

# The relationship between employees' perceptions of Solidarity's corporate brand and their CSR project, Helping Hands

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for laying this calling on my doorstep and  
for giving me the strength and courage to see it through.*

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## TO WHOM IT MAY CONCERN

This is to certify that I have edited the following document for English style, language usage, logic and consistency; it is the responsibility of the author to accept or reject the suggested changes in order to finalise the document.

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Item: NWU dissertation on the perceptions of CSR in the Solidarity company

Sincerely



DAVID LEVEY  
2013-12-02

## ABSTRACT

The focus of marketing for modern companies who have a high profile and who are constantly in public view has shifted from traditional marketing to one of having and enhancing relationships with stakeholders, including their employees. As stakeholders' perceptions of a company are important, it has become necessary for such a company to determine which factors influence the stakeholders' relationship with the company and ultimately influences their perceptions.

Companies are being held accountable by their stakeholders for all that is said and done and are expected to include responsibility to society and the environment as a core part of company strategy. Given that corporate branding plays such an important role in the formation of perceptions of employees, companies should present themselves in such a way that stakeholders (including employees) are able to understand the company values, involvement and direction. As such employees' perceptions regarding the company's CSR and corporate brand can largely influence their relationship with the company.

The Solidarity Movement is a company with a rich history within the mine workers union and trade union sectors, operating in extremely diverse environments, with stakeholders having various expectations of the company. The company was recently restructured with various companies merging under the Solidarity Movement corporate brand. Solidarity Helping Hand forms part of the Solidarity Movement and fulfils the company's CSR in the community.

Diverse studies on CSR and corporate branding have been done. To date, no examples of research of the possible influence of CSR on corporate branding within the trade union sector could be traced. Against this background, the following research question is asked: *What is the relationship between employees' perceptions of the Solidarity*

*Movement's CSR project, Helping Hand, and their perceptions of the Solidarity Movement's corporate brand?*

A quantitative questionnaire was applied as data collection method. The results confirmed that employees perceived the Solidarity Movement's corporate brand and CSR in a positive light and felt that they could identify with the company's CSR and that they contributed to the corporate brand of the company.

With regard to the correlation between CSR and corporate branding, this study indicated a relationship between employee's perceptions of the company's CSR projects and their perceptions of the corporate brand. The fact that employees could identify with the company's CSR and its focus, viewed Solidarity Helping Hand as aligned with the business strategy of the Solidarity Movement and felt that this resulted in them wanting to have a long-term relationship with the company impacted most on perceptions of the corporate brand.

**Key words:** Corporate social responsibility, corporate branding, relationship marketing, strategic CSR, corporate brand management

## TABLE OF CONTENTS

<b>CHAPTER 1</b>	<b>1</b>
<b>1 Orientation, problem statement and objectives</b>	<b>1</b>
1.1 Introduction	1
1.2 Theoretical framework of the study	3
1.2.1 Relationship marketing	3
1.2.2 Corporate social responsibility	5
1.2.3 Corporate branding	6
1.3 Study orientation	8
1.4 Problem statement	10
1.5 Specific research questions	11
1.6 Objectives	11
1.6.1 General objectives	11
1.6.2 Specific objectives	11
1.7 Central theoretical arguments	12
1.8 Research approach	13
1.8.1 Research methods	13
1.8.1.1 Literature study	13
1.8.2 Empirical study	15
1.8.2.1 Questionnaires	15
1.9 Provisional chapter outline	16

<b>CHAPTER 2</b>	<b>17</b>
<b>2 Strategic CSR and the communication of CSR activities</b>	<b>17</b>
2.1 Introduction	17
2.2 Contextualizing CSR	20
2.2.1 Defining the concept	21
2.3 Strategic CSR	27
2.4 Communicating CSR information	31
2.4.1 Reporting principles and guidelines	32
2.4.1.1 Materiality	33
2.4.1.2 Stakeholder inclusiveness	33
2.4.1.3 Sustainability context	33
2.4.1.4 Completeness	34
2.4.2 Reporting principles for defining quality	34
2.4.2.1 Balance	35
2.4.2.2 Comparability	35
2.4.2.3 Accuracy	35
2.4.2.4 Timeliness	35
2.4.2.5 Clarity	36
2.4.2.6 Reliability	36
2.5 Conclusion	37
<b>CHAPTER 3</b>	<b>39</b>
<b>3 Corporate branding and corporate brand management</b>	<b>39</b>
3.1 Introduction	39
3.2 Contextualizing corporate branding	40
3.2.1 Defining the concept	43
3.3 Components of a corporate brand	47
3.3.1 Physical attributes	47

3.3.2	Subsidiary brands .....	49
3.3.3	The strategic vision and values.....	49
3.3.4	Corporate culture and heritage .....	51
3.3.5	Employees.....	52
3.3.6	Product/service.....	53
3.3.7	Corporate moral.....	54
3.4	Corporate brand management.....	55
3.4.1	Top management involvement.....	56
3.4.2	A multi-disciplinary approach to corporate brand management.....	57
3.4.3	The importance of alignment of vision, culture and image.....	58
3.4.4	The management of employees.....	59
3.4.5	Consumer interaction and involvement.....	60
3.4.6	Build long-term multiple stakeholder relationships .....	61
3.4.7	Consistent corporate communications .....	61
3.4.8	Continuous monitoring of the corporate brand for relevance and distinctiveness.....	62
3.5	Conclusion.....	63
<b>CHAPTER 4.....</b>		<b>65</b>
<b>4</b>	<b>Research method .....</b>	<b>65</b>
4.1	Introduction.....	65
4.2	Research approach .....	65
4.3	Research method .....	68
4.4	Research design.....	68
4.4.1	Sampling method.....	68
4.4.2	Surveys .....	75
4.4.3	Questionnaire design.....	76
4.4.3.1	Questionnaire layout.....	76

4.4.3.1.1	Section A of the questionnaire .....	77
4.4.3.1.2	Section B of the questionnaire .....	77
4.4.3.1.3	Section C of the questionnaire .....	78
4.4.3.2	Questionnaire content.....	78
4.4.3.2.1	Construct: CSR aligned with the business strategy.....	78
4.4.3.2.2	Construct: Long-term mutual beneficial relationships.....	78
4.4.3.2.3	Construct: Identification .....	79
4.4.3.2.4	Construct: Materiality .....	79
4.4.3.2.5	Construct: Stakeholder inclusiveness .....	79
4.4.3.2.6	Construct: Sustainability context.....	79
4.4.3.2.7	Construct: Completeness.....	80
4.4.3.2.8	Construct: Balance .....	80
4.4.3.2.9	Construct: Comparability .....	80
4.4.3.2.10	Construct: Reliability .....	80
4.4.3.2.11	Construct: Clarity .....	80
4.4.3.2.12	Construct: Timeliness .....	80
4.4.3.2.13	Construct: Accuracy.....	81
4.4.3.2.14	Construct: Physical attributes .....	81
4.4.3.2.15	Construct: Company name and subsidiary brands.....	81
4.4.3.2.16	Construct: Strategic vision and values .....	81
4.4.3.2.17	Construct: Employees.....	82
4.4.3.2.18	Construct: Corporate culture and heritage .....	82
4.4.3.2.19	Construct: Product/service.....	82
4.4.3.2.20	Construct: Corporate moral.....	82
4.4.3.2.21	Construct: Top management involvement.....	82
4.4.3.2.22	Construct: Multi-disciplinary approach .....	82
4.4.3.2.23	Construct: aligning vision, culture and image.....	83

4.4.3.2.24	Construct: Managing the role of employees .....	83
4.4.3.2.25	Construct: Consumer interaction and involvement .....	83
4.4.3.2.26	Construct: consistent corporate communication .....	83
4.4.3.2.27	Construct: continuous monitoring of the corporate brand for relevance and distinctiveness .....	83
4.4.3.3	Pilot study .....	84
4.4.3.4	Procedure .....	85
4.4.3.5	Method of data gathering .....	85
4.5	Response rate .....	86
4.6	Data capturing and analysis .....	86
4.6.1	Factor analysis .....	87
4.6.2	Cronbach's (1951) alpha-coefficient .....	88
4.6.3	T-tests and Anova-analysis .....	88
4.6.4	Spearman rank order correlations .....	90
4.7	Challenges during the research .....	90
4.8	Validity of the study .....	91
4.9	Reliability of the study .....	93
4.10	Conclusion .....	94
<b>CHAPTER 5</b>	<b>.....</b>	<b>95</b>
<b>5</b>	<b>CSR and corporate branding at Solidarity Movement .....</b>	<b>95</b>
5.1	Introduction .....	95
5.2	Company employee demographic profile .....	95
5.3	Employees' perceptions of CSR .....	99
5.3.1	Strategic CSR .....	100
5.3.1.1	Statements, means and standard deviations .....	100
5.3.1.2	Factor analysis .....	103
5.3.1.2.1	Identification .....	104

5.3.1.2.2	Identification- the focus of Solidarity Helping Hand .....	105
5.3.1.2.3	Long-term mutually beneficial relationships .....	105
5.3.1.2.4	CSR aligned with business strategy .....	105
5.3.1.3	Reliability and means of factors .....	106
5.3.2	Employees' perceptions regarding the communication of information regarding CSR .....	108
5.3.2.1	Statements, means and standard deviations .....	109
5.3.2.2	Factor analysis .....	113
5.3.2.2.1	Quality of information .....	115
5.3.2.2.2	Completeness and reliability of information .....	115
5.3.2.2.3	Materiality of information communicated .....	116
5.3.2.3	Reliability and means of factors .....	116
5.4	Employees' perceptions of the corporate brand .....	119
5.4.1	Employees' perceptions of the Solidarity Movement's corporate brand components .....	120
5.4.1.1	Statements, means and standard deviations .....	120
5.4.1.2	Factor analysis .....	122
5.4.1.2.1	Subsidiary brands .....	125
5.4.1.2.2	Communication and products and services .....	125
5.4.1.2.3	Employees, subsidiary brands and products and services .....	125
5.4.1.2.4	Vision, values and corporate moral .....	126
5.4.1.2.5	Products and services .....	126
5.4.1.3	Reliability and means of factors .....	126
5.4.2.1	Statements, means and standard deviations .....	129
5.4.2.2	Factor analysis .....	132
5.4.2.2.1	Employee marketing .....	134
5.4.2.2.2	Physical attributes and subsidiary brands .....	134

5.4.2.2.3	Strategic vision and values, corporate moral and corporate culture and heritage and subsidiary brands .....	134
5.4.2.2.4	Employees.....	135
5.4.2.3	Reliability and means of factors .....	135
5.4.2	Employees' perceptions of the management of the Solidarity Movement's corporate brand.....	138
5.4.2.1	Statements, means and standard deviations .....	138
5.4.2.2	Factor analysis .....	142
5.4.2.2.1	Managing employees, building of long-term relationships, communicating and monitoring of the corporate brand .....	143
5.4.2.2.2	Top management's involvement and approach.....	144
5.4.2.2.3	Aligning vision, culture and image.....	144
5.4.2.3	Reliability and means of factors .....	144
5.4.3	Employees' perceptions regarding the contribution of Solidarity Helping Hand to the Solidarity Movement's corporate brand .....	147
5.5	Relationship between perceptions of CSR and the corporate brand .....	148
5.5.1	Respondent's demographic information in connection with the factors relating to CSR and the corporate branding components.....	149
5.5.1.1	T-tests .....	149
5.5.1.2	Analysis of variance.....	149
5.5.2	Correlation Coefficient .....	152
5.5.2.1	Strategic CSR components and corporate branding factors .....	156
5.5.2.2	The quality of information communicated and the corporate branding factors .....	158
5.5.2.3	Strategic CSR and the corporate brand management factors .....	159
5.5.2.4	The quality of information communicated and the corporate brand management factors.....	160
5.5.3	Conclusions: relationships between CSR and corporate branding .....	161

<b>CHAPTER 6</b>	<b>163</b>
<b>6 Conclusions and recommendations</b>	<b>163</b>
6.1 Introduction	163
6.2 Nature of CSR	163
6.3 The nature of corporate branding	165
6.4 Employees' perceptions of the Solidarity Movement's CSR	168
6.5 Employees' perceptions of the Solidarity Movement's corporate brand	171
6.6 Relationship between perceptions of CSR and corporate brand components	176
6.7 General research question	179
6.8 Scientific contribution of the study and recommendations for future research	180
6.9 Limitations of the study	181
<b>BIBLIOGRAPHY</b>	<b>182</b>
<b>APPENDIX</b>	<b>202</b>

