's wider influences on society for the benefit of the company and society as a whole (Marsden & Andriof, 1998). CSR scholars have also argued that businesses take their cue from the cultural values of their ambient societies in defining their social obligations (Sachs, Rühli, & Mitnacht, 2005). In an African context, Philips (2006) argues that the motivation for CSR in some countries is quite different from the Western countries. In his view, Africa's collective approach to problem solving and the impact of the extended-family system, reinforced by the strong "village" community mentality and philosophy, encourage local businesses to exhibit profound social responsibility. Poor African societies tend to be more concerned about immediate existential needs than long-term societal goals that feature prominently on the international agenda such as environmental protection (Kuada, 1994).

According to (Carroll & Shabana, 2010) the business case for CSR may be categorised into four arguments:

- 1) Reducing cost and risk
- 2) Strengthening legitimacy and reputation
- 3) Building competitive advantage
- 4) Creating win-win situations through synergistic value creation.

Therefore, from a narrow view, the business case justifies CSR initiatives only when they produce direct and clear links to a firm's financial performance.

CSR generally represents a continuing commitment by an organisation to behave ethically and contribute to economic development, while also improving the quality of life of its employees (and their families), the local community, and society at large (Watts & Holme 1999).

In 1980, Thomas M. Jones defined CSR as “the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract” (Jones, 1980). There are two critical facets of this definition:

- The obligation must be voluntarily adopted; behaviour influenced by the coercive forces of law or union contract is not voluntary.
- The obligation is a broad one, extending beyond the traditional duty to shareholders to other societal groups such as customers, employees, suppliers, and neighboring communities.

From the Marketing point of view, CSR involves the proactive integration into the firm’s social, environmental or cultural actions of activities that put into value, and are capable of generating positive impacts for the firm and its stakeholders (Chen & Chang, 2013).

In a time when brands constantly seek to differentiate themselves and to positively position themselves into consumers’ minds, CSR has become a successful strategic branding tool that can generate a trusting relationship between brands and consumers. In a continuously cluttered environment, CSR activities are progressively transforming into a strategic pillar for building brand reputation. The CSR concept broadens its view from a responsible two-way communication between companies and their stakeholders to a more consumer-focused perspective with a view to strengthen a brand’s image and reputation (Podnar, 2008).

CSR efforts are driven not just by ideological thinking that corporations can be a powerful and positive force for social change, but more by the multi-faceted business returns that corporations can potentially reap from their CSR endeavours.

This study therefore seeks to examine the contribution of CSR in eliciting brand loyalty, and the influence of the latter on Return on Investment (ROI) for organisations.

1.1 Statement of the Problem

Organisations increasingly use CSR activities to position their corporate brand in the eyes of consumers and other stakeholders, such as through their annual reports (Sweeney & Coughlan, 2008) and websites (Maignan & Ralston, 2002; Wanderley, Lucian & Farache, 2008). CSR has moved from ideology to reality, and many consider it necessary for organisations to define their roles in society and apply social and ethical standards to their businesses (Lichtenstein, Drumwright & Braig, 2004), and although it is necessary that organisations communicate with their stakeholders on a regular basis, in the context of CSR, however, recent research has it that communicating about social activities does not always benefit the communicating organisation, notably because CSR communication may trigger stakeholders' scepticism and cynicism (Mohr, Webb & Harris, 2001); (Schlegelmilch & Pollach, 2005). According to Maignan (2001); Podnar (2007); Sen and Bhattacharya (2001), consumers are sceptical when it comes to CSR implementation, and as cited by Mohr, Webb and Harris (2001); Folkes (1999), consumers believe brands do not report on their CSR results efficiently.

Loyalty is one of the marketing variables that are recognised as part of direct consumer responses to CSR perception Mandhachitara and Poolthong (2011); O'Brien, Jarvis and Soutar (2015), however, Bhattacharya and Sen (2004) highlight that scepticism over an industry can lead to a low level of awareness of CSR actions as the actions then are perceived as inconsistent hence provoke distance and disloyalty to the brand. This negative response of distance and disloyalty to organisations through their CSR efforts can occur for brands that are not credible in the industry. Customer loyalty can be considered to be a byproduct of customer satisfaction. The satisfaction of business customer leads to customer loyalty (Fornell, 1992). By this, a customer has to be satisfied before loyalty can be reached. This shows some level of dependence on the concept of customer loyalty to the concept of customer satisfaction in the sense that in the absence of customer satisfaction, there is no or very minimal customer loyalty. According to Oliva, Oliver and MacMillan (1992), when satisfaction increases, loyalty follows suit; at the same time, when satisfaction declines, loyalty drops equally dramatically. This overdependence is limiting to brands.

The field of CSR has been one area of contention in the academic field with respect to ideology, ideals and benefits of CSR. The problem statement of this study is that despite the willingness and commitment of many organisations to adopt CSR as an organisational practice, many fail to be consistent in this attempt due to the complexities of CSR communication to customers, who tend to be sceptical and cynical of organisational intentions for their CSR efforts when they communicate so much about them as cited by Mohr et al. (2001); Schlegelmilch and Pollach (2005). CSR influences firms to assist in national development by their provision of basic infrastructure and services for a country's citizenry, whether they are done with altruistic reasons or with other ambitious motives. This study therefore seeks to substantiate the impact of CSR on

brand loyalty and how that loyalty turns out to benefit organisations that adopt and implement CSR as an organisational practice.

1.2 Research Objectives

The objectives of the study were grouped into two; namely general objective and specific objectives.

1.2.1 General Objective

The general objective of this study is to examine the impact of CSR on brand loyalty, and return on investment for organisations.

1.2.2 Specific Objectives

The specific objectives of this study are:

- a) To ascertain through secondary data, the motive of organisations in the implementation of their CSR programs.
- b) To investigate the extent to which CSR elicits brand loyalty.
- c) To verify the relation between brand loyalty and return on investment.

1.3 Research Questions

For the purpose of this research, the following questions were drawn in order to achieve the specific objectives of the study.

- a) Why do organisations engage in CSR?
- b) To what extent does CSR elicit brand loyalty among an organisation's customers?
- c) What is the relation between brand loyalty and return on investment?

1.4 Scope of the Study

The study primarily focuses on how the adoption, execution and communication of CSR as an organisational practice to a great extent or otherwise elicit brand loyalty among an organisation's customers and how this continuous adoption, practice and communication benefits the organisation in question with respect to finances and public opinion and image. The study made use of secondary data collected from other studies in relation to the adoption, implementation and communication of CSR by organisations.

1.5 Significance of the Study

This study is an important study and it seeks to enlighten organisations on the need for adopting a CSR stance and the benefits they stand to get from such a position with respect to their brand image, finances and public opinion. The study seeks to substantiate the impact of CSR on brand loyalty among an organisation's customers and how this loyalty transforms as returns on investment to an organisation's finances, public opinion and image.

In addition, this study seeks to serve as a secondary source of reference for further studies that will be conducted in this field of CSR and brand loyalty.

1.6 Organisation of the Study

The study was organised into four separate chapters as outlined below:

Chapter One: This chapter expounded the background of the study and outlined the problem statement, objectives, research questions, significance, scope, and organisation of the study.

Chapter Two: This chapter presented a comprehensive review of existing and relevant literature in an effort to situate the study in an appropriate theoretical framework. Consequently, it discussed findings of related research to this study.