## LIST OF TABLES

Table 4.1:	Empirical research design .....	69
Table 4.2:	Different departments and institutions residing under the Solidarity Movement .....	75
Table 4.3:	Response rate of quantitative questionnaire .....	86
Table 5.1:	Company employee work-related profile.....	97
Table 5.2:	Statements on CSR, means and standard deviation .....	100
Table 5.3:	Factor analysis results for strategic CSR .....	104
Table 5.4:	Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations. ....	106
Table 5.5:	Statements, means and standard deviation regarding employees' perceptions regarding the communication of information about Solidarity Helping Hand.....	109
Table 5.6:	Factor analysis results for the communication of information regarding CSR.....	114
Table 5.7:	Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations. ....	117
Table 5.8	Statements regarding employees' perceptions of the Solidarity Movement's corporate brand .....	121
Table 5.9:	Factor analysis results for the perceptions of the corporate brand components.....	123
Table 5.10:	Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations. ....	126

Table 5.11:	Statements regarding employees' perceptions of the Solidarity Movement's corporate brand .....	129
Table 5.12:	Factor analysis results for components of corporate branding .....	132
Table 5.13:	Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations. ....	135
Table 5.14:	Statements on the management of the corporate brand, means and standard deviation.....	139
Table 5.15:	Factor analysis results for management of the corporate brand .....	142
Table 5.16:	Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations. ....	145
Table 5.17:	Analysis of variance on the amount of years that respondents' have been with Solidarity.....	150
Table 5.18:	Practical and statistical difference regarding years working for the company.....	152
Table 5.19:	The CSR elements and corporate branding components that were correlated with each other.....	153
Table 5.20:	Correlation coefficient of CSR elements and corporate branding components.....	154
Table 6.1:	Strategic CSR, the quality of information communicated, corporate branding components and the management of corporate branding .....	177

## 1.1 INTRODUCTION

Gone are the days where the traditional understanding of a company's meaning was only to be profitable, cut costs, reduce risks and to provide its shareholders with a dividend or return on investment (Vallaster, Lindgreen & Maon, 2012:34; Jonker & De Witte, 2006:3; Porter & Kramer, 2006:78). Currently, an international focus on the role of companies in socio-economic development and environmental stewardship is increasingly influencing corporate behaviour (Hillestad, Xie & Haugland, 2010:441; Lindgreen, Swaen & Johnston, 2009:120). Technology and globalization have brought about a new era where competition and differentiation are fierce, placing companies under increased pressure to comply with the demands of the changing times (Appel-Meulenbroek, Havermans, Janssen & Van Kempen, 2010:47). In a certain sense, the world has “shrunk” to the click of a button, with information on companies just a click away for all to see, placing the concepts of transparency and accountability in the limelight. Consequently, companies are developing discernible profiles and are becoming more visible.

This increased visibility has further resulted in their having to be more transparent. They are being held accountable by their stakeholders for all that is said and done and have to address such issues as: who they really are behind the well-known corporate brand; the values defining the company and the consumption of resources as well as the company's involvement on a social level. They are further faced with the demands of stock markets or corporate governance, or (possible) public outrage on issues such as consumer rights, corruption, employee salaries and so forth (Vallaster *et al.*, 2012:34; Blowfield & Murray, 2008:11).

Demands for accountability do not only arise from outside the company, but also from within (Gregory, 2007:59) with stakeholders' interests, including those of employees of the company, and expectations of what companies ought to provide, affecting the core of the company, accomplishment of the business activities and the marketing implemented. Evidence of the impact of employees' expectations and demands on the company, and vice versa, indicate that these important stakeholders should not be neglected (Vallaster *et al.*, 2012:35; Sims, 2003:6).

South African companies are acutely aware of stakeholders' demands for accountability and transparency, as being a socially responsible business has been a topic of great interest in South African corporate circles for some time (Bogaards, Mpinganjira, Svensson & Mysen, 2012:677; Fig, 2007:1; Finlay, 2004; SAGA, 2002:8). According to Finlay (2004) it was the launch of the Socially Responsible Investment (SRI) Index by the Johannesburg Stock Exchange in July 2004 that manifested a major shift away from "the bottom line only" approach, in which the success of companies was evaluated in purely financial terms, to the "triple bottom line" principles of environmental, social and financial sustainability.

Moreover, the code of good corporate governance, as stipulated in the King Reports, II and III, further reflected the changing mood and served as a catalyst for transformation. The King III Report (2009) places great emphasis on leadership, stakeholder engagement and the responsibility of South-African companies, stretching beyond their financial performance to include responsibility to society and the environment as a core part of company strategy, necessarily integrating these factors into the culture of the company.

Fig (2007:5) notes that although considerable donations are made to social causes on the educational front; combating HIV/AIDS; assisting conservation endeavours; black economic empowerment (BEE) projects, the arts and even causes within the company workforce, companies are not always eager to comply with stakeholder pressure. Visser (2005:15) observes that some companies perceive sustainability in a negative light because of the financial implications these practices hold, which may result in a loss of competitiveness. While the debate on the relationship between corporate social

responsibility (CSR) and corporate financial performance is inconclusive (Chen, 2011:85; Lantos, 2001:620), improved financial performance is not all there is to be gained from implementing CSR, with literature suggesting many other benefits (Coombs & Holladay, 2011:13). On the other hand stakeholders may also feel sceptical about CSR, as it is often perceived that companies implementing CSR are just doing so out of self-interest (Ihlen, Bartlett & May, 2011:11; Fifka, 2009:317). Given the two positions concerning CSR, described above, it is clear that there are different opinions regarding this issue.

Taking the above into consideration, it may be concluded that the social contexts in which companies operate are uncertain, complex and dynamic. Society's expectations of companies have changed and made it impossible for companies to continue with the approach of "corporate silence", internally or externally, that prevailed historically (Simões & Dibb, 2008:67; Van Riel & Fombrun, 2008:128). It is quite feasible that the increasing need for accountability and transparency, as well as the expectations of stakeholders (including employees), as opposed to the original vision of the company to be purely financially profitable, could result in tension. Companies can no longer exist in isolation, driven solely by economic profitability; they are also expected to look after and contribute to the wellbeing of the society in which they function (Argenti, 2007:7).

## **1.2 THEORETICAL FRAMEWORK OF THE STUDY**

In order to respond to demands and expectations of stakeholders, while simultaneously achieving the company's objectives, the relationships with stakeholders are more and more highly valued. Within the ambit of relationship marketing, customers are also no longer seen as the only important stakeholder group to be marketed to; other stakeholders, including employees, are also regarded as an important group with which to initiate and maintain relationships (Maignan, Ferrell & Ferrell, 2005:957). The concepts of both corporate branding and CSR will be discussed within a relationship marketing paradigm in order to answer the research questions (paragraph 1.5 refers).

### **1.2.1 RELATIONSHIP MARKETING**

In 2004, the American Marketing Association (AMA) emphasised the importance of relationships, to the practice of marketing, in their definition of marketing, by stating that marketing should also be applied to manage customer relationships in ways that benefit

both the company and its stakeholders. Although this definition was altered in 2007, there is still a focus on the relational nature of the exchange of offerings that have value for both the company and its stakeholders. Many researchers today agree with the AMA's relational point of view concerning marketing and maintain that the key goal of marketing is not just to sell products and enhance profits by creating, communicating, delivering and exchanging offerings that add value, but that marketing should also reflect a more conscious recognition of a company's impact on society and the importance of relationships with its stakeholders (Siems, Bruton & Moosmayer, 2010:69; Piercy & Lane, 2009:340).

From the definition of relationship marketing<sup>1</sup> it is evident that relationship marketing is not a one-way process from which either the company or its customers, but not the other, benefit. Relationships are established, maintained and enhanced, at a profit, to achieve the objectives of both parties (Xu, Goedgebuure & Van der Heijden, 2006). Employees' expectations and demands may have an impact on the company (section 1.1 refers), making it important for companies to create, initiate and maintain mutually beneficial relationships through all their marketing activities with their employees, as good quality relationships with employees could contribute to employee morale and influence perceptions of the company as well as enhancing effective functioning and productivity; thereby, in the long run having a profound impact on corporate performance (Grunig, Grunig & Dozier, 2002:53; Gotsi & Wilson, 2001:100).

Relationships with employees can be built at every point of interaction, with the intention of creating various benefits for both the company and its employees. Within this context, then, every action, every message and every value proposition is of the utmost importance. Every time the company is in touch with its employees, a certain message is communicated; ranging from the different projects in which the company is involved, to internal and external marketing messages, through to what the company says and manifests about itself as well as to promises made by management. In this sense,

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<sup>1</sup>**Relationship marketing:** Although there seems to be an absence of a universally acceptable definition of relationship marketing (Theron & Terblanche, 2010:383; Maignan *et al.*, 2005:957), the definition that will be applied for the purpose of this study defines relationship marketing as: *"to identify and establish, maintain and enhance and when necessary also to terminate relationships with customers and other stakeholders, at a profit, so that the objectives of all parties are met, and that this is done by a mutual exchange and fulfilment of promises"*; Grönroos, 1994:4).

companies can often market certain activities to employees in order additionally to build more positive relationships through marketing. One of these activities through which relationships may be built is that of the company's CSR projects.

### 1.2.2 CORPORATE SOCIAL RESPONSIBILITY

For years the concept of companies having social responsibilities has evoked interest and enthusiasm in many disciplines, which is also reflected in the marketing literature (Vaalaand, Heide & Grønhaug, 2008:927; Kotler & Lee, 2005; Maignan *et al.*, 2005).

Historically, there have been periods of heightened interest in CSR (Smith, 2003:54); however, since the beginning of the 20th century these calls have been more broadly expressed, coming from organisations, governments, stakeholders and the general public alike (Vallaster *et al.*, 2012:34; Kloppers & Froneman, 2009:199; Fig, 2007:1; Smith, 2003:55).

Although interest in CSR has grown over the years, there is still confusion regarding the related, but different concepts, as may be seen within the marketing context. Cause-related marketing<sup>2</sup> and corporate social marketing<sup>3</sup> are just two of the marketing practices often employed in branding companies as "socially responsible". Research studies on marketing and CSR have focused on various topics, such as: the consequences of CSR for marketing (Smith, Palazzo & Bhattacharya, 2010:617); CSR and corporate marketing (cf. Sen & Bhattacharya, 2011); the development of a framework which integrates CSR and marketing (Vaaland *et al.*, 2008:931); social responsibility among businessmen as early as the 1950's (Golob & Bartlett, 2007:1) and CSR as a means of marketing and communicating with customers (Jones & Hillier, 2005). In reviewing the literature on CSR and marketing, Brønn and Vrioni (2001:218)

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<sup>2</sup>**Cause-related marketing** is defined as the process of formulating and implementing marketing activities by contributing a specific amount to a designated cause (non-profit organization) that can result in customers engaging in revenue providing exchanges; helping to raise awareness of a brand and cause which results in mutual benefit for both the company and the charity (Demetriou, Papasolomou & Vrontis, 2010:267; Tustin & Pienaar, 2005:125).

<sup>3</sup>**Corporate social marketing** is defined as a strategy that uses marketing principles and techniques in a manner that improves both the customer's and society's wellbeing while making use of company resources. Benefits can be of an economic or non-economic sort (Kotler & Lee, 2005:92).

state that having a CSR agenda means possessing a powerful marketing tool that is able to build and shape a company's reputational status, differentiate the company from others and ensure that it has a competitive edge. CSR is thus also important for marketers, as it can affect stakeholders' perceptions of the company (Dincer & Dincer, 2012:487).

Vaaland *et al.*, (2008:931), in their review of the status of CSR theory as applied to the marketing context, defined CSR within the marketing paradigm as the “....*management of stakeholder concern for responsible and irresponsible acts related to environmental, ethical and social phenomena in a way that creates corporate benefit*”. These authors' definition (2008:931) contributes to the framework of this study, as this definition implies that through CSR, corporate benefits may be created to enhance the company and that relationships are built by placing stakeholders' concerns at the heart of the company. This position correlates with the strategic approach to CSR (paragraph 2.2.2 refers), in which a win-win situation is created for both the company and its stakeholders, resulting in gains greater than just financial ones (Coombs & Holladay, 2011; Thorne, Ferrell & Ferrell, 2011; Bhattacharyya, 2010).

Due to these developments, companies are feeling more and more pressure not only to say that they are implementing CSR, but also to incorporate social and environmental issues as part of their business strategies; forming part of who the company is, wants to be and is held accountable for (Bhattacharyya, 2010:82; Smith, 2003:55). Companies such as Shell, Coca Cola and The Body Shop make no secret of all that is done in this regard. This is not a new phenomenon; in 1998, Keller (cited in Brønn, 2011:116) identified companies' concern with the environment and social responsibility as one of the attributes of corporate branding.

### **1.2.3 CORPORATE BRANDING**

Companies have responded to the pressure of being more accountable and transparent (section 1.1 refers) by turning the company into a corporate brand which is marketed to stakeholders in order to create value from its strategic position, while simultaneously shedding a favourable light on all the company's undertakings (Balmer, 2008:46; Van Riel & Fombrun, 2008:4).

Corporate branding forms an important marketing vehicle through which mutually beneficial relationships with employees may be built and maintained, placing it in the relationship marketing framework.

Through the corporate brand, the company can present itself to investors, employees, customers and other stakeholders in such a manner that stakeholders can associate certain features with the company as a whole, see who the company is and differentiate it from competitors with the purpose to personalize the company and to create value from its strategic position (Schultz, Antorini & Csaba, 2005:24). Through the corporate brand, the company can portray its business strategy to its stakeholders (including employees). This implies that stakeholders (such as employees) form perceptions of a company after having had contact with it, either through the corporate brand, or various other touch points, which may result in either positive or negative perceptions.

The corporate brand is communicated through all interactions with the company, underlining the importance of forming a clear picture of who the company is and its differentiating characteristics; what is promised through the corporate brand must therefore be aligned with the company's operational performance and the business strategy (Spark, 2003; Bick, Jacobson & Abratt, 2003:842) in order for stakeholders (including employees) to form a clear picture of who the company is (Van Riel & Fombrun, 2008:4). In this sense, the corporate brand is reflected in all the activities upon which the company embarks. Every project, every message, every CSR activity communicates what the company stands for.

Through the corporate brand certain promises are made to stakeholders (including employees). This implies that stakeholders (such as employees), form perceptions of a company after having had contact with the company, which might result in mutually beneficial relationships. Consequently, if the company's CSR projects are aligned with the business strategy, then CSR should form an important vehicle through which the company delivers its promises, which can then be used to build relationships.

In line with the pressure applied by stakeholders for companies to implement CSR as part of their business strategy (paragraph 1.1 refers), the corporate brand can be used to communicate what the company is doing while building relationships. In this sense, if

CSR is aligned with the company's business strategy it could form a vehicle for the corporate brand through which relationships may be built.

### 1.3 STUDY ORIENTATION

The Solidarity Movement functions within the dynamic environment described in paragraph 1.1. ...it **may be concluded that the social context in which companies operate are uncertain, complex and dynamic...**

The Solidarity Movement is one of the oldest trade unions in South Africa, with its origins dating back to 1902. The movement started its life as a trade union in the aftermath of the Anglo-Boer War, and has its own struggle history, spanning the 1922 miners' strike and the rise of the Afrikaners in the 1930s (Solidarity, 2012).

The Solidarity Movement has been closely linked to South African history and is the largest independent trade union (130 000 members, and a growing rate of between 1000- 2000 members per month) in South Africa, with representation in the mining, steel, telecommunications, engineering, chemical, industry, agriculture and general industries, among them tertiary institutions, aeronautics and other specialized areas (Solidarity, 2012). In 2012, the Solidarity Movement (formerly known as Solidarity) celebrated its 110<sup>th</sup> birthday. This also marked the establishment of the Solidarity Movement and the publishing of its building plan for the next 110 years. Within this new development the Solidarity Movement announced its close-knit network of institutions that scaffold and extend one another, all residing under the Solidarity Movement corporate brand, but each with its own identity. The Solidarity Movement consists of: The Solidarity Trade Union; AfriForum; Solidarity Helping Hand; Sol-Tech; Akademia; Solidarity Financial Services; Solidarity Growth Fund; Solidarity Investment Company; Solidarity Property Company; Maroela Media; Kraal Publishers; Solidarity Radio; FAK; Solidarity Movement-international liaison and the Solidarity Research Institute (Solidarity, 2012).

The Solidarity Movement is also known as a company with a social conscience, as mentioned earlier. Although there are seventeen organisations and departments residing underneath the Solidarity Movement corporate brand, for purposes of this study, the

main focus will be on Solidarity Helping Hand<sup>4</sup> because the main responsibility for the company's CSR resides within this department.

Helping Hand was established in 1949, as part of the Mine Workers Union (MWU) to help alleviate the plight of Afrikaner mine workers. In 2001 the trade union re-launched Helping Hand as Solidarity Helping Hand which would function independently from the trade union as a separate entity. Its Helping Hand Fund undertakes numerous social projects and the trade union annually awards study bursaries in excess of R1 million to prospective students (Solidarity, 2009). Solidarity Helping Hand sets out to relieve poverty and to address social needs, mainly in communities where government assistance is not readily available. Various projects have been successfully implemented and have made a difference in the lives of thousands of disadvantaged children and adults. In 2006, Solidarity Helping Hand concentrated on feeding projects (38 feeding projects worth R200 000 at schools), clothing projects and housing projects (especially emergency relief in squatter camps and shelters predominantly inhabited by Afrikaans people); study aid for children of Solidarity members; emergency relief for indigent pensioners; support for children's homes, old-age homes, homes for the disabled and other service organisations as well as community development and empowerment (Visser, 2009; Solidarity, 2009). In 2007, Helping Hand's children's projects became a core aspect of its activities. Solidarity Helping Hand paid out R1 million in bursaries to more than 100 students for the first time. Solidarity Helping Hand quickly expanded into an organisation with 21 personnel members and regional offices all over the country.

In respect of Solidarity's Helping Hand project, different media are used to market its efforts to its stakeholders (including employees) and to communicate information which may or may not influence perceptions towards the undertaking as well as towards the Solidarity Movement. The communication function within the Solidarity Movement plays an important role in imparting information and marketing the corporate brand to its different stakeholders, either internally or externally (Hermann, 2012).

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<sup>4</sup>Solidarity Helping Hand is a non-political, non-profit, independent, Article 21 company which functions as an institution with a specific focus on CSR functioning within the Solidarity Movement (Solidarity Helping Hand, 2011).

The Solidarity Movement is a service delivery company which is dependent on its different stakeholders, implying that a number of touch points exist between the organisation and its stakeholders, through their employees, emphasizing that everything that is (or is not) communicated to employees is important. Because employees play an integral role in the Solidarity Movement, the focus of this research concentrates on employees as a stakeholder group of the Solidarity Movement.

## **1.4 PROBLEM STATEMENT**

The Solidarity Movement operates within a dynamic and complex business environment where accountability and transparency are expected. As pointed out earlier, this business climate demands that each company portray to its stakeholders who the company is and what it stands for. As its employees are such an important stakeholder of the company, the Solidarity Movement needs to present itself to employees in such a manner as to permit them to associate certain features with the company as a whole, and see who the company is. This is often difficult to do as there are many points of contact between the company and its employees, with a corresponding number of communication opportunities between them, regarding what and who the company is. The company is, however, able to portray its business strategy to its employees, through its corporate branding. This implies that employees form perceptions of a company after having had contact with the said company, either through the corporate brand, or the various other touch points, which can either result in positive or negative perceptions towards the company.

In the literature researched, two contradicting positions were distinguished regarding the question of what role business should play in society: on the one hand, it is argued that resources spent on anything other than economic goals are a waste of resources and are contradictory to a company's responsibility to its shareholders to make profits, while on the other hand the argument is that many benefits are to be reaped from implementing CSR (cf. Crook, 2005; Friedman, 1962).

CSR has been implemented over the years by the Solidarity Movement; however the company does not know if employees perceive this as being part of and influencing the corporate brand of the Solidarity Movement, or not.

Against this background, the following general research question is posed:

*What is the relationship between employees' perceptions of the Solidarity Movement's CSR project, Helping Hand, and their perceptions of the Solidarity Movement's corporate brand?*

## **1.5 SPECIFIC RESEARCH QUESTIONS**

In order to answer the general research question, the following specific research questions for this study are posed:

- 1.5.1 What, according to the literature, is the nature of CSR?
- 1.5.2 What, according to the literature, is the nature of corporate branding?
- 1.5.3 What are employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand?
- 1.5.4 What are employees' perceptions of the Solidarity Movement's corporate brand?
- 1.5.5 What is the relationship between employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand, and their perceptions of the Solidarity Movement's corporate brand?

## **1.6 OBJECTIVES**

### **1.6.1 GENERAL OBJECTIVE**

To determine the relationship between employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand, and their perceptions of the Solidarity Movement's corporate brand.

### **1.6.2 SPECIFIC OBJECTIVES**

The specific objectives for this study are:

- 1.6.2.1 To determine the nature of CSR according to the literature.
- 1.6.2.2 To determine the nature of corporate branding according to the literature.
- 1.6.2.3 To determine employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand, by means of quantitative questionnaires.

- 1.6.2.4 To determine employees' perceptions of the Solidarity Movement's corporate brand by means of quantitative questionnaires.
- 1.6.2.5 To determine the relationship between employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand, and their perceptions of the Solidarity Movement's corporate brand by means of statistical analysis.

## **1.7 CENTRAL THEORETICAL ARGUMENTS**

The study is based on the following central theoretical arguments:

- Within the relationship marketing paradigm, the building of mutually beneficial relationships with stakeholders is important and must be managed. Employees form an important stakeholder group in the company, thus, their perceptions of the company are central to the business. These mutually beneficial relationships are in turn able to establish loyalty, maximizing customer value, corporate profitability and thus shareholder value as well as building recognition and credibility (cf. Siems *et al.*, 2010:69; Xu *et al.*, 2006; Raval & Grönroos, 1996:19).
- By implementing strategic CSR, both company and stakeholder benefit from incorporating social and environmental issues as part of the company's business strategy, thereby forming part of who the company is and who it aspires to be and are held accountable for, while creating a sense of identification between the company and its stakeholders (including employees) with the company (Coombs & Holladay, 2011; Thorne *et al.*, 2011; Bhattacharyya, 2010; Polonsky & Jevons, 2006; Smith, 2003).
- Given that corporate branding plays such an important role in the formation of perceptions of employees, companies should present themselves in such a way that stakeholders (including employees) are able to understand the company values, involvement and direction. The process of corporate branding consists of promoting the set of activities undertaken by the company to build favourable associations and a positive reputation with both internal and external stakeholders. One of these activities is a company's CSR projects, which amongst other things, builds favourable associations with its employees, resulting in positive relationships between the company and the latter (cf. Balmer, 2008:46; Van Riel & Fombrun, 2008:4; Schultz *et al.*, 2005:24).

- CSR can thus form an important vehicle through which companies can communicate their business strategy to their employees, resulting in a better corporate brand and positive perceptions towards the company.

## **1.8 RESEARCH APPROACH**

This study was conducted within the discovery-positivist paradigm, utilising a quantitative research method to guide the researcher in forming her understanding of and approach to the problem identified (Maree & Van der Westhuizen, 2010:32; Merrigan & Huston, 2004:6,10). This approach permits categorization of objects and the formulation of certain “objective” generalizations in order to form a general impression of the employees’ perceptions of the company’s corporate brand and CSR (paragraph 4.2 refers).

Within the quantitative mode of inquiry, a non-experimental design in the form of a survey was conducted as the data collection technique, as is often used in descriptive research.

### **1.8.1 RESEARCH METHODS**

#### **1.8.1.1 LITERATURE STUDY**

A detailed literature study focusing on items published between the years 2000-2012 was conducted in order to determine the theoretical nature of corporate branding and CSR.

Various articles, too large a number to discuss here, have been published respectively on both CSR (see section 2.2) and corporate branding (see section 3.3) regarding their different components, effects and aspects. Articles on CSR and marketing have been published focusing on CSR theory and research in the marketing context; the impacts of CSR on marketing and customer value; CSR and corporate marketing; marketing and CSR within different sectors and the supporting function of marketing in CSR (c.f. Lindgreen *et al.*, 2009; Piercy & Lane, 2009; Vaaland *et al.*, 2008; Podnar & Golob, 2007; Maignan *et al.*, 2005). In relation to CSR and corporate branding articles focused on the effect of CSR on branding; building socially responsible brands; the effect of

strategic CSR on brand evaluations and CSR and global branding and global brand insurance (c.f. Chomvilailuk & Butcher, 2010; Demetriou *et al.*, 2010; Lindgreen *et al.*, 2009; Polonsky & Jevons, 2006; Porter & Kramer, 2006; Werther & Chandler, 2006).

A search was conducted on the following databases: NEXUS; Ferdinand Postma Library Catalogue; SA Catalogue; International Theses and Dissertations; EBSCOHost; Academic Search Premier, Business Source Premier; MCB Emerald and Science Direct to determine if there were ample literature to provide a theoretical framework for the study and also to determine if comparable studies have been done, which was not the case. Concerning accessibility, sources on main areas of focus are readily available to the researcher.