Chapter Three: The third chapter described the proposed mode of research as it provided an overview of the methodological processes and techniques employed in this study as well as the strengths and limitations of these techniques.

Chapter Four: The fourth and final chapter presented and discussed empirical studies and articles related to the present study. It also concluded the study and provided recommendations for future research.

1.7 Chapter Summary

This chapter dealt with the introduction of the study. It also captured the background of the study, statement of the problem, research objectives; significance of the study, scope of the study as well as the organisation of the study.

The next chapter reviews related literature for the study and discusses the underpinning theories.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature and discusses relevant and useful theories that best describes this study. It also includes discussions on the conceptual framework of the study. Literature review is an indispensable tool in research since it assists the researcher to obtain relevant material in relation to the topic in order to conduct an effective research. Webster and Watson (2002) defined an effective literature review as one that “creates a firm foundation for advancing knowledge”.

2.1 Defining Corporate Social Responsibility

Corporate Social Responsibility (CSR) refers to strategies corporations or firms conduct their business in that is ethical and society friendly (Ismail, 2009). Corporate Social Responsibility is a broad concept that can take many forms depending on the company and industry. According to Bhattacharya, Korschun and Sen (2008) CSR activities can help forge a stronger bond between employees and corporations; boost morale; and help both employees and employers feel more connected with the world around them. For a company to be socially responsible it first needs to be accountable to itself and its shareholders and thus, CSR is primarily a strategy of large corporations. The more visible and successful a corporation is, the more responsibility it has to set standards of ethical behaviour to its peers, competition and industry (Carroll, 2008).

According to Ismail, (2009), CSR can involve a range of activities such as working in partnership with local communities, socially sensitive investment, developing relationships with employees, customers and their families and involving in activities for environmental conservation and sustainability. It is worth noting that, not all companies approach CSR in the same way. Their approach depends on their resources, available assets, and corporate culture. In addition, some companies perceive more benefit from one type of CSR than another. The personal beliefs and priorities of senior management and ownership also influence the company's approach to social responsibility hence informing the motive of the adoption, implementation and communication of CSR by organisations.

The evolution of the relationship between the corporate identity and society has been the transformation from a philanthropic coexistence to mutual interest of all the stakeholders. A company may grab the attention on one hand while the society receives the substance. Increasingly, companies are realising that in order to have sustainability in the business world, they have to give back to the society and symbolise themselves as responsible business entities. Again, this effort by organisations to gain sustainability in the business world by becoming symbols of responsibility to the community (ies) within which they operate consequently becomes their motive for the adoption and practice of CSR. It may be said that the whole give-and-take between society and organisations led to the development of the concept of Corporate Social Responsibility (Panda & Karani, 2015).

In 1979, Archie B. Carroll proposed a three-part definition of corporate social responsibility which had a conceptual model of Corporate Social Performance (CSP) (Carroll, 1979). Carroll's basic argument was that, for managers or firms to engage in CSP they must have:

- a basic definition of CSR that identified the different types of CSR businesses had.
- an understanding/enumeration of the issues for which a social responsibility existed, and
- a specification of the philosophy (strategy) of responsiveness to the issue (p. 499).

A definition by Carroll states that, “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).

CSR is a tool, which contains several issues and has a wide variety of definitions. When looking at some of the definitions, it can be seen that CSR takes several aspects into consideration. Some issues are however more frequently used than others; these are issues like environment, human rights, and contributions to economic and social development among others. World Business Council for Sustainable Development (WBCSD) defines CSR as “the continuing 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” (cited in Castka et al., 2004). The need for corporate activities is increasingly becoming a norm for many organisations as some believe such practices would give rise to a positive face lift in the eyes of the communities they operate in. this positive face lift that organisations believe to achieve through their CSR efforts could metamorphose into a repeated patronage by customers, who by the organisation’s efforts may have identified with what the company stands for, together with the value they get for their money in purchasing products, consequently leading to loyalty to the company. Many organisations therefore have taken up the initiative to provide the needs of society and the environment against the need to make profit as CSR, to an extent elicits brand loyalty by virtue of organisations acting responsibly in societies and also being philanthropic towards causes that customers may identify with. CSR is seen as a way businesses earn it license

to operate from civil society and must act in accordance with accepted social norms to prosper and survive in the long term. CSR is an essentially contested concept which means that it is also flexible (Okoye, 2009, p. 624).

Today, CSR has become a common business and management term associated with the phrase ‘enlightened self-interest’ – how organisations plan and manage their relationships with key stakeholders. CSR is, therefore, an organisation’s defined responsibility to its society (ies) and stakeholders (Tench & Yeomans, 2006). According to Tench and Yeomans (2006), organisations form a core part of the infrastructure of society and must therefore assume a deeper sense of responsibility in dealing with society because even though they are not a state, country or region their actions and inactions can impact society significantly.

2.2 Customer Satisfaction

Customer satisfaction comes about as a result of a cognitive versus affective evaluation, where there is a juxtaposition of expected standard to what is the actual standard or quality of a product or service. If actual performance is less than what was expected, a customer will be dissatisfied, however, if an actual performance meets or exceeds what was expected, there is customer satisfaction (Lin, 2003 as cited by Sattari, 2007). Customer satisfaction constitutes a major indicator for assessing the success of a business, thus, satisfied customers are assets that ensure a regular cash flow for business. By this, customer satisfaction means that a customer’s needs are met, and that products and services are satisfactory (Friday & Cotts, 1995; Gitomer, 1998). In a competitive market environment, in order to maintain a high market share and growth, a company needs to understand and know how to satisfy customers as customers, when satisfied

are more likely to be loyal to a brand. Customer satisfaction thus, is necessary for establishing long-term customer relationship (Patterson, Johnson & Spreng, 1997). Customer satisfaction is thus relevant due to its power to elicit customer loyalty. According to Fornell (1992), customer loyalty can be considered a byproduct of customer satisfaction, thus, the satisfaction of business customers leads to customer loyalty. The role of customer satisfaction therefore cannot be overlooked as it largely indicates that it is a key requirement for the birth of customer loyalty. This assertion is entrenched by Dick and Basu (1994), and according to them, the role of customer satisfaction in customer loyalty largely indicates that the former is a key basis of the latter.

2.3 Brand Loyalty

Brand loyalty can be conceptualised as the final dimension of consumer brand resonance symbolizing the consumer's ultimate relationship and level of identification with a brand (Keller, 2008). Brand loyalty is also defined as the extent of the faithfulness of consumers to a particular brand, expressed through their repeat purchases, irrespective of the marketing pressure generated by the competing brands. When consumers become committed to a brand they make repeated purchases over time. Brand loyalty is a result of consumer behaviour and is affected by a person's preferences (Aaker, 1991). Brands become irresistible and irreplaceable, and win the loyalty of customers as they gain exclusive, positive, and distinguished meaning in the minds of an oversized variety of customers. Brand loyalty according to Keller (2008); Aaker (1991); Kapferer (1997) brings revenues, market share, profitability to the firms, and help them grow in the marketplace. These products of loyalty, which come in the form of increased market share, consequently leading to increased revenues and profitability to firms are the returns on

investment that organisations get for nurturing customer loyalty, thus establishing a relationship between customer loyalty and return on investment for organisations. Loyalty behaviour is one of the most representative ways in which customers express their satisfaction with corporate performance and it is closely linked to the profitability of companies (Crespo, Del Bosque & de los Salmones Sanchez, 2009). Brand loyalty is a crucial goal and result of successful marketing programmes, sales initiatives and product development efforts. Every successful brand is built on loyal customers.