Within the South-African context various studies and dissertations on corporate branding- perceptions regarding advertisements and fast food brands (c.f. Wignall, 2012); brand loyalty within the South African tyre industry (Stewart, 2012); an evaluation of branded retailing on consumer behaviour by focusing on the effect of South African name brands on consumer behaviour (Naidoo, 2011); consumer perceptions of private label brand with the focus on an Eastern Cape university-aged analysis (Mpofu, 2011) and brand management at a motor manufacturing company (Shuttleworth, 2010) have been done. With regards to CSR various studies have also been done- focusing on corporate social investment with relation to Sappi (May, 2006); the perceptions of employees in a private higher education institution towards CSR (McDonald, 2006) and employee perceptions of social and environmental corporate social responsibility with the focus on the relationship with intention to stay and organisational commitment (Pitt, 2012). Although these studies seemed to have focused on corporate branding, CSR and perceptions regarding these concepts, no evidence could be found of a study trying to determine the relationship between employees' perceptions of CSR and corporate branding, specifically not in the trade union sector. With regard to CSR and corporate branding the only closely related study was that done by Bogaards, Mpinganjira, Svensson and Mysen (2012) on ethical branding by focusing on corporate branding using "the conscientious dimension".

Although extensive research on both corporate branding and CSR has been undertaken in the past, to date no research within the South African context regarding the

relationship between employees' perceptions of a company's corporate brand and its CSR projects, could be found. Literature on CSR and corporate branding were readily available (see Chapters 2 and 3).

## **1.8.2 EMPIRICAL STUDY**

During the empirical study a quantitative research approach was used as a data collection method to determine employees' perceptions of the Solidarity Movement's corporate brand and their CSR project, Solidarity Helping Hand.

### **1.8.2.1 QUESTIONNAIRES**

A quantitative questionnaire was used to collect data from employees in order to answer the specific research questions at hand. As the population of interest was relatively small (383 employees) a census was undertaken and sampling was deemed unnecessary (Tustin, Ligthelm, Martins & Van Wyk, 2005:337).

A quantitative approach enabled the researcher to explain and predict, and to confirm and validate the theory of corporate branding and CSR and provided adequate descriptions and measurements of the elements identified in literature in order to answer the specific research questions and to formulate certain generalizations based on the results.

Questionnaires were distributed in the form of an e-mail containing a link to an online questionnaire. The preferred language of the Solidarity Movement is Afrikaans; therefore the questions were posed in Afrikaans.

After finalizing the questionnaire, the pilot study tested it on a small group of Solidarity Movement employees with the input from the Solidarity Movement's management and the Communication department. Alterations were made (paragraph 4.4.3.3 refers).

The quantitative data were analyzed by means of a statistical computer software programme, Statistica Version 10, in conjunction with the Statistical Consultation Service at the North-West University, using descriptive statistics common to social problems.

The statistics that were used for the objectives of this study include: Cronbach (1951) alpha-coefficient, t-tests, Analysis of Variance (ANOVA)-calculations, factor analysis and correlation co-efficiencies. Frequency analyses were used to report data in terms of the number of percentages of respondents that shared a certain opinion. Missing values were excluded from the analyses.

## **1.9 CHAPTER OUTLINE**

This study consists of six chapters. Chapter 1 provides an introduction to the main components of the study as well as a description of the research problem. Chapter 2 outlines the concept of CSR by defining the concept and then focusing specifically on strategic CSR. The communication of information on CSR is thereafter discussed by focusing on the GRI Guidelines to determine the content and quality of the information communicated. Chapter 3 outlines the concept of corporate branding in relation to corporate branding and in particular the Solidarity Movement with reference to the employees and management. Chapter 4 provides a detailed layout of the research method applied in this study in order to answer the research questions.

The empirical study discusses the research results in Chapter 5. This chapter provides the profile of the employees who participated in the research, discusses the results pertaining to the perceptions of employees towards the Solidarity Movement's Solidarity Helping Hand project and the Solidarity Movement corporate brand at the time of the study. Furthermore, this chapter answers the question as to which CSR factors were related to the corporate brand components of the Solidarity Movement.

Chapter 6 focuses on answering the general research question and provides the conclusion.

**STRATEGIC CSR AND THE COMMUNICATION OF CSR  
ACTIVITIES****2.1 INTRODUCTION**

In Chapter 1 it was stated that companies are expected to look after and contribute to the society in which they function. Stakeholders expect that companies will be involved in CSR activities as well as having heightened levels of transparency and accountability.

It also described the situation in which companies are compelled to implement CSR by their stakeholders and because companies value the relationship with their stakeholders, CSR can become a powerful marketing tool through which relationships are built by placing stakeholders' concerns at the heart of the company, benefiting both the company and its stakeholders. It further explained that maintaining mutually beneficial relationships between the company and its stakeholders are important, as these relationships are able to have a positive (or negative) impact on stakeholders.

Various authors emphasize that CSR activities are an indication of valuing relationships that exist between companies, stakeholders, the economic system and the communities in which they function by acknowledging and incorporating their expectations into the business strategy of the company (Ihlen *et al.*, 2011:8; Werther & Chandler, 2011:7; Crowter & Aras, 2008:14). The World Bank's (2004) definition of CSR further underlines the importance of relationships with stakeholders and specifically with employees on an international or a local scale. In this sense, stakeholders (including employees) are involved in how and in what manner companies implement their CSR. The implication of this is that if the stakeholders' interests in the company's CSR matters are ignored this could have a negative impact on the long-term relationship between the stakeholder and

the company. The expectations of internal and external stakeholders have a strong influence on CSR strategy and should be valued as such.

Although CSR is considered the norm in current business practice, it is not free of criticism. It is stated that, at its most abstract, the essence of CSR is embedded in the role that business should fulfil in society (Coombs & Holladay, 2011:6; Werther & Chandler, 2011: xxii; Fifka, 2009:313; Boeger, Murray & Villiers, 2008:9). One of the most famous arguments cited against the issue of CSR was by Milton Friedman (1962) in which he contends that “the business of business is business”, arguing that business’s sole purpose is to increase company profits. On the other hand, proponents of CSR (dating back far into the 20<sup>th</sup> century) champion the idea of business (including businessmen) doing more than what is expected by contributing to the well-being of the communities where they operate, underlining the important role that business is able to play in society when expertise and resources are used as a means of improving the latter (Coombs & Holladay, 2011:8; Drucker, 1984; Barnard, 1968; Bowen, 1953).

The benefits to be gained from implementing CSR seem to outweigh the losses. The argument and underlying perception that CSR increases costs and reduces profits dominated the CSR debate for a long time, but this notion slowly began to change to one where it was noticed that profitability could not only be maintained but could actually be increased by implementing CSR (Bhattacharyya, 2010:83; Fifka, 2009:315; Porter & Kramer, 2006). Numerous studies have been conducted to examine the relationship between corporate financial performance and CSR (Fifka, 2009:315) and the effects of CSR on corporate profitability (Margolis, Elfenbein & Walsh, 2007; Orlitzky, Schmidt & Rynes, 2003). To date, the debate on the relationship between CSR and corporate financial performance has been inconclusive (Chen, 2011:85; Lantos, 2001:620; Murray & Vogel, 1997:141), while some of the literature seems to suggest a moderately positive CSR financial performance relationship (Demetriou *et al.*, 2010:267; Jones & Hillier, 2005:48; Smith, 2003:59; Orlitzky *et al.*, 2003).

While this debate is ongoing, literature is also adamant that improved financial performance is not all there is to gain from implementing CSR activities, although the benefits are often categorized into two themes: relating to reducing business costs and enhancing reputations (Coombs & Holladay, 2011:13; Demetriou *et al.*, 2010:267;

Blowfield & Frynas, 2005:583). In this sense it is important that CSR activities are undertaken and designed in such a manner that social good is achieved and that significant business-related benefits are simultaneously reaped by the company (Bhattacharya, 2010:83). One of these benefits may be about having a more positive relationship with stakeholders, as proposed within the relationship marketing approach. This approach sees companies being urged not only to pursue financial goals as the sole purpose of the company, but also to consider their effects on the entire range of stakeholders affecting the company and who are affected by the company; to consider the company's effects on the natural and social environments and to also see CSR as mutually beneficial for both company and stakeholders. This mutually beneficial viewpoint of CSR in an organization will be posed as the proposed role of business in society for the specific purpose of this study. As CSR is already being strategically implemented by the Solidarity Movement, the issue of whether CSR should be implemented is not a question identified for this particular study (Hermann, 2012).

Although stakeholders often demand CSR involvement by companies, there is a great deal of scepticism surrounding the concept (Luo & Bhattacharya, 2009:200; Polonsky & Jevons, 2006:338). Stakeholders are sceptical about CSR as their perception is frequently one in which they regard companies who implement CSR as insincere and doing so out of pure self-interest (Ihlen *et al.*, 2011:11; Hillestad *et al.*, 2010:441; Fifka, 2009:317). A common perception is that companies apparently implement CSR only because it is compulsory to do so or because there is something to be gained in doing so. This perception is often the result of companies not knowing exactly what the concept of CSR entails, how to implement it as part of the company's strategy, how and what to communicate about their involvement in CSR activities and what there is to be gained from implementing CSR.

Consequently, this chapter will address the following specific research question:

**What, according to the literature, is the nature of CSR?**

Companies' environments consist of many different stakeholders: customers, communities and suppliers etcetera, but for its specific research purposes, this study will only focus on the internal stakeholders of the company: specifically, the employees of the Solidarity Movement.

## 2.2 CONTEXTUALIZING CSR

The concept of CSR may be traced back to as early as the 1930s and 1940s (Carroll, 1999:268). Carroll however suggests that it was Howard Bowen's seminal work in his book *Social Responsibilities of the Businessmen* in the 1950s that set the stage for future development; for the responsibilities of businessmen to society being questioned (Den Hond, De Bakker & Meergaard, 2007:283). This was marked by Carroll (1999:269) as the beginning of the modern era of social responsibility. Since then, the importance of social responsibility for businessmen, managers, companies etc. has been discussed numerous times in internationally produced literature (Den Hond *et al.*, 2005:283); a similar trend may be observed from the last two or so decades in South African literature (Bogaards *et al.*, 2012; Kloppers & Froneman, 2009:199; Fig, 2007:1; SAGA, 2002:8).

Although the concept has been in existence for more than 60 years, a universally accepted definition, term and a dominant paradigm have yet to be developed (Coombs & Holladay, 2011:6; Ihlen *et al.*, 2011:7; Fifka, 2009:312; Schwartz & Carroll, 2008:156; Crowter & Aras, 2008:11). According to Fifka (2009:312), this lack of consistency may largely be attributed to three factors:

Firstly, since different understandings, aims and research methods are frequently in conflict as scholars from various fields (business, law, economics, sociology and even theology) have become increasingly interested in CSR, a coherent, scientific discussion has become more difficult.

Secondly, many related terms have been created over the decades sometimes serving as synonyms while describing different concepts. To complicate matters further, different terms are used within different sectors, such as socially responsible investing within the asset management industry. Furthermore, concepts such as: social responsibility (Bowen, 1953); pro-social corporate endeavours (Murray & Vogel, 1997); corporate social and environmental responsibility (Fig, 2007:81); corporate citizenship (Waddock, 2006; Windsor, 2001); corporate philanthropy (Muirhead, 2006); sustainable development (Van Marrewijk, 2006); the accountable corporation (Epstein & Hanson, 2006); triple bottom line (Elkington, 2008:466); sustainability and corporate sustainability (Elkington, 2008:139); corporate social investment (Smith, 2008:1); strategic corporate social responsibility (Werther & Chandler, 2006); corporate social performance (Frederick, 1994) and CSR (Crane, Matten & Spence, 2008; Den Hond *et al.*, 2007; May *et al.*, 2006; Werther & Chandler, 2006; Vogel, 2005) are related terms that are often

used interchangeably with CSR. It could be said that CSR can trace its roots to a number of ideas, including that of social investing (Coombs & Holladay, 2011:16). Social investment may be seen as a small but influential element of CSR, but not the equivalent thereof, which might include cash or non-cash corporate contributions to community development (CSI Handbook, 2005:7). Although many more terms could be mentioned, after CSR, corporate citizenship has become the most popular term used among scientists and in the literature alike. While there are differences of emphasis between the two concepts, the first one seems to be the preferred term and is used for the remainder of this study (Ihlen *et al.*, 2011:6; Fifka, 2009:313).

Thirdly, the understanding of CSR is inevitably based on an underlying view of what role business plays or is supposed to play in society and how it fulfils that role. With divergent core conceptions of the business-society relationship, the understanding of CSR will automatically vary, too.

The lack of a homogenous understanding of the concept has resulted in the development of a wide variety of definitions with the terms and paradigms each emphasizing different concepts, resulting in an “...increasingly blurred” meaning of CSR, which is often wrongly applied in practice (Coombs & Holladay, 2011:6; European Commission, 2010; Fifka, 2009:312; Blowfield & Frynas, 2005:503; World Bank, 2004; Lantos, 2001:595). As the concept is so abstract, a specific elucidation of the CSR concept must be given in order to determine what the nature of CSR is according to the literature and to orientate the reader to exactly what CSR entails for the purpose of this study, with the specific case of the Solidarity Movement being kept in mind.

### **2.2.1 DEFINING THE CONCEPT**

Archie Carroll's four-part model of CSR, as defined in 1979, is arguably the most frequently cited model in CSR literature and provides a useful starting point that has been adopted in subsequent research on CSR in many later years. Carroll (1979:500) defined the social responsibility of business as “...encompass[ing] the economic, legal, ethical and discretionary expectations that society has of organisations at a given point in time”. This fourfold definition of CSR suggested that companies are expected to fulfil four areas of responsibility in order to be good corporate citizens: economic, legal, ethical and philanthropic (Carroll, 1999:283).

Carroll's four-domain model was revised by Schwartz and Carroll in 2003 to a three-domain model which stated that companies have an economic, ethical and legal responsibility towards stakeholders (Schwartz & Carroll, 2003):

- **Economic responsibility**- towards shareholders, employees and customers; to be profitable for principals, to generate profits, provide jobs and create products that consumers want.
- **Ethical responsibility**- to meet societal expectations which entail being moral, doing what is right, just and fair.
- **Legal responsibility**- to comply with local, state, federal and international laws and "playing by the rules of the game".

This model provides a useful starting point in determining what responsibilities companies have and which they are expected to showcase. Companies are expected to meet their responsibilities in the economic arena, which includes generating profits. Ethical responsibility entails them being able to demonstrate commitment towards doing what is right and just. In the legal sphere, it is required that companies conduct their business within the framework of the law, as determined by the specific regulations laid down by the government of the country.

Within the South African context, the King Report of 2002 defines CSR as "...the organisation's demonstrable commitment to ethical standards and its appreciation of the social, environmental and economic impact of its activities on the communities in which it operates."

This definition underscores the point that CSR activities also have a social impact on the specific environment/communities in which the company operates and are in accordance with the responsibilities identified by Schwartz and Carroll (2003). Furthermore, companies should demonstrate their commitment in a noticeable (tangible) manner. From this definition it may be concluded that mere words are not enough, CSR must be an evident commitment.

Given that the Solidarity Movement is operating within the South African context this definition is important for the current study. In the South African context, global and national standards, codes and principles, adopted in recent years, include the principles

set forth in the governance codes issued by South Africa's King Committee on Governance. (The first King Report, known as King I, was issued in 1994; King II was issued in 2002 and King III in 2009.) South African companies are expected to operate within these parameters, and should incorporate these responsibilities into their everyday activities. In this sense companies are rewarded when they comply with expectations as they earn their "license to operate" from civil society when acting in accordance with accepted social norms (Ihlen *et al.*, 2011:6).

Although there are certain social and governmental expectations to which companies must adhere, emphasis is also placed on the voluntary nature of CSR. Although companies are expected to implement CSR, they must do so out of free will and because they want to. Many authors define CSR as having a voluntary nature and conclude that if a company is required by law to perform CSR activities, this does not qualify as CSR action (Crowter & Aras, 2008; Den Hond *et al.*, 2007; Schwartz & Carroll, 2003). This voluntary nature is evident in the European Commission's (2010) definition of CSR as a concept whereby companies integrate social and environmental concerns in their business operations and in their interactions with their stakeholders on a voluntary basis. Being socially responsible thus means not only fulfilling legal or societal expectations, but voluntarily choosing to do so. In a certain sense this seems to be a paradox, on the one hand company's are not required by law to take part in CSR projects, while on the other hand it is still expected of them to do so. Looking at the specific case of the Solidarity Movement it is evident that the company is, in a demonstrable manner, voluntarily going beyond social expectations and governmental principles laid down to implement CSR. This can be observed in the fact that Helping Hand (as it was formerly known) was voluntarily established in 1949 as part of the Mine Workers Union (now Solidarity Movement) and forms part of the rich heritage of the company (Helping Hand, 2011).

Both the World Business Council for Sustainable Development (WBCSD) and the World Bank place emphasis on the improvement of the quality of life for a broader scope of stakeholders (which includes employees and the local communities) in their definitions of CSR. The World Bank's (2004) definition specifically mentions "...employees, their families, the local community, and society at large," whose quality of life should be improved in ways by CSR that are good for business and good for development. From

these definitions it is evident that CSR is relevant to a broad scope of stakeholders, and not just the community in which it operates.

By studying a variety of definitions, emphases on different aspects have been identified: who the beneficiaries of CSR should be (Lantos, 2001); the role of the company in society (Schreck, 2008:1; Prieto-Carrón, Lund-Thomsen, Chan, Muro & Bhushan, 2006); the improved relationship between the company and its stakeholders (Crowther & Aras, 2008:10; Vaaland *et al.*, 2008:931; Smith, 2003:53); the voluntary nature of CSR (European Commission, 2010; Fifka, 2009:320); business and expected social actions (Sen & Bhattacharya, 2001:347) as well as the social, ethical and environmental concerns (Thorne *et al.*, 2011:7; Jones *et al.*, 2007:582; Carroll, 1999:286). It is evident that different authors call attention to different aspects of CSR which in turn are deciding factors for which activities are included and which are left out from a company's CSR activities. For the purposes of this study the basic principles as identified by Crowther and Aras (2008) will be discussed to provide a more precise better understanding of what should be included in a company's CSR activities.

Crowther and Aras (2008:14) identified three basic principles which together comprise all CSR activity. These are: sustainability, accountability and transparency, as identified in section 1.1.

- **Sustainability** is concerned with the effect which current actions have upon the options available in the future (Crowther & Aras; 2008:14). In the case of resources, for instance, current use of raw materials used to perform certain actions, should be taken into account in so far as the present use of these materials will influence the availability of these resources in the future.
- **Accountability** is concerned with a company recognizing that its actions have an effect on the external environment, and therefore it needs to take responsibility for the consequences of its actions. According to Crowther and Aras (2008:15) this necessitates the development of appropriate measures of environmental performance and the reporting of the actions of the company.
- **Transparency** means that all the effects of the actions of the company should be made apparent to all, through the information provided by the company's reporting mechanisms (Crowther & Aras, 2008:16). The reporting should be done in a transparent manner by ensuring that the external impact of the actions of

the company can be learned from that company's reporting and pertinent facts are not disguised within the reporting.

In relation to the specific case of the Solidarity Movement, taking the above mentioned into consideration, the company's CSR should thus consist of the principles of being sustainable in that resources must be available for generations to come; companies must use resources in a responsible manner, accountability is needed for the impact of the company's actions within the broader society and as such, actions should be reported and clearly communicated in a transparent manner to stakeholders.

In line with the principles mentioned, the International Standards Organization (ISO) has created an international standard for the social responsibility of both private (corporate) and public sector organizations. ISO 26000 (2010) established seven core areas of social responsibility, all of which are part of most current CSR definitions: organizational governance, community involvement and development, human rights, labour practices, the environment, fair operating practices and consumer issues. These principles provide a clear framework for what a company's CSR should include. King III (as mentioned earlier) underlines the definition of the ISO 26 000, deeming it relevant within the South African context.

In accordance with Carroll's model, Werther and Chandler (2011:7) and Coombs and Holladay (2011:6) perceive CSR as a fluid concept which is able to evolve over time. They describe CSR as both a means and an end. It is a means in the sense that it should form an integral element of the company's strategy, and an end, because it "...is a way of maintaining the legitimacy of its actions in the larger society by bringing stakeholder concerns to the foreground." Ihlen *et al.*, (2011) offer an accurate summary of this means-and-end-process:

CSR as an activity is the corporate attempt to negotiate its relationships to stakeholders and the public at large. It might include the process of mapping and evaluating demands from stakeholders, and the development and implementation of actions and policies to meet (or ignore) these demands (p. 18).

In this sense, CSR is both an on-going process and an outcome.

Being socially responsible thus necessitates the process of focusing on economic, legal and social business practices and the outcomes associated with those practices, while acknowledging and incorporating the concerns of the wider society and practising the principles of being sustainable, transparent and accountable. The ethical, legal and economic responsibilities should be integrated into the company's strategy in order to meet the demands of stakeholders and negotiate relationships with them. This brings two aspects to light: the importance of relationships and the integration of CSR with the company's strategy.

Based on the discussion above, CSR will be defined as follows, in relation to the specific case of this study:

CSR is the voluntary fulfilling of the company's social, economic and legal responsibilities as expected by stakeholders (specifically also employees), which addresses relationships with stakeholders in an accountable, sustainable and transparent manner in ways that are mutually beneficial for both the company and its stakeholders.

This definition is sensitive to the "triple bottom line": concern for people, the environment and profit. This definition also acknowledges the importance of the expectations of stakeholders in influencing CSR initiatives.

Within the framework of this study, a company such as the Solidarity Movement should thus consider the following when formulating and implementing CSR:

- The integration of CSR activities with the business strategy of the company in a mutually beneficial manner.
- Portraying, and acting on, the principles of being sustainable, accountable and transparent to employees through communicating information regarding the company's CSR.

The aspects identified will be discussed in the remainder of the chapter.

## 2.3 STRATEGIC CSR

According to Werther and Chandler (2011:86), strategic CSR represents the intersection of strategy and CSR as both CSR and strategy consider the company's relationship to the societal context in which it operates. Strategy addresses how the company competes in the marketplace, while CSR considers the company's impact on relevant stakeholders (the societal context). In light of this, CSR is not just a philanthropic add-on expected of companies, but is recognised as central to core business activities (Coombs & Holladay, 2011:29; Thorne *et al.*, 2011:9).

In line with the definition of CSR presented in section 2.2 where it is defined as: the strategic fulfilling of a company's social, economic and legal responsibilities, as expected by stakeholders (specifically also employees), which addresses relationships with stakeholders in an accountable, sustainable and transparent manner in ways that are mutually beneficial, by simultaneously fulfilling the company's responsibilities in society whilst making a profit; one can observe a strong strategic aspect which will be discussed in this section in conjunction with the definition in the previous section.

Strategic CSR became popular around the mid-1980s and this is still the case today (Coombs & Holladay, 2011; Bhattacharyya, 2010:83; Porter & Kramer, 2006; Lantos, 2001). The rationale behind strategic CSR is that while being socially responsible often entails short-run expenditures and sacrifice, it usually ultimately results in long-term business gain (Lantos, 2001:618). Quester and Thompson (2001:33) call this "philanthropy aligned with profit motives"; companies give or act in a socially responsible manner because they believe it to be in their best interest to do so. Strategic CSR should, however, not be confused with the business case for CSR, which has a strong connection with corporate social- and corporate financial performance (Schreck, 2008). Although both Werther and Chandler (2011) and the European Commission (2010) see the focus of strategic CSR as falling more on voluntary ethical and discretionary concerns which lack clear mandates for performance, as described in section 2.2.1, one cannot discount the fact that there are benefits to be gained, which may also be of a financial nature. For instance, a company might practise strategic CSR by donating a large sum of money to a HIV/AIDS orphanage, in line with the company's overall business strategy of contributing to the community and which stakeholders have indicated as being important to them. As a result, the company's stakeholders might

view this in such a positive light that their perceptions towards the company will change, resulting in more loyal customers, more recommendations and better relationships. Both the company and its stakeholders benefit from the mutually beneficial nature of the relationship.

In relation to the integration of CSR with the company's strategy, it is important that CSR actions must be consistent with the company's overall business strategy and what the company wants to achieve in the future (Coombs & Holladay, 2011:8, 29; Bhattacharya, 2010:85; Lantos, 2001:595). As such, a company's CSR initiatives should be driven by the company's vision and be complementary to, rather than competing with, the overall company vision. Thus, if CSR activities are strategic, they should be aligned to and encapsulated in the vision and mission of the company.

Coombs and Holladay (2011:32) add an important aspect to strategic CSR, namely, that of identification. According to them strategic CSR should, in addition to alignment with the company's vision and mission, also be driven by stakeholder expectations. Identification is the sense of attachment or connection consumers feel when companies engage in CSR activities they care about. What is important to stakeholders should, to a certain extent, thus be reflected in the CSR activities the company partakes in (Porter & Kramer, 2006). This is in line with the World Bank's (2004) definition of CSR, as discussed in the previous section concerning the importance of having mutually beneficial relationships through relationship marketing. Coombs and Holladay (2011:34) extend the application of identification beyond consumers to all stakeholders, including employees. If employees feel they are able to identify with the company's CSR projects, a sense of identification may develop, which in turn could build support for the company and create a favourable reputation (Coombs & Holladay, 2011:33; Sen & Bhattacharya, 2001:226). Employees may already experience some sort of identification with the company that they work for. This identification may facilitate and enhance their identification with CSR initiatives if there is identification between the identity of the employee and that of the company portrayed in its CSR activities. In this way, if employees are able to identify with the CSR activities of the company, they should identify with the company itself, and this could result in alignment between the social interests of the company and the stakeholders.