The concept of brand loyalty has been widely discussed in Marketing literature as it plays a major role in Marketing, and Sheth and Park (1974) define it as “a positively biased emotive, evaluative and/or behavioural response tendency toward a branded, labelled or graded alternative or choice by an individual in his capacity as the user, the choice maker, and/or the purchasing agent” (p.3). The success of a firm depends largely on its capability to attract consumers towards its brands. In particular, it is critical for the survival of a company to retain its current customers, and to make them loyal to the brand. Brand loyalty consists of two dimensions that is behavioral and attitudinal loyalty (Oliver, 1999; Keller, 1993; Jacoby & Kyner, 1973; Zeithaml et al., 1996; Day, 1969; Aaker, 1991). According to Shih-I (2011), behavioural loyalty is a substantial element while attitudinal loyalty is a psychological construct.

Brand loyalty is the tendency towards customers to behave positively toward a brand, and then make the brand purchase continuously. There is the possibility that a customer will move to another brand when the brand makes a change, this is a process in formation of brand loyalty. Like the price changes or in the characteristics of the product as well as the brand loyalty. If loyalty to a brand is high then it is less likely to move to another brand (Keegan, Moriarty & Duncan, 1992).

Scholars have shown that through the consumption and endorsement of products and services from a company, customers reinforce their identities such that, the higher their identification with a company's core values, the higher their loyalty towards it and the wish to establish long-term relationships (Crespo, Del Bosque & de los Salmones Sanchez, 2009). By this therefore, customers are more likely to be loyal to brands with which they identify (Marin, Ruiz & Rubio, 2009).

A determinant of customer loyalty is the decision to repurchase a product. The decision to make another purchase primarily hails from the satisfaction that customers get from using a product or service. Satisfaction according to Assael (1993) therefore reinforces positive attitudes toward a brand, leading to the greater likelihood that the consumer will repurchase the same brand. Beyond the profit they generate, loyal customers provide the basis for brand development and improvement. In effect, the brand that loses sight of its loyal customers has lost its direction, and is vulnerable to losing market share (Assael, 1994). There are three dimensions of brand loyalty, and they are:

1. Attitude – consumer's attitudes toward the brand in general or attitudes towards the suggestion of switching brands.
2. Behaviour – consumer's tendency to buy the brand over others.
3. Price Sensitivity – consumer's tendency to be prepared to pay more for the brand they are loyal to.

2.4 Return on Investment of Corporate Social Responsibility

The European Commission (2001) describes corporate social responsibility as "a term in which businesses voluntarily incorporate social and environmental issues into their business activities and their relationship with stakeholders." Having a social consciousness can increase the profitability of a company by helping to please its stakeholders (employees, altruistic shareholders, customers and government). Brammer and Pavelin (2005) show that a good CSP can boost or harm the credibility of a business depending on how important this particular form of operation is for the stakeholders. Through CSR policies, business practices and activities aim to combine social and environmental concerns, thereby increasingly worrying companies on how they can optimise their economic benefit as well as their social and environmental benefit (Emerson & Bonini, 2004). Corporations recognise that increasing the positive social effects of their operations will increase shareholder value while addressing the interests of larger stakeholder groups at the same time. It is important to note that although businesses are facing increased pressure to invest in CSR, there is also a drive to measure and disclose the effect CSR is having (Sengupta, Armstrong & McBeth, n.d.), thus without measuring the mixed return provided by CSR initiatives, significant social considerations and impacts on companies, workers, external stakeholders and society at large will appear to be underestimated in the operational decision to invest in CSR.

According to Brammer, Brooks and Pavelin (2006), enhanced corporate social performance can result in improved stock returns either directly through cost savings and efficiency improvements, or indirectly through an improvement in the overall reputation of the company that makes analysts more likely to recommend the stock and investors more likely to hold it regardless of the company's costs and revenues. CSR has become increasingly valid in the eyes

of both shareholders and analysts and is therefore viewed as a collection of activities that businesses should conduct as insurance-like defense of associated intangible assets (Godfrey, 2005) or as activities that could contribute positively to profitability (Margolis, Elfenbein, & Walsh, 2007)

2.5 Theoretical Framework

Theories are formulated to explain, predict and understand phenomena and in many cases to challenge and extend existing knowledge within the limits of critical assumptions. The theoretical framework introduces and describes the theory that explains why the research problem under study exists (Swanson & Richard, 2013). The theoretical framework helps to demonstrate an understanding of the theory and concepts that are relevant to the topic of this research work, and that will relate to the broader areas of knowledge being considered. Therefore, theories that would be applied to this research topic are:

- i. Expectation Disconfirmation Theory
- ii. Theory of Reasoned Action

2.5.1 Expectation of Disconfirmation Theory

Expectations play a major role in customer decision making, be it a decision to purchase or to discontinue the use of a product or service (Raji, 1991; Spreng, & Olshavsky, 1993). Before purchase, the expectation of a customer influences his decision on which product from which brand to purchase, during product use or consumption, expectations are affected by attitude of service staff and other customers. After purchase or after use, expectations form part of customer

evaluation of satisfaction, and service quality (Oliver, 1980; Kurtz & Clow, 1998; Parasuraman, Valarie, Zeithaml & Leonard, 1985; Brown & Swartz, 1989). The Expectation Disconfirmation theory which is conceptualised by Oliver (1980, 1997) suggests that satisfaction is determined by the intensity and direction of the gaps between expectations and perceived performance.

The theory suggests further that customers determine satisfaction with a service by comparing perceptions of performance against their own expectations. A disparity between expectations and perception causes a disconfirmation, which in turn influences customer satisfaction and consequently loyalty (Oliver, 1980). According to this theory, customers purchase goods and services with pre-purchase expectations about anticipated performance. After purchase and consumption, however, outcomes of use are juxtaposed against expectations, and when outcome matches expectation, there is a confirmation. Conversely, if outcomes do not match expectations, there is disconfirmation. Expectation disconfirmation occurs in three states:

1. Positive disconfirmation
2. Confirmation
3. Negative disconfirmation

Positive disconfirmation occurs when perceived performance exceeds expectations, a confirmation occurs when perceived performance meets expectation, and negative disconfirmation occurs when performance falls below expectations. In effect, a customer is more likely to be satisfied if the product or service performance meets or exceeds his or her expectations (Oliver & Desarbo, 1988). Conversely, a customer is more likely to be dissatisfied if the service performance falls below his or her expectation, causing a negative disconfirmation. Connecting this to CSR, customers, at any point in time have perceived expectations of organisations. customers expect organisations to act responsibly in accordance with accepted

societal norms as cited by Okoye (2009), and although, not an obligation by organisations, customers also expect organisations to meet some societal needs in the community (ies) within which they operate in order to earn the social license and legitimacy to operate. These expectations of the satisfaction of societal needs is what is termed as discretionary expectations as cited by Carroll (1979, p. 500) “the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organisations at a given point in time”. These perceived expectations, when met, lead to customer satisfaction and consequently loyalty as customers begin to see organisations that meet these expectations as being socially responsible. Conversely, an inconsistency between customer expectations and organisational practice causes a disconfirmation of expectations, which then influences customer satisfaction and thus, loyalty as cited by (Oliver, 1980). A weakness of this theory is that by proposing that expectation disconfirmation is the sole determinant of satisfaction, it fails to take into account the possibility that the confirmation of high expectations is more likely to lead to satisfaction than the confirmation of low expectations.