Furthermore, although the main vision and strategy for the company and for its CSR projects comes from management, it is often employees that carry the major burden of responsibility for implementing ethical corporate behaviour in the daily working life of the company. The achievement of outcomes, as determined by management and encapsulated in the vision, will largely depend on employees' willingness to collaborate, making them a strategic asset to CSR (Collier & Estaban, 2007:19). In this sense companies are dependent on their employees to deliver on promises made through the company's vision and mission and the employees' perceptions of the company's CSR projects are thus of the utmost importance. This implies that employee commitment to, and identification with, the company's CSR projects may be the determining factor for the success of the projects. As pointed out in Section 2.3., in order for the company to be able to deliver on the CSR promises made as part of its strategy, it is necessary to get the employees to "buy-in" on the company's CSR projects.

The range of research work done on the benefits of implementing CSR, in relation to employees, is vast and varies in scope. Employees' reaction to CSR in the marketplace may not be restricted to greater likelihood and buying of the company's products. In fact, a more comprehensive, stakeholder driven- perspective on the returns of CSR, as advanced by theorists (Maignan *et al.*, 2005; Donaldson & Preston, 1995), suggests that individuals may react to CSR not only by purchasing more products, but also enacting other stakeholder behaviour, such as seeking employment or investing in the company (Sen, Bhattacharya & Korschun, 2006:58; Hill, Stephens & Smith, 2003).

When employees are aware of the company's CSR projects being aligned with the business strategy, their morale may be influenced. CSR can be regarded as forming part of the core activities of the company. In this sense CSR actions may well lead to an increased internal commitment to the company as well as to improved employee loyalty and attitudes (Jones & Hillier, 2005:48; Tustin & Pienaar, 2005:126) which leads to better employee relationships influencing their perceptions of the company. This is in line with the mutually beneficial nature of CSR as discussed in section 2.2.1 whereby both company and employees benefit by implementing CSR which may result in a long term relationship with the company.

It can be concluded that a company which is socially responsible acknowledges that it exists and operates in a shared environment, characterised by the mutual interdependence of a company's relationships with its stakeholders, especially with employees, who are affected by, and can affect, the achievement of the company's objectives. Thus, the management of relationships lies at the core of CSR and entails the establishing of an effective two-way communication between the company and its employees (BrØnn & Vrioni, 2001:219).

In the specific case of the Solidarity Movement and its CSR Helping Hand project, it is argued that a strategic approach to CSR could ensure that activities are close to and contribute to the achievement of the vision and mission of the company in order for it also to benefit from its CSR. The Solidarity Movement should thus take the expectations of its employees into consideration regarding its CSR projects so that identification between the company and its employees can result in better alignment between the social interests of the company and its employees.

From the above-mentioned discussion, an initial, specific, theoretical statement can be formulated as follows:

**Specific theoretical statement 1:**

CSR has a strong strategic nature where three aspects are underlined: the alignment of CSR with the company's strategy, the identification with the CSR and having long-term mutual beneficial relationships. It is in the best interest of the Solidarity Movement to take a strategic approach to its CSR by ensuring that the activities that Solidarity Helping Hand partakes in are aligned with the business strategy of the company and that employees can identify with what is done.

In line with the definition of CSR presented in section 2.2, one can say that it is important for the company to communicate information about its CSR to stakeholders (in this case, its employees) as the strategic fulfilling of the company's social, economic and legal responsibilities, as expected by employees, so that relationships are addressed in an accountable, sustainable and transparent manner, mutually beneficial for both the company and the employees.

## 2.4 COMMUNICATING CSR INFORMATION

Although the communication of information on a company's CSR projects is evidently an important factor for the success of the company's CSR, companies often neglect to do so (Coombs & Holladay, 2011:111; Ihlen *et al.*, 2011:10). Research indicates that stakeholders (including employees) do not receive enough information about CSR (Coombs & Holladay, 2011:123). As pointed out in section 2.1, this becomes problematic for companies in that CSR awareness also drives many of the benefits that corporations derive from CSR.

As with the concept of CSR, the information communicated about the company's CSR often leads to criticism of the project as being shallow and serving the self-interest of the company with the intention of producing glossy images of the company. This, in turn, creates a difficult communicative challenge for CSR managers (Coombs & Holladay, 2011:110; Ihlen *et al.*, 2011:11). While on the one hand stakeholders would like to receive more information about the CSR activities of the company, on the other hand they are sceptical when they perceive companies to be committing too much time and effort to CSR communication. Although it is easier said than done, communicating about a company's CSR activity should be done in a sensitive manner, and CSR facts need to be given without a "hard sell" approach (Bhattacharrya & Sen, 2004).

The company's accountability may be made known and communicated through sustainability reports. Sustainability reporting is the practice of measuring, disclosing and being accountable, for organizational performance in achieving the goal of sustainable development, to internal and external stakeholders (GRI, 2011). Although sustainability reports are often associated with social auditing, they may serve as an important tool in helping companies to determine what to include and exclude and how to present information in a more structured reporting method when communicating with their internal and external stakeholders (Coombs & Holladay, 2011:129).

Several international institutions have developed guidelines for sustainability reporting. The OECD (2006), the World Bank (WBG, 2007) and the United Nations (UNCG 2008) have produced international guidelines to be used. These have been established to facilitate the disclosure of various matters to a range of stakeholders.

Although it is not free of criticism, the most prominent of these guidelines (in the context of CSR disclosure) consists of the Sustainability Reporting Guidelines produced by the Global Reporting Initiative (GRI) which are often referred to as the global standard (Coombs & Holladay, 2011:129). These are the result of co-operation between researchers, industry and consultants and the output of a multi-stakeholder approach.

The GRI Guidelines are for voluntary use by organizations and provide a framework for reporting on the performance of the economic, environmental and social dimensions of all that is done by their company (Gamerschlag, Möller & Verbeeten, 2011:234). The said guidelines consist of principles for defining report content and ensuring the quality of reported information (Sustainability Reporting Guidelines, 2011:4). Sustainability reports, based on the GRI Reporting Framework, disclose outcomes and results in the context of the organization's commitments, strategy and management approach. This framework is designed for use by organizations of any size, sector or location and contains general and sector-specific content that has been agreed on by a wide range of stakeholders around the world, to be generally applicable for reporting an organization's sustainability performance. Any organizations in the world may thus voluntarily use the GRI Reporting Framework to better communicate information on their CSR projects.

Although the GRI Guidelines were not used in order to write a Sustainability Report for the Solidarity Movement they can be used as an internationally acknowledged and used framework of principles to determine the content and quality of the information communicated about the company economic, legal and social responsibilities to employees to address relationships in a mutually beneficial manner (Sustainability Reporting Guidelines, 2011:2-17). Reference to this furthermore enables the Solidarity Movement to determine which outcomes and results that occurred within a specific period of time should be communicated, within the specific framework of the company's commitments, strategy and management's approach.

#### **2.4.1 REPORTING PRINCIPLES AND GUIDELINES**

To help ensure a balanced and reasonable presentation of the company's performance, the principles of materiality, stakeholder inclusiveness, sustainability context and completeness can determine what the content of the communication should be. The company's unique strategy and experience, together with the reasonable expectations

and interests of the stakeholders, should be used as a reference point in determining what to include in the communication.

#### **2.4.1.1 Materiality**

Companies are faced with a large amount of information which can be communicated, making it difficult to determine what precisely should be included. According to the GRI guidelines, issues that are significant to both the company and its stakeholders should be communicated, as there is little value in including information about issues that are not priorities for the company's stakeholders or over which the organization has little influence. The information communicated should reflect the company's significant economic, environmental and social impacts performance. When determining the content of the information to communicate the company's overall mission and competitive strategy (internal factors), concerns expressed directly by stakeholders, broader social expectations, and the company's influence on other companies (external factors) should be taken into consideration (Sustainability Reporting Guidelines, 2011:2).

#### **2.4.1.2 Stakeholder inclusiveness**

It is important that the expectations and interests of employees should, to a certain extent, be integrated into the communication in such a manner as to explain to its specific stakeholders how the company has responded to their reasonable expectations. Stakeholder engagement processes are able to serve as tools for understanding the reasonable expectations and interests of employees; it is necessary to remember that failure to engage with employees can result in communicating information that is not of interest to them. If however, systematic employee engagement is properly executed, it is likely to result in on-going learning within the company as well as increasing accountability, which can strengthen trust between the company and its employees (Sustainability Reporting Guidelines, 2011:2).

#### **2.4.1.3 Sustainability context**

The information communicated should present the company's performance in the wider context of sustainability. The underlying question of sustainability reporting is how a company contributes to, or plans to contribute to, the improvement or deterioration of

environmental, economic and social conditions, developments and trends at different levels. The company's own sustainability and business strategy provide the context in which to discuss performance. As such, the relationship between organizational strategy and sustainability should be clearly stated, as should the context within which such performance is communicated. The company can present its performance in a manner that attempts to communicate the magnitude of its impacts and contribution in appropriate geographical contexts while referring to broader sustainable development conditions and goals, as reflected in recognized sectorial local, regional and/or global publications (Sustainability Reporting Guidelines, 2011:3).

#### **2.4.1.4 Completeness**

Along with transparency and materiality, completeness means that information should not be left out, particularly when it is negative. Coverage of the material topics should be thorough enough to reflect the company's impacts, enabling employees to assess the company's performance. Completeness primarily encompasses the dimensions of scope, boundary and time. "Scope" refers to the range of sustainability topics covered in the communication, the sum of which. "Boundary" alludes to the range of entities whose performance is communicated while "Time" makes reference to the need for the selected information communicated to be complete for a specific time period; information should preferably be communicated when the activities and events occur (Sustainability Reporting Guidelines, 2011:4).

From the above mentioned principles, it is clear that if the Solidarity Movement uses these principles while communicating information regarding its CSR, the company's overall mission, stakeholder concerns and reasonable expectations should also be included. Information should present the company's performance in the wider context of sustainability while, as mentioned above, encompassing the dimensions of scope, boundary and time, which in turn may strengthen trust between the company and employees.

#### **2.4.2 REPORTING PRINCIPLES FOR DEFINING QUALITY**

This section contains principles that guide choices on ensuring the quality of information communicated, including its proper presentation. These principles are fundamental for

establishing transparency which in turn could enable employees to make sound and reasonable assessments of performance on the information provided.

#### **2.4.2.1 Balance**

It is essential that an unbiased picture of the company's performance should be presented to stakeholders. Information communicated should reflect both positive and negative, favourable and unfavourable, aspects of the company's performance and avoid selective communication to enable a reasoned assessment of overall performance (Sustainability Reporting Guidelines, 2011:5).

#### **2.4.2.2 Comparability**

Such information as may be communicated should be consistent in order for employees to be able to evaluate and benchmark the company's performance. They should be able to track the company's progress on economic, environmental and social performance over time and compare it to the company's past performance, its objectives and, if possible, against others' performance in the same sector; however, this may be a sensitive matter in which differences in company size, geographic influences and other considerations should be kept in mind (Sustainability Reporting Guidelines, 2011:7).

#### **2.4.2.3 Accuracy**

The information communicated should be sufficiently accurate and detailed for employees to assess the company's performance. Companies should ensure that data communicated is correct, which may be done by plainly stating which data on the company's performance was measured and which has been estimated. Other sources of information on data may also be mentioned in order to verify the given data (Sustainability Reporting Guidelines, 2011:9).

#### **2.4.2.4 Timeliness**

All relevant information should be communicated on a regular basis and in time, so that employees are able to make informed decisions. The usefulness of information is closely tied to whether the timing of its disclosure to employees enables them to effectively integrate it into their decision-making. The timing of release refers to both the regularity

of reporting as well as its proximity to the actual events described in the communication. The company should balance the need to provide information in a timely manner with the importance of ensuring that the information is reliable (Sustainability Reporting Guidelines, 2011:12).

#### **2.4.2.5 Clarity**

Any information that is made available should be done so in a manner that is understandable to, usable and accessible by the company's range of stakeholders, but excessive and unnecessary detail should be avoided. Expectations regarding the information reasonably required by stakeholders should be kept in mind in order to provide easily accessible information (Sustainability Reporting Guidelines, 2011:14).

#### **2.4.2.6 Reliability**

Information and processes used in the preparation of the information should be gathered, recorded, compiled, analysed and disclosed in a way that establishes the quality and materiality of the information. It is important that stakeholders have confidence that information communicated has undergone a series of internal, and sometimes external, assurances in order to underline its reliability (Sustainability Reporting Guidelines, 2011:16).

The reporting principles for defining quality: balance, comparability, accuracy, timeliness, clarity and reliability, can be effectively used to guide choices on ensuring the quality of information communicated in a transparent manner, enabling employees to make sound and reasonable assessments of performance on the information provided.

In line with the afore-mentioned, the following second specific theoretical statement can be formulated:

### **Specific theoretical statement 2:**

The Solidarity Movement should communicate information to employees about its Helping Hands project through the reporting principles of materiality, stakeholder inclusiveness, sustainability context, completeness and the reporting principles for defining quality: balance, comparability, reliability, clarity, timeliness, accuracy, in order to influence the perceptions of employees positively.