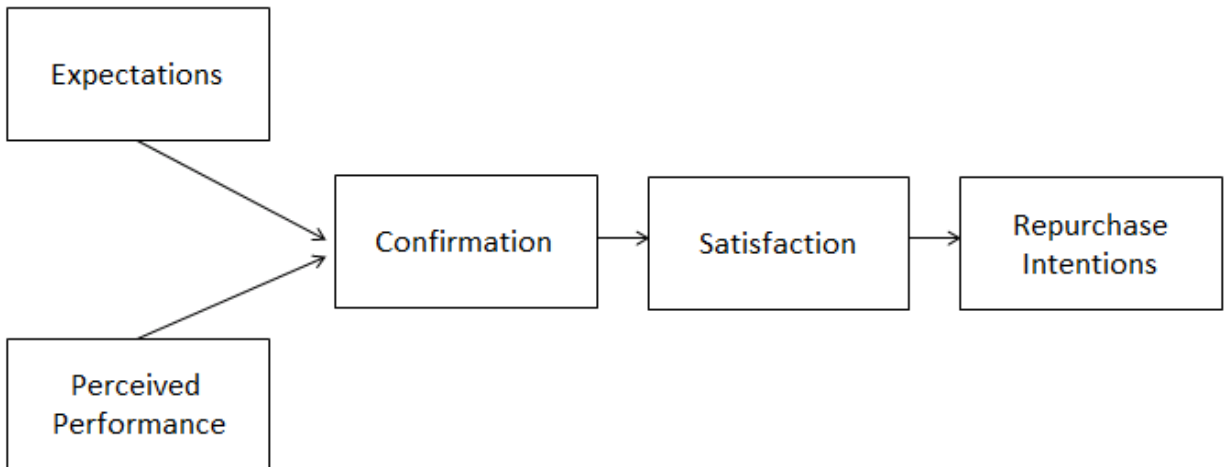


Figure 2.0: Expectation of Disconfirmation Model, Oliver (1977)

2.5.2 Theory of Reasoned Action

The prevailing assumption in the 1960s and 70s was that behaviour was strongly related to attitude in that the attitude of someone always determined their behaviour. There was not enough research to back this assumption; however, it was widely accepted (Fishbein & Ajzen, 1975). In 1975, Fishbein and Ajzen (1975) after a review of the assumption proposed that the intention rather than attitude determined the behaviour of a person. This proposition led to the Theory of Reasoned Action. The theory of Reasoned Action suggests that behaviour is based on the concept of intention, which is the extent to which a person is ready to engage in certain behaviour or the likelihood that a person will engage in a particular behaviour (Ajzen & Fishbein, 1980; Fishbein, 1967). According to this theory, the most proximal cause of behaviour is behavioural intention (what one intends to do or not to do). Behavioural intention, in turn, is determined by attitude (one's evaluation of the behaviour) and subjective norm (one's evaluation

of what important others think one should do), either of which might be the most important determinant of any particular behaviour.

A construct within this theory is subjective norms. Subjective norms are perceived social pressure to engage or not to engage in a certain behaviour; it is determined by normative beliefs, which are the behaviours that we perceive are important to and expected from the people whom we hold in high esteem (Ajzen, 2002), in effect, although an action may not be approved by an individual personally, normative beliefs place pressure on an individual to comply with the group's social norms as normative beliefs have been shown to impose a high persuasive influence on individuals within a defined society. Within this framework, behavioral intention, which largely determines actual behavior, is a function of two variables: attitudes and subjective norms (Fishbein, 2008).

The theory of Reasoned Action introduced perceived behavioral control (subjective norms) as an additional predictor of intentions, in effect, circumstances where individuals' perceptions of control closely reflect actual control, perceived behavioral control would determine the strength of the Intention-Behavior Relationship whereas when their perceived behavioral control was high, individuals would be more likely to act on their intentions. Ajzen also adds that "when perceived behavioral control closely reflects actual control, it will directly predict behaviour" (2002).

Relating this theory to the present study, customers do nothing without any intentions (which are influenced by their attitudes and subjective norms) to decide on loyalty to brands consequently causing repetitive purchases or patronage of products and services due to Corporate Social Responsibility (CSR). However, loyalty is not solely determined by CSR but by reasoned action

to make purchases. According to Casado-Díaz, Nicolau-Gonzálbez, Ruiz-Moreno and Sellers-Rubio (2014), customers favour companies that are involved in CSR. CSR aids in positioning brands as socially responsible. However, for customers to repeat purchase, they must primarily want to do so (intention). CSR creates a feeling of identity and moral satisfaction especially if a brand's CSR activities are in line with a noble cause that customers identify with as being moral. An example is Awake Purified Drinking Water that donates a percentage of its profits to the National Cardiothoracic Center through its 'One4Life' initiative. In effect, customers may purchase or feel some social pressure to purchase because of the noble cause of the brand (subjective norms) coupled with their own evaluation of the purchase action as morally appealing (attitude).

2.6 Empirical Review

In this section, the researcher reviews empirical studies related to the phenomenon under study.

2.6.1 The Motive of Corporate Social Responsibility

The motives for corporate responsibility of firms have been largely discussed and whereas some scholars argue that CSR is done to solely benefit society (altruism), others argue that it is done merely to benefit the organisation in question (self-interest). Lantos (2002) in his paper argues that if a company implements strategic social responsibility, it achieves positive publicity, improves its corporate image, and receives other benefits such as increased revenue and a higher market share. He identified that altruistic CSR is immoral after having evaluated it from all major ethical perspectives (utilitarianism, rights, justice, and care). Lantos (2002) thus concluded that companies implement CSR in order to benefit from it, not to help stakeholders. This

conclusion is averred by Pomeroy and Johnson (2009) who note that companies might act in a socially responsible manner in their favour, which is to shape society's attitude towards the company to form a positive corporate image. However, Lindgreen and Swaen (2010) take a rather liberal stance on this discussion by summing up that a company might take up CSR for various reasons and expect different outcomes, thus CSR might be an aim, it might be used to protect and enforce current position, and CSR might also be used to express altruism.

2.6.2 Corporate Social Responsibility and Brand Loyalty

According to Blowfield and Murray (2011); Gallant and Cadez (2017), The variables for calculating the social obligations of organisations are varied and different from one company to another but research has consistently used donations (Maas & Liket, 2011), voluntary service and environmentally sustainable schemes (Ameer & Othman, 2012; Flammer, 2013) as the key categorisation of the CSR dimensions that can improve firmness and growth in sales. Bringing to light the factors for establishing a long-term relationship with customers is a study by Chang and Chin-Mei (2012), which after sampling and obtaining responses from 199 respondents who were all customers of Starbucks coffee in Taipei area, their study found that corporate brand image significantly affects customer satisfaction and customer loyalty, while customer satisfaction has a direct effect on customer loyalty. The study further recommended that businesses have to concentrate explicitly on these factors in order to establish a long-term, mutually beneficial relationship with a customer and to generate loyalty as competitive market advantages.

In a 2015 report by Nielsen that surveyed 30,000 consumers in 60 countries, it was found that 66% of consumers were willing to pay more for goods from brands that demonstrated social

commitment. According to the findings of this survey, more consumers were willing to purchase products at even higher prices than competitor products from companies that showed a commitment to being socially responsible. Thus, consumers were less price sensitive and demonstrated a more robust and continuous preference to firms that practiced CSR. Supporting the findings of this survey is a study by Fatt, Wei, Yuen and Suan (2000), which concludes that a company that cares about the well-being of society and environmental protection is seen favourably in comparison with a company that does not.

All too often, customers tend to be more biased towards firms that they deem to be socially responsible and as such may tend to buy more of that firm's products. A study by Boulstridge and Carrigan (2000) emphasise that if consumers see a company as socially responsible, their attitude towards company's products become positive as well as their intention for repeated purchases. A study by Chung, Yu, Choi and Shin (2015) aver the findings of the study by Boulstridge and Carrigan (2000). In their study which explores how CSR factors influence customer satisfaction and loyalty, it was found that CSR positively affects customer satisfaction, and customer satisfaction positively affects customer loyalty. The study further recommended that managers should put CSR factors into action from the perspective of consumers and not the firm, which will encourage customers to perceive the firms more favourably.

Mandhachitara and Poolthong (2011) conducted a study on the significance of CSR in the retail banking sector in Bangkok, Thailand. Their study was aimed at examining the roles of Corporate Social Responsibility and perceived service quality in determining the attitudinal and behavioral loyalty of customers. The study, which was quantitative in nature, used the responses of 275 bank customers and found that CSR has a significantly strong and positive association with attitudinal loyalty, and that perceived service quality (expectation) mediated the relationship

between CSR and repetitive purchase or patronage intentions. The study also found direct effects between perceived service quality and both attitudinal and behavioural loyalty. Thus, a positive relationship between attitudinal and behavioral loyalty was demonstrated. The study recommended that further research should take into account the nature of the industry under study and the culture of the country in which the study is being conducted as these elements affect the way business is done, consequently having an effect on what methodologies should be employed to get comprehensive and objective results.

2.6.3 Corporate Social Responsibility and Return on Investment

A study conducted by Adeneye and Ahmed (2015) reported mixed and inconsistent findings of associations between CSR and financial performance. Their study examined the influence of CSR on the value of assets, the return on capital employed and size of 500 United Kingdom companies and identified that CSR had a negative impact on the size of companies but had a positive effect on the value of assets and return capital employed. In contrast to this study is one conducted by Ameer and Othman (2012), which suggest that environmental obligation of companies is associated with their financial performance as low carbon emission strategies can lead to good economic performance.

In contrast with the study by Adeneye and Ahmed (2015) is a study conducted by Hirigoyen and Poulain-rehm (2015). Their study reported a negative association between CSR and the financial performance of a company using stakeholder theory and secondary data from 329 selected companies from the United States of America, Asia Pacific and Europe from 2009-2010. The study investigated the causal impact of multi-dimensional aspects of CSR on equity returns, asset

returns and market returns to the book value of the assets of the firms. Another study by Orlitzky, Schmidt and Rynes (2003), which was a meta-analysis of 52 studies, yielding a total sample size of 33,878 observations found that corporate virtue in the form of social responsibility and, to a lesser extent, environmental responsibility is likely result in increased organisational profits.

A study by Lev, Petrovits and Radhakrishnan (2010) avers the findings of the meta-analysis by Orlitzky, Schmidt and Rynes (2003). It was found in this study that CSR is a leading indicator for sales growth. The pivot here appears to be customer satisfaction, showing the following causation: CSR generates customer satisfaction, which in turn generates sales growth. Another research by Luo and Bhattacharya (2006) confirms that customer satisfaction partially mediates the relationship between CSR and firm market value, how corporate capabilities balance CSR's financial returns and how customer satisfaction mediates those relationships.

2.6.4 Brand Loyalty and Return on Investment

The repeated patronage and purchase of a particular brand's services or products despite mild or harsh price differences and even issues with availability is one of the phenomena that ensures a regular and consistent flow in of revenue for firms is what can be termed as brand or customer loyalty.

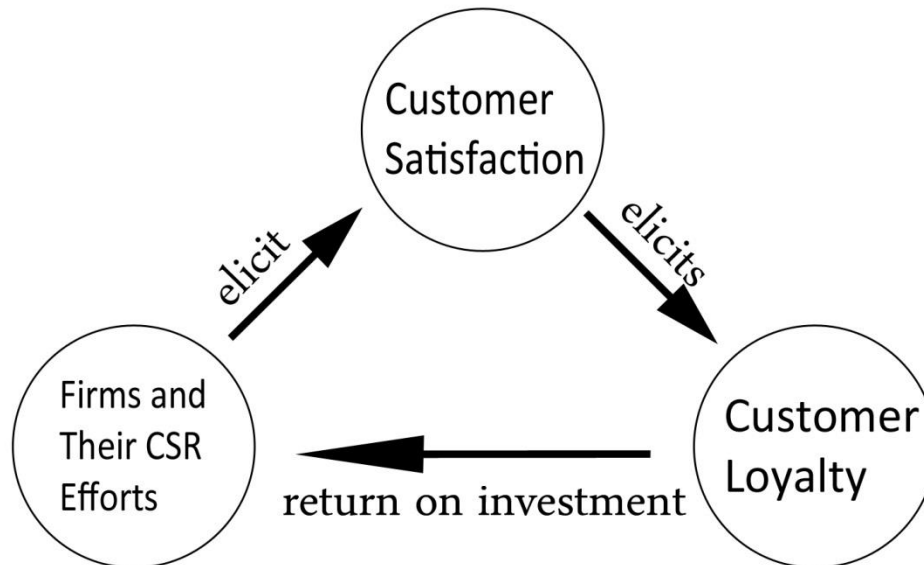
Dwyer, Schurr and Oh (1987) posited that customer loyalty contribute to increased revenues along the relationship life cycle because of cross-selling activities and increased customer penetration rates. Corroborating this position is a study by Reichheld and Sasser (1990) which discovered that consumer loyalty generates improved organisational profitability through

increased sales, lower customer acquisition costs, lower customer price sensitivity and lower costs to satisfy consumers who are familiar with the company's service delivery method. Although using data from the consumer packaged goods industry, Zhang, Dixit and Friedmann (2010) also achieved results that suggest customer loyalty may also be a realistic indicator of profitability.

2.7 Conceptual Framework

A conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2001). It is linked with the concepts, empirical research and important theories used in promoting systemizing the knowledge espoused by the researcher (Peshkin, 1993). Below is a framework that explains the phenomenon under study.

Figure 2.1 Relationship between CSR, Customer Satisfaction and Customer Loyalty



Source: Author's Construct (2020)

Corporate Social Responsibility is entangled with customer satisfaction and customer loyalty as depicted in the diagram above. Organisations that adopt and institutionalise CSR in their business practices, through their repeated commitment to be socially responsible in the societies or communities they are situated aware or unaware elicit customer satisfaction. This is because customers tend to prefer brands that show concern for their communities or environment. This is confirmed in a 2015 report by Nielsen that surveyed 30,000 consumers in 60 countries and found that 66% of consumers were willing to pay more for goods from brands that demonstrated social commitment.

This satisfaction that is elicited by the CSR activities of firms consequently elicits customer loyalty. Loyalty here is the tendency and willingness to repetitively purchase or patronise a particular brand's products or services despite relatively unfavourable conditions such as price increments, relocation of business among others. Customers become loyal primarily because they are satisfied with a firm's offering otherwise there would not be a discussion of loyalty. A study by Boulstridge and Carrigan (2000) confirms that if consumers see a company as socially responsible, their attitude towards company's products become positive as well as their intention for repeated purchases.