## **2.5 CONCLUSION**

The intention of this chapter was to determine the nature of CSR according to literature. As is evident from the discussion, the changing business climate and social expectations impel companies to integrate socially responsible behaviour with company strategy. In order to answer the specific research question stated at the introduction of this chapter, this study specifically focused on strategic CSR and the communication of information regarding CSR activities.

It is thus concluded that CSR should be aligned with the business strategy of the company and be driven by stakeholder expectations to create identification between what the company wants to do (business strategy) and what employees expect the company to do (with regard to CSR), benefiting both the company and the employees. Emphasis is placed on mutually beneficial relationships in this environment and CSR is regarded as an important tool through which relationships are built and maintained. In this sense it is important that CSR activities are undertaken and designed in such a manner that social good is achieved and that significant business-related benefits are reaped by the company, resulting in the said mutually beneficial relationships.

As companies are dependent upon their employees to deliver on promises made through the company's vision and mission, employees' perceptions of the company's CSR projects are thus of utmost importance. This implies that their commitment to and identification with the company's CSR projects may be the determining factor of the success of the projects. It is therefore important for employees to "buy-in" on the company's CSR projects if the company is to deliver on the CSR promises made as part

of the company's strategy, underlining the importance of clearly communicating information regarding the company's CSR to its employees.

The GRI Guidelines can be used as a framework of principles to determine the content and quality of the information to be communicated about the company's economic, legal and social responsibilities to employees in order that relationships may be addressed in a mutually beneficial manner. This can enable the company to determine which outcomes and results that occurred within a specific period of time should be communicated, within the specific framework of the company's commitments, strategy and management's approach.

In Chapter 3, issues of contextualizing and defining corporate branding, the components of corporate branding, the management thereof and the benefits from managing the corporate brand are addressed.

### **3.1 INTRODUCTION**

A strategic approach to CSR requires that CSR activities should be aligned with the business strategy of the company with which its employees are able to identify.

From the literature, it becomes clear that corporate branding plays a significant role in the creation, nurturing and forming of relationships between a company and its internal and external stakeholders (Balmer & Greyser, 2011; Schultz *et al.*, 2005:24, 48; De Chernatony & McDonald, 2003). The corporate brand can define the relationships with all of the company's key stakeholders, including employees (Spark, 2003), placing it in the heart of relationship marketing (see section 1.2).

In line with this, and as pointed out previously, it is important for stakeholders (including employees) to see who the company is and what it stands for as stakeholders are expecting companies to be more and more transparent in portraying who the company is and what it does. Companies have responded to this pressure by shifting their focus from product brands to corporate brands in an effort to encourage authenticity; to differentiate the company for a competitive advantage; to showcase transparency and to provide access to the company behind the brand (Kay, 2006; Hulberg, 2006; Xie & Boggs, 2006). In other words, to show who the company is and in which direction it is headed.

There has been a consequent widening of the discussion of corporate brands and how it should be managed in practice and in the academic literature (Balmer, 2012a:6; Balmer

& Gray, 2003; Knox & Bickerton, 2003; Hatch & Schultz, 2001), particularly with the high visibility of global corporate brands such as Apple, Coca Cola and IBM. Managers are increasingly realizing that corporate brands are unique, monetary and valuable corporate assets which can be used as a tool to create and defend the company's reputation; to build recognition and credibility; that the brand is a potential source of sustained competitive advantage and a means of creating both stakeholder and shareholder value and differentiation (Balmer, 2012a:6; Ingenhoff & Fuhrer, 2010:85; Kay, 2006:744). This stance is largely rooted in the literature of marketing and organizational theory, also known as the "second wave of corporate branding". This perspective emphasizes that the company itself, rather than the products and services it vends, presents the main locus of differentiation for a competitive advantage (Schultz *et al.*, 2005).

Although it is evident that corporate branding is important for companies, the problem that most companies are facing is determining what exactly the corporate brand entails and how to manage it effectively in order to capitalize on the benefits mentioned. Therefore, as mentioned in Chapter 1, a specific research question is formulated:

**What, according to the literature, is the nature of corporate branding?**

In this chapter, the nature of corporate branding and corporate brand management is explained from literature which favours publications from 2000 to 2012.

### **3.2 CONTEXTUALISING CORPORATE BRANDING**

The concept of the corporate brand originated in the early 1960's in the form of branding which evolved in the mid-1990s to product branding (Xie & Boggs, 2006:348; Balmer & Gray, 2003:974; Knox & Bickerton, 2003:999). In its simplest form, the concept emerged from the notion of symbolic markers (trademarks) applied to artefacts which indicated belonging, akin to cattle in a herd belonging to its owner (Papasolomou & Vrontis, 2006:37; Schultz *et al.*, 2005:25).

The corporate brand has come a long way since the differentiation of ownership of cattle as well as simply consisting of a variety of products. Today it would be difficult to try and imagine the corporate world without the corporate brand concept, as this catchphrase is

applied to and practised by companies, governments, non-profit organisations, schools, tertiary institutions and small businesses alike (Xie & Boggs, 2006:348).

As discussed in Chapter 2, the concept of CSR incorporates a number of concepts relevant to corporate branding and the management thereof, which may lead to confusion as to what exactly, this concept entails. This has perhaps come about as a result of the integration of marketing and organizational theories in practice, as mentioned earlier (Hatch & Schultz, 2003; Knox & Bickerton, 2003). Corporate image, corporate identity, corporate personality and corporate reputation are often used in conjunction with the corporate brand or sometimes, to denote the same meaning. Much has been written about each individual concept and in relation to corporate branding (Abratt & Kleyn, 2012:1058; Cornelissen, Christensen & Kinuthia, 2012; Fetscherin & Usunier, 2012; Ingenhoff & Fuhrer, 2010; Schultz *et al.*, 2005). Although these concepts are closely intertwined with each other, there are important differences to keep in mind in order to arrive at a clear understanding of the concept.

Corporate reputation and corporate identity are two such concepts which are closely related to, but should not be confused with, that of corporate branding. The concept of corporate reputation concerns how people, over a period of time, feel about a company based on the information they have on company activities, the workplace, past performance and future prospects (Fombrun, 2005:8). One can thus say it is concerned with what stakeholders think about the company, based on the above factors. In this sense corporate reputation and the corporate brand promise walk hand in hand. The corporate brand promise may be seen as an informal contract between the company and its stakeholders, underpinning the corporate brand; communicating certain expectations regarding the attributes and values of the product or service to stakeholders (Balmer & Greyser, 2006). This “covenant” relates to the expectations stakeholders associate with a corporate brand name and a company’s values and ethos. In this it is evident that corporate reputation and the corporate brand are not synonymous, but are indeed closely related; the reputation of the company is strengthened when that which is promised, through the corporate brand, is kept. In this way a strong corporate brand may evolve and be used as a tool to create a positive reputation of the company (Abratt & Kleyn, 2012:1054; Ingenhoff & Fuhrer, 2010:85; Xie & Boggs, 2006).

On the other hand, the terms “corporate identity” which concern the company’s strategic choices and its expression thereof, and visual identity, which concerns all visual expressions of the company, such as the corporate name, logo and/or symbol, typography and colour, and corporate branding, are often used interchangeably (Cornelissen *et al.*, 2012:1093; Balmer & Gray, 2003). This is evident in research by Fetscherin and Usunier (2012) who undertook an interdisciplinary literature review of corporate branding over the last 40 years and state that in corporate branding literature, there are two sub-streams in relation to corporate branding and corporate identity: one focusing on the relationship between corporate branding and corporate identity and the other on the visual identity of a corporation. It seems that the literature is inconclusive as to exactly where each one fits in. The authors, He and Balmer (2007), identified four sub-perspectives of corporate identity, with visual identity forming one of these sub-perspectives. Additionally, the authors, Abratt and Kleyn (2012:1050), in work based on He and Balmer’s perspective, include visual identity as forming part of the corporate brand, or, to put it another way, the manner in which the corporate brand is expressed. Balmer (2012:1069) on the other hand is adamant that corporate brands may be regarded as a distinct identity type, separate and divisible from a company’s corporate identity. The literature seems to suggest that the starting point for conceptualizing corporate brands is the idea of identity (Hulberg, 2006:61; Schultz, 2005:48). According to Balmer and Gray (2003), all companies have a corporate identity, as opposed to corporate branding, which is not applicable to all companies; while on the other hand, Abratt and Kleyn (2012:1053), argue that all companies do indeed have a corporate brand and are identifiable by their name, symbols, assets, colours and employees. Thus, the corporate identity is expressed through the corporate brand in the form of visual identity, the brand personality, the brand promise and brand communications: the corporate brand is the interface between the company’s stakeholders and its identity.

This conclusion makes it evident that each of the components mentioned plays a distinct role in the corporate branding process, but should not be confused with one another.

Seeing that the concept is an amalgamation of so many constructs, a specific elucidation of the corporate branding concept will be given in order to determine the nature of corporate branding according to literature and to orientate the reader regarding exactly

what the concept entails for the purpose of this study, with the specific case of the Solidarity Movement kept in mind.

### **3.2.1 DEFINING THE CONCEPT**

There is much discussion in the literature over what exactly defines corporate branding (Balmer, 2012b; Abratt & Kleyn, 2012; Hulberg, 2006; Balmer & Gray, 2003; Bick *et al.*, 2003; Knox & Bickerton, 2003; Einwiller & Will, 2002; Balmer, 2001).

In order to determine what the corporate branding concept entails and what it consists of, an early definition by Balmer (2001) was used as a starting point. Balmer is a prominent scholar on the subject of corporate branding and his work has influenced the concept in various ways, making this an ideal starting point for this section. Balmer (2001) offers the following with relation to the defining characteristics of a corporate brand:

A corporate brand involves the conscious decision by senior management to distil and make known the attributes of the organisation's identity in the form of a clearly defined branding proposition. This proposition underpins organisational efforts to communicate, differentiate and enhance the brand vis-à-vis key stakeholder groups and networks. A corporate brand proposition requires total corporate commitment to the corporate body from all levels of personnel (p. 281).

From this definition, and as discussed further on in section 3.4, it is evident that corporate branding is an all-encompassing management function underpinning all the company's activities, involving a variety of stakeholders and requiring corporate commitment from employees in order to distil and make known the attributes of the company's identity (3.2 *ibid*).

The importance of corporate branding as a strategic function may be seen in the early works of Hatch and Schultz (2001:130) and De Chernatony (2001) where they underline the importance of the corporate brand being aligned with the business strategy of the company. If the corporate brand is aligned with the strategy of the company, it enables companies to use the vision explicitly as part of its uniqueness (Balmer, 2001; De

Chernatony, 2001), forming a clear picture of who the company is and what it wants, while personifying the values of the company in the minds of stakeholders (De Chernatony & McDonald, 2003; De Chernatony, 2001); (3.3.1 *ibid*).

In line with Balmer's understanding of the corporate brand, Knox and Bickerton (2003:1013), suggest an all-encompassing approach to the corporate brand: "the visual, verbal and behavioural expression of an organisation's unique business model". Within this definition, various components are included to form part of the expression (visual, verbal and behavioural) of the company, which may include a number of corporate identity elements, (3.2 *ibid*). Balmer and Gray (2003) are also in accord with Knox and Bickerton by stating that corporate brands are marks denoting ownership, image-building devices; symbols associated with key values; a means by which to construct individual identities, and a conduit by which pleasurable experiences may be consumed, or in other words, the all-inclusive manner in which the company expresses itself.

According to Hatch and Schultz (2003:1046), the corporate brand acts like a beacon in the fog, attracting and orientating stakeholders around the recognisable values and symbols that differentiate the company and which also encourage stakeholders to feel a sense of belonging. In other words, the corporate brand attracts and orientates stakeholders around who the company is and plans to become; in accordance with the definitions relating to the importance of the integration of the corporate brand with the strategy of the company (De Chernatony, 2001; Hatch & Schultz, 2001). Based on this, one can say that the corporate brand reflects the features and attributes of the company, where the company plays a strategic role in the branding process, creating preference and differentiating the company both externally and internally from others, attracting and orientating stakeholders around the recognisable values and symbols of the company.

Argenti and Druckenmiller (2004) and Aaker (2004) all note the importance of the company itself to corporate branding. According to Argenti and Druckenmiller (2004) a company engages in corporate branding when it markets the company itself as a brand. Aaker (2004), in turn, states that the corporate brand defines the company that will deliver and stand behind the offering, and will potentially have a rich heritage, assets, capabilities, people, values and priorities. Based on this, one may say that the corporate brand reflects the features and attributes of the whole company and not just its individual

products/services (Siso, Bick & Abratt, 2009:28; Morsing, 2006:99; Schultz *et al.*, 2005:47; Balmer & Gray, 2003; Hatch & Schultz, 2003:1041; Knox & Bickerton, 2003:999), where the company, with its heritage, is a strategic element in the branding process.