This loyalty among customers influences them to take actions such as: recommending products or services of their preferred brand of firm to other people, repeating purchases despite the presence of relatively unfavourable market conditions among others. These repeated purchases bring more revenue, increased sales and a positive brand image to the firm that has these loyal customers, hence a return on their CSR investment. A study by Reichheld and Sasser (1990) confirms this in their conclusion that consumer loyalty generates improved organisational profitability through increased sales, lower customer acquisition costs, lower customer price sensitivity and lower costs to satisfy consumers who are familiar with the company's service delivery method.

2.8 Chapter Summary

This chapter reviewed literature on the phenomenon under study and provided insight into what other researchers have done on the topic. It also discussed the theories underpinning the study.

The next chapter discusses the proposed methodological processes to be used in gathering and analysing data for the study, reasons for the choice of method, its strengths and weaknesses.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

A research methodology consists of a systematic, methodological and accurate execution of a research design (Babbie & Mouton, 2002 as cited in Luci, 2012, p. 23). This chapter focuses on the proposed research methodological processes that will be used in the study. It discusses the research design, sample and sampling techniques. The chapter further gives details on proposed research method for future studies. Thus, it highlights proposed research design, data collection instruments and analysis, and ethical considerations together with how they will be addressed.

3.1 Research Design of the Present Study

A research design is a detailed blueprint used to guide implementations of a research study towards realising its aims and objective (Aaker & Day, 1990). The primary methodological purpose of this study is to review what has been learnt about Corporate Social Responsibility and its impact on organisations. This purpose mainly dwells on the research that has been carried out over the years. The review process was used to integrate results from a large number of studies from different populations. This process saw to the collection of data on Corporate Social Responsibility, brand loyalty and Return on Investment for organisations, the latter being operationalised as reputational and financial advantages. The present research thus employed a qualitative design.

The study employed qualitative content analysis as its research method. As a research method, qualitative content analysis represents a systematic and objective means of describing and quantifying phenomena (Downe-Wamboldt, 1992; Schreier, 2012). According to Downe-Wamboldt (1992, p. 314), the goal of content analysis is “to provide knowledge and understanding of the phenomenon under study”. A qualitative content analysis was thus employed as the method in this study in order to understand a possible relationship between Corporate Social Responsibility, brand loyalty and return on investment. In reviewing articles and previous studies, this research method allowed for the individual review of several studies and articles across several jurisdictions after which findings that related to the present study were grouped under the following themes and reviewed to draw conclusions: the motive of Corporate Social Responsibility, Corporate Social Responsibility and brand loyalty, Corporate Social Responsibility and return on investment, and finally, brand loyalty and return on investment.

3.2 Research Sample of the Present Study

The present study made use of secondary data only and by that, reviewed articles and empirical studies to achieve its objectives. The empirical articles collection process was done with an electronic search on the internet. The sampling method was purposive, thus specific articles and studies were sought after. Articles that were collected were ones centered first, individually on CSR, brand loyalty and return on investment; and secondly on those that related CSR to brand loyalty, CSR to return on investment and brand loyalty to return on investment. These articles were searched for on websites such as “www.academia.edu” and “www.researchgate.net”.

In this process, the objectives of the empirical studies and articles were first examined to identify a connection to the present study. When there was a connection of any article's objectives to those of the present study, the articles were selected to be reviewed. On the other hand, when any article although centered on CSR or brand loyalty or return on investment did not have objectives that connected to those of the present study, those articles were not included in the review.

3.3 Proposed Methodology for Future Studies

According to Creswell (2009), research design denotes the plan and procedures for a research spanning from broad decisions of problem identification to detailed assumptions of data collection and analysis. Thus, a research design seeks to provide the guiding principles and the framework within which all research activities are undertaken (Kothari, 2004). Saunders, Lewis and Thornhill (2009), noted the existence of three main types of research designs: exploratory, explanatory and descriptive. An exploratory study is a valuable means of finding out 'what is happening; to seek new insights; to ask questions and to assess phenomena in a new light' (Robson, 2002, p. 15). Descriptive research seeks to portray an accurate profile of persons, events or situations' (Robson, 2002). Explanatory research seeks to establish causal relationships between variables (Saunders et al., 2009).

The researcher's future studies will employ again, a qualitative approach in collecting and analysing data, however, the source of data will be primary and not secondary like the present study. Qualitative research is an inquiry process of understanding a human or social problem, based on building a holistic and complex picture, composed of words, recording the detailed

views of the respondents, and conducted in a natural setting (Sogunro, 2002). The nature of the present study makes it necessary for the collection of very specific and detailed information pertaining to the nature of CSR practice, what goes into the CSR with focus given to money and the returns that CSR brings to organisations, with respect to sales and brand image. Thus, future studies in this same field will employ a qualitative approach to get in-depth information about the variables in the present study. The objectives thus, will be sensitive, given that finances will be discussed therefore, the researcher will expect to collect some of the data from the immediate physical reactions of the respondents pertaining to questions about finances that respondents may not be very willing to answer at all or answer truthfully. The proposed nature of future studies makes it necessary for the adoption of a qualitative approach to conducting this research as it will allow for the researcher to make subjective additions and deductions of behaviours before, during and after the data collection process.

3.3.1 Research Population

The population of a study is basically the total number of items or units that are under investigation of which all the all other possible observation are made (Kumekpor, 2002). According to Kotler and Armstrong (2013), a population refers to the whole group of topics, people, or events of interest to the researcher from which the researcher wishes to investigate. The population of future studies will be the Kasapreko Company Limited; however, focus will be given to one of its flagship products: Awake Purified Drinking Water. Kasapreko Company Limited (KCL) is a Ghanaian ISO 22000:2005 certified indigenous manufacturer and producer of alcoholic and non-alcoholic drinks. Kasapreko was 6th according to the 2012 Ghana Club

100 rankings ("Kasapreko Is Ghana's 6th Best Company". Retrieved 2020-08-13).

3.3.2 Sample Size and Sampling Technique

Sekaran and Bougie (2010) define a sample as a subset of the research population. Furthermore, they add that a greater sample size implies more reliability of the findings from the study. The present study suggests that future studies employ a non-probability sampling technique just as the present study in its article selection process. Babbie (2012) defines non-probability sampling technique as the collection of sampling approaches which have distinguishing characteristics that subjective judgments can play a role in selecting the sample. Non-probability sampling such as snowball, convenience, purposive are used for in-depth qualitative research in which the focal point is to understand complex social phenomenon (Marshall, 1996). Under the umbrella of non-probability sampling, the purposive sampling technique was adopted by the present study. The sampling will see to the selection of the Public Relations manager and Brands manager of Kasapreko Company Limited from which data would have been collected for the purpose of this study.

3.3.3 Data Collection Instrument

Data is defined as facts, opinion, and statistics that have been collected together and recorded for reference or for analysis (Saunders et al., 2009). Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypothesis, and evaluate outcome (Kabir, 2016, p. 202). The source of data for future studies will be primary, thus data will be collected from the

respondents who will be selected as the sample for the study. Saunders et al. (2009) noted that the research instruments that can be used for primary data collection are: interviews, observations, questionnaires, standardised tests, archival records, and documentations. Therefore, for future studies, interviews will be used as the data collection instruments. Interview is an important technique of gathering data that involves verbal communication between the researcher and the subject. For survey designs and in exploratory and descriptive research, interviews are commonly used. There are a number of approaches to interviewing; from totally unstructured, where the subject can speak openly about whatever they want, to highly organised, where the respondent's answers are limited by specific questions (Mathers, 2000).

3.3.4 Data Handling and Analysis

Data analysis entails the manipulation, ordering, summarising and categorising the data and describing it in more meaningful terms (Malhotra & Birks, 2010). According to Ader, Mellenbergh and Hand (2008), it is the process of cleaning, inspecting, transforming, and modelling data with the aim of indicating useful information, supporting decision making, and suggesting conclusions. Wilson (2010) notes that data analysis involves the organisation of research data in a systematic way. Bogdan and Biklen (1982) define qualitative data analysis as “working with data, organising it, breaking it into manageable units, synthesising it, searching for patterns, discovering what is important and what is to be learned, and deciding what you will tell others” (1982, p. 145).

The data collected from the proposed interviews will be transcribed and categorised into themes, which would be drawn out of the objectives of the study. The transcribed responses will then be discussed to give meaning and to provide insight for the direction and conclusion of the research.

3.3.5 Ethical Considerations

Organisations face ethical dilemmas in their daily duties, so do researchers, when humans are used as study participants in a research investigation, care must be exercised to ensure that the rights of those individuals are protected (Polit & Hungler, 1999). The ethical issues that the researcher anticipates to face in future studies included informed consent, confidentiality and anonymity. Addressing these, respondents will be appropriately educated on the purpose of the study and be given the chance to decide on their participation. Consequently, the respondents will not be forced in any way to participate in the study.

Participant confidentiality will also be ensured and the responses obtained from the respondents will solely be used for research purposes. With regards to anonymity, the researcher will ensure that the identity of the respondents is safeguarded. In this regard, any information that may seek to expose the identity of the respondent such as name, e-mail address, phone number, residential address among others will be excluded from the interview.

3.4 Strengths and Weaknesses of a Qualitative Research Methodology

Qualitative research is an empirical research where the data is not in numerical form whereas quantitative research is an empirical research where the data is in the numerical form (Sogunro, 2002, p. 3). It makes little use of statistics and numbers and relies mainly on subjective analysis and verbal data. Defining qualitative research is significant but there is a challenge to define this term clearly (Ritchie, Lewis, Nicholls, & Ormston, 2013), since it does not have its theory or paradigm nor an obvious set of methods or practices that are merely of its own (Denzin &

Lincoln, 2011). Despite the many discussions on conclusively defining qualitative research, it has some merits for being used in research. Below are some of those merits.

Firstly, qualitative research methodology provides a dense (detailed) summary of the thoughts, views and perceptions of the participants; and interprets the significance of their behavior (Denzin, 1989). For example, as regards language testing, Bachman (1998) showed in his analysis that qualitative research findings clearly and profoundly provide the relationship between information processing and output. Chalhoub-Deville and Deville (2008) have argued that qualitative methods are used to gain a deeper insight into issues relating to language evaluation design, administration and perception.

Secondly, the research approach to interpretivism is seen as ideographic analysis, the study of individual cases or events (Kelin & Myers, 1999); and it has the capacity to perceive the thoughts, interpretations and events of various people. So the meaning of the different events is the basis of information in this approach (Richardson, 2012). In research languages, qualitative approaches examine candidate behaviour, interviewer behaviour, interlocutor behaviour, and intercultural behavioural factors during the speaking experiments (Lazaraton & Taylor, 2007).

Finally, qualitative research approaches, such as evaluation of participants, unstructured interviews, direct observation, record definitions are most commonly used for data collection (Cohen, Manion & Morrison, 2011). In the data collection, researchers communicate directly with the participants, as happens during data collection via interviews. Therefore the collection of data is subjective and comprehensive. The Rumsey research, Thiessen, Buchan and Daly (2016) introduced data collection methods for face-to - face and telephone interviews, and stirred

up the emotions, expectations and opinions of International English Language Testing System (IELTS) studies.

Although qualitative approach to research has advantages, it is worth establishing that there are some limitations or disadvantages to its adoption in any research. Below are some of its disadvantages.

Firstly, policymakers can give the findings of a qualitative analysis little credibility. Flood and Sallee (2012) found that quantitative analysis is mostly used by stakeholders when work is called upon. With respect to education practice in the USA, national and state officials tried to measure the success of teachers and students. Quantitative orientations are also given more attention (Ravitch, 2010), and in other social sciences (Berg, 2009). Moreover, purely qualitative research can ignore the social and cultural constructions of the variables investigated (Richards & Richards, 1994).

Furthermore, the smaller sample size poses the issue of generalisability for the whole study population (Harry & Lipsky, 2014; Thompson, 2011). Having studied the language exam evaluation in Hong Kong qualitatively, Lam (2015) acknowledged that the study findings were due to the low sample size may not want to be more generalised in other ways.

Finally, case analyses take a significant amount of time and the results can be generalised over the wider population very limitedly (Flick, 2011). For example, if a lawgiver has to vote on a matter, she or he cannot wait for a qualitative trial to be performed for three months (Sallee & Flood, 2012). Equally, in the field of language learning and assessment analysis to establish a new strategy within a limited timeframe, policymakers may require quantitative analysis, rather than qualitative research.

3.5 Chapter Summary

This chapter discussed the research methodological processes of the present study. It further outlined a proposed methodology for future studies. In the next and final chapter, the researcher will make conclusions in line with the objectives of the present study based on the findings of the empirical studies and articles reviewed.

CHAPTER FOUR

ANALYSIS, RECOMMENDATIONS AND CONCLUSIONS

4.0 Introduction

This chapter analyses data gathered from secondary sources of articles and empirical studies, draws connections to the present study, makes conclusions based on the research findings of the articles and empirical studies that were included in the literature review and finally makes recommendations for future research with respect to the methodology.

4.1 Analysis of Literature Review Findings

4.1.1 Motive of Corporate Social Responsibility

The motive of CSR in this study refers to the reason for which companies implement CSR. A number of empirical studies were analysed with respect to the motive of organisations in their implementation or adoption of CSR as an organisational practice. These CSR studies by Lantos (2002), Pomeroy and Johnson (2009) and Lindgreen and Swaen (2010) ranged from the years of 2002 to 2010. Lantos (2002) discusses the morality of altruistic CSR, that is, philanthropic CSR activities that are not necessarily beneficial to the firm's financial position. Pomeroy and Johnson (2009) also discusses the growing stakeholder expectations that firms should make a contribution to society beyond economic benefits, such as products and profits, thus making businesses increasingly engage in non-economic activities to meet these expectations, which demonstrate their commitment to CSR. The last study which was conducted by Lindgreen and Swaen (2010), attempts to link moral, cultural, strategic and organisational aspects and

implications of CSR in order to provide a more comprehensive perspective of the CSR phenomenon.

Inasmuch as these studies were conducted in different geographical jurisdictions and in different years, they all tend to have adopted a critical analysis of previous studies and articles. Data gathered for analysis in these studies were from secondary sources. Lantos (2002), having evaluated CSR from all major ethical perspectives: utilitarianism, rights, justice, and care concluded that companies implemented CSR in order to benefit from it, thus, if a company implements strategic social responsibility, it achieves positive publicity, improves its corporate image, and receives other benefits such as increased revenue and a higher market share. Pomeroy and Johnson (2009) also concluded that companies may implement CSR in their own interest or favour. Lindgreen and Swaen (2010) however, do not take an absolute stance as to whether firms implement CSR to benefit themselves or their communities. Rather, they conclude from a flexible perspective that firms may implement CSR in their favour or in the favour of the communities they find themselves depending on what their business objectives are at any given point in time. As a result, thus CSR might be an end in itself, it might be used to protect and reinforce current position, and CSR might also be used to express altruism.

In all this, however, there is a trend which runs through the findings of all the studies, which is that companies implement CSR indeed for their benefit, as is evident in the conclusion of Lantos (2002) that firms implement CSR in order to benefit from it. Furthermore, this trend also appears in the conclusion of Pomeroy and Johnson (2009) that firms implement CSR for their own benefit. Another evidence of this trend is in the findings of Lindgreen and Swaen (2010), where although not absolute, it is stated that CSR is at some times implemented to benefit organisations directly.

4.1.2 Corporate Social Responsibility and Brand Loyalty

This study, among other objectives seeks to ascertain the link between CSR and brand loyalty. Several studies were reviewed for this purpose. The studies ranged from the year 2000 to 2015. It was found in the analysis that consumer expectations and requirements have increased, thus, consumers expect a company to be a citizen and a part of local community. In effect, a company that cares about the well-being of society and environmental protection is seen favourably in comparison with a company that does not (Fatt et al., 2000). Customers tend to be more biased towards firms that they deem to be socially responsible and as such may tend to buy more of that firm's products. This finding is further emphasised by that of Boulstridge and Carrigan (2000) that if consumers see a company as socially responsible, their attitude towards company's products become positive as well as their intention for repeated purchases. In a study conducted by Mandhachitara and Poolthong (2011) in Thailand, it was found that CSR has a significantly strong and positive association with attitudinal loyalty, and that perceived service quality (expectation) mediated the relationship between CSR and repetitive purchase or patronage intentions. It was found in another study in China by Chang and Chin-Mei (2012) that CSR significantly affects customer satisfaction and consequently customer loyalty. Furthermore, a survey report by Nielsen in 2015 does not fall short in putting across the idea that CSR is a significant factor in constituting brand loyalty. The survey encompassed 60 countries with 30,000 consumers being the respondents. It was found thus that 66% of consumers were willing to pay more for goods from brands that demonstrated social commitment, in essence, they were more tolerant to price hikes or even seemingly unfavourable market conditions that were directly associated with brands that demonstrated a commitment to the society.

In another study which was conducted in China by Chung, Yu, Choi and Shin (2015) which explored how CSR factors influence customer satisfaction and loyalty, it was found that CSR positively affected customer satisfaction, and customer satisfaction positively affected customer loyalty so in effect, CSR had a strong impression on customer loyalty to brands that showed social commitment. In this study, however, there was another concept - corporate image- which was the center around which CSR could elicit customer loyalty.

Most of the studies used primary sources of data which were collected by the use of questionnaires, with a sample size ranging from 300 to 30,000 in the case of the survey report by Nielsen in 2015 which was so because of the size of its population. More than half of the studies reviewed in this analysis were conducted in Asia alone, which could mean that countries in Asia are more concerned about customer loyalty through CSR. Few of the studies used secondary source of data and as such reviewed existing literature. Again, there is a trend that runs through all the studies reviewed for this objective: all the studies reviewed agree (ranging from a minimal to a maximal extent) that indeed CSR has a positive association with brand loyalty and that customers tend to be loyal to brands that adopt and practice CSR.

4.1.3 Corporate Social Responsibility and Return on Investment

The present study among other objectives sought to verify the link between CSR and Return on Investment (ROI). The studies reviewed for this study ranged from 2003 to 2015 and all of them had their populations and samples being large firms. Although some of the studies used primary data (Adeneye & Ahmed, 2015; Hirigoyen & Poulain-rehm, 2015), most of them (Ameer &

Othman, 2012; Orlitzky, Schmidt & Rynes, 2003; Lev, Petrovits & Radhakrishnan, 2003; Luo & Bhattacharya, 2006) used secondary data for their analysis.

The studies reviewed reported a positive relationship between CSR and ROI, thus, CSR yields positive financial returns for organisations that actually implement it. However, the study by Hirigoyen and Poulain-rehm (2015) reports a negative relationship between the two variables, thus CSR does not have any significant impression on the financial performance of organisations. Again, the review revealed a trend in the choice of population of the studies included in the review: all the studies had their populations and samples being in developed countries in Europe, North America and Asia Pacific. This poses a problem of generalisation as it becomes incompatible or unknown if the findings of these studies can be replicated or implemented in developing or underdeveloped countries.

4.1.4 Brand loyalty and Return on Investment

The present study also sought to ascertain the link between brand loyalty and ROI to organisations that practice CSR. A number of studies were reviewed for this objective and they ranged from 1987 to 2010. It was found that there was a positive relationship between brand loyalty and Return on organisations capital investment into CSR activities as all the studies reviewed for this objective (Dwyer, Schurr & Oh, 1987; Reichheld & Sasser, 1990; Zhang, Dixit & Friedmann, 2010) posited so. Most of the studies used secondary data for their analysis whereas one of them was an article (Richheld & Sasser, 1990).

4.2 Recommendations for Future Research

The present study employed a qualitative design; however, secondary data was used. This has a limitation of not being entirely representative of the population of the present study as it entailed the review of already existing empirical studies and articles which may have been conducted in different geographical locations and hence a possible difference in cultural orientations as well, making generalisation and replication of research findings to the population of the present study problematic.

In view of this, the researcher recommends that future studies although employing a qualitative design as the present study should adopt the use of primary data which will be collected directly from the sample identified, thus making the data set representative of the population.

4.3 Conclusions

Based on the objectives of the present study, it can be concluded that companies implement CSR activities largely to their benefit although there are cases where firms implement CSR activities merely out of altruistic reasons. The latter, however, is minimal and does not happen as the only motive but rather among a number of motives - which benefit the firm implementing the CSR activities.

Again, the researcher concludes that there is a positive relationship between CSR and brand loyalty. However, this relationship is not direct as there exists a mediating factor (customer satisfaction) without which there is no discussion of CSR eliciting brand loyalty.

With respect to CSR and ROI, the researcher concludes that there is a largely positive relationship between CSR activities and returns on the capital invested into these CSR activities.

These returns come in the form of increased patronage of a firm's products and services as they may be deemed as socially responsible by the CSR activities they implement, which consequently leads to increased revenue and a higher market share. In contrast, there exist also a negative relationship between CSR and ROI, however, this case is minimal and may occur among populations whose markets focus mainly on product or service quality rather than the performance of the firm that produces or provides the products or services.

The researcher further concludes that there is a positive link between brand loyalty and ROI as loyal customers tend to buy more of a product or patronise a service. This continuous patronage results in increased revenue and market share, which altogether poses as returns on CSR investment for an organisation. Again, loyal customers are satisfied customers, thus, they are more likely to advertise a firm's products or services to others who may include family members and friends. This action by loyal customers saves firms moneys that they would have spent to win new customers over.

4.4 Chapter Summary

This chapter presented and discussed empirical studies and articles related to the present study. It also concluded the study and provided recommendations for future research.

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