In the light of the previous paragraph and the definition given by Knox and Bickerton, if the whole company is manifested by the corporate brand, then the corporate brand is uniquely expressed and communicated through all the company's visual, verbal and behavioural expressions. This position is in accord with that of Papasolomou and Vrontis (2006:37) who state that a corporate brand is experienced by stakeholders through every point of contact they have with the company. In this sense, every action the company partakes of, every message they send, every experience stakeholders have with the company, every product bought and sold, every service delivered, every visual presentation of the company and every value proposition is able to reflect, be experienced by and differentiates the company as part of the corporate brand in the minds of all its stakeholders.

In contrast to the product brands, as mentioned earlier, corporate brands speak to and interact with multiple stakeholders, including consumers, shareholders, employees, investors, suppliers, partners, media, NGO's, regulators and so forth (Morsing, 2006:99; Hulberg, 2006:63; Kay, 2005:753).

The importance of employees to corporate branding, and the need to better understand their behaviour and thus the organizational culture of the company, have been given particular emphasis in literature (Punjaisri & Wilson, 2011; Morsing, 2006; Einwiller & Will, 2002; Harris & De Chernatony, 2001). Einwiller and Will (2002:101), define corporate branding as "the systematic planned management of behaviour, communication and symbolism in order to attain a favourable and positive reputation with target audiences for a company". This behavioural aspect is also in line with the definition of Knox and Bickerton (2003:1013) given earlier. The behaviour element relates specifically to the behaviour of employees and they are seen as having a major influence on how external stakeholders perceive the corporate brand and make sense of its identity and image (Hatch & Schultz, 2001). In this sense, the whole company is involved in communicating and actualizing the corporate brand, from top management to

temporary workers and across all departments; everyone is involved in realising and communicating the corporate brand. This implies that corporate brands are not only about total communication, but also a cultural construct, as this involves tapping the inside of the company in order to better, and congruently, project the company's corporate brand.

Perhaps Abratt and Kleyn's (2012:1053) definition of the corporate brand best expresses what has been stated in the previous section, regarding corporate branding and the identity of the company. They define a corporate brand as expressions and images of a company's identity, the mechanism whereby the elements and the expectations of what the company will deliver to the different stakeholder groups is built and conveyed. Thus the corporate identity is expressed through the corporate brand in the form of visual identity, the brand personality and the brand promise as well as the brand communications.

In accord with the aforementioned concepts, corporate branding may be summarised thus:

The corporate brand is related to corporate identity and corporate reputation and is a strategic function with a multi-stakeholder focus. The corporate brand communicates the brand's value, differentiates and enhances the esteem and loyalty in which the company is held by its stakeholder groups and builds mutually beneficial relationships. The process of corporate branding consists of the set of activities undertaken by the company to build favourable associations and a positive reputation with both internal and external stakeholders.

This elucidation will represent the concept of corporate branding throughout this dissertation.

In order to form a better understanding of the corporate brand, as defined in paragraph 3.2, it is necessary to understand how corporate brands are constructed. It is furthermore important to determine what components form part of the corporate brand in order to determine which components may influence employees' perceptions of the company and how the corporate brand may be effectively managed.

### **3.3 COMPONENTS OF A CORPORATE BRAND**

From the discussion concerning the definition of the corporate brand in the previous section, it is evident that, for different people, different components of the corporate brand are emphasized, with a number of authors having developed various models of corporate branding over a period of time (Gouws 2009; Hatch & Schultz, 2008; Van Riel & Fombrun, 2008:107; Balmer & Gray, 2003:973; Griffin, 2002:229; Davies & Chun, 2002; Balmer, 2001:257).

Perhaps the most often cited elicitation of the components of corporate branding to be managed is that of Hatch and Schultz (1997, 2001:131) who identified three interdependent components: vision, culture and image; that should be aligned by managers to form the corporate brand. Balmer (2001:257) and De Chernatony (2001:116) both highlight the importance of the development and implementation of the values of the corporate brand. De Chernatony (2001:116) also developed a brand triangle consisting of a promised experience as well as emotional and functional values, claiming that the success of a corporate brand depends on the extent to which there is harmony between the managerially defined values, the effective implementation of the values by staff and the appreciation of these values by customers. In this, De Chernatony (2002:114) highlights the importance of employees in the shift towards corporate branding, as they are the embodiment of the brand. Hawabhay, Abratt & Peters, (2009:5) underlines several other components of the corporate brand: staff behaviour, transformational leadership, symbolism and values. The above discussion makes it clear that different components such as vision, culture, image, values, a promised experience, employees, leadership and symbolism are emphasized.

In the following section, some of the elements identified in the literature are discussed, however, the emphasis on those elements, for purposes of this study, is specifically selected as applicable to the nature of the Solidarity Movement itself.

#### **3.3.1 PHYSICAL ATTRIBUTES**

As discussed earlier, physical attributes are related to the visual identity of the company and can form an important component through which the company is able to express its corporate brand in a visible manner (Abratt & Kleyn, 2012:1053), serving as identification tools which are able to communicate some integrated uniform message to stakeholders,

express the abstract values of the company in a more tangible and consistent manner and create and enhance corporate awareness (Appel-Meulenbroek *et al.*, 2010:48; Hawabhay *et al.*, 2009:5). Although the corporate brand has long since evolved from being just a product/slogan or merely consisting of physical attributes which add value to a basic product/service (Knox & Bickerton, 2003:999), there is enormous value in what these visual brand identities present, as corporate brands are associated with key corporate associations and expectations, which are evoked by certain attributes (Balmer, 2010:1070-1071).

The name, slogan, colours used, design and graphics, typography, the logo and symbolism forms part of the visual manifestation of the corporate brand. The Coke, Nike or McDonald's names and logos, symbols and colours all express a uniform message about the different companies, contributing to the corporate brand and representing that which is unique to the company, facilitating recognition and repetition. It is thus important that these physical attributes are coherently advanced so that stakeholders hold a relatively similar overall perception of these attributes (Vallaster *et al.*, 2012:37).

In relation to the specific case of the Solidarity Movement, the green and orange colours, design, graphics and symbolism associated with Solidarity Movement's corporate brand, if used consistently on buildings, vehicles, letterheads and corporate clothing, form a visual manifestation of the company and express a consistent message. This is a major challenge, in the case of the Solidarity Movement, in that so many institutions reside under this corporate brand; recognition as part of the Solidarity Movement and integration with the corporate brand must be carried out consistently while the necessary attention should be given to the establishment of the identity of each institution. Machado, Vacas-de-Carvalho, Costa & Lencastre (2012:424) make a strong case that, particularly for companies forming part of a merger, the logo plays just as important role as the name in terms of assuring consumers that there is a connection with the brand's past and heritage. The Solidarity Movement's logo is an important visual identity element that is able to build recognition and serve as a marker of brand preference, provided it is consistently used and associated with all the different products and services of the different institutions residing under the corporate brand.

A distinctive and well communicated visual identity is thus an important anchor that enables stakeholders to associate an experience with a specific brand, which in time, is

able to build positive perceptions of the company's reputation (Abratt & Kleyn, 2012:1053).

### **3.3.2 SUBSIDIARY BRANDS**

Corporate branding enables companies to differentiate and enhance their different brand offerings under one umbrella, enabling the company to capitalize on the brand equity of the corporate brand and linking the different brands while providing a uniform message about these brands. A corporate brand is not necessarily limited to a single company, but may also apply to a variety of entities such as corporations, their subsidiaries and groups of companies (Balmer & Gray, 2003:975). The company's subsidiary brands are contributors to the process of corporate branding as they impact on the corporate image and reputation as well through their associations with the parent company (Einwiller & Will, 2002). These different brands share core values rooted in an overall brand identity, which define corporate brand architecture and play a decisive part in coordinating the corporate branding process (Xie & Boggs, 2006:349).

For the specific purposes of this study, the Solidarity Movement is seen as the corporate brand of the company under which different brands, mentioned earlier, are located. Each of these functions are entities on their own, but also contribute to and form part of the Solidarity Movement corporate brand.

### **3.3.3 THE STRATEGIC VISION AND VALUES**

Section 3.2 describes the importance of corporate branding as a strategic function and the way in which it is directly related to the integration of the vision of the company with the corporate brand. To thrive, a corporate brand needs a well-defined sense of direction, as is often encapsulated in the vision and values of the company (Siso *et al.*, 2009:29; Gouws, 2009:17; Gregory, 2007:60). Companies are faced with the challenge of organizing their resources and internal processes so that the core values for which the corporate brand stands, may be strengthened, differentiated and expressed as added value for stakeholders through the corporate brand (Xie & Boggs, 2006:349).

Companies tell the world who they are and what they want to become through their vision and value statements as envisioned by the leadership of the company. The vision is often referred to as the central idea behind the company which embodies and

expresses top management's aspiration for what the company will and/or aspires to achieve in the future, thereby answering the questions of "what do we want to become?" and "what is our business?" (Siso *et al.*, 2009:29; Hatch & Schultz, 2003:1047). The vision of the company should encompass the brand's core purpose and its core values, which provide a system of guiding principles articulated in the brand vision (Gregory, 2007:60).

In addition to the importance of the strategic vision of the company with regard to corporate branding, values are the foundation of the corporate brand (Xie & Boggs, 2006:349; Urde, 2003). The values of the company are encapsulated in the company's vision statement, often seen as the "rules of life," the "what is it that will not be compromised on no matter what?" or the set of values that unites the company around its vision statement. The values of the company should be drawn from and reflected by the whole company, the amalgam of management's vision and carefully researched and verified internal stakeholder views, drawn from the whole internal community (Gregory, 2007:62; Aaker, 2004:8). This underscores the importance of the linkage between the core values and the corporate brand as decisive for a brand's equity and competitive position. Balmer (2001) argues that the values of the company, stakeholders, management and employees should be aligned in order to deliver a consistent corporate brand promise. This marks the communication of the corporate values to the stakeholders, externally as well as internally, as important to corporate branding, in order to achieve alignment. The success of a corporate brand depends on the extent to which there is harmony between the managerially defined values, effective implementation of values by employees and appreciation of these values among customers (De Chernatony, 2002:116).

Hatch and Schultz (2003:1042) clearly state that corporate branding brings to marketing the ability to use the vision (and the culture which will be discussed in section 3.3.5) of a company, as part of its unique selling proposition. In this way, the vision and values of the company form an integral component of the corporate brand which should be articulated to stakeholders, attracting and orienting them around the recognisable values that differentiate the company. Through the corporate brand, stakeholders should be able to readily recognize who the company is and what it stands for. Therefore, the vision of the company is articulated through the said brand. This can be done through

multiple communication channels including its physical attributes such as the company logo, through products/services offered and also through contact with the company through its employees (Balmer & Gray, 2003:982). Thus the corporate brand plays an important role in portraying to stakeholders where the company is going (the vision) and how it is getting there (the values), both of which can influence their perceptions of the company.

For the Solidarity Movement, it is therefore important that the corporate brand be aligned with the vision (or as they call it, their long term building plan), and that the corporate brand should be used as a means through which the vision of the company should be articulated. Furthermore it is important that they ensure that there is alignment between the values of the company, as envisioned by management, employees and stakeholders.

### **3.3.4 CORPORATE CULTURE AND HERITAGE**

Corporate culture is notoriously difficult to define due to its immaterial and abstract nature. However, corporate culture may broadly be defined as the internal values, beliefs and basic assumptions that embody the heritage of the company and communicate its meaning to its members which also includes the company's ambition about where it is going (Siso *et al.*, 2009:31; Hatch & Schultz, 2003:1047). Corporate culture plays an important part in enacting and defining the corporate brand and forms an important element thereof (De Chernatony 2001; Hatch & Schultz, 2001; 2008). There is also a strong link between the company's heritage and its strategic vision, as discussed in section 3.3.3. The vision may extend the company towards new goals, but it must also connect authentically with the heritage of the company (Hatch & Schultz, 2003:1048), emphasizing the importance of the heritage of the company as an important part of the corporate brand (Aaker, 2004:7).

Corporate culture may be a source of competitive advantage, if the brand values are respectful of the corporate culture and its core values. To create an authentic corporate brand, the company should build on the cultural values of the company. If this is effectively done, then brand values based on credible cultural expression will serve to create genuine coherence between the promise the brand makes and the performance the company delivers (Papazolomou & Vrontis, 2006:39; Hatch & Schultz, 2003:1049).

It is important that the claimed values of the corporate brand be aligned with the meanings and values that employees hold and use. Employees' behaviour affects company brand perceptions, relationships and ultimately, the bottom line. Companies therefore need to ensure that their employees have a positive image of the company and understand the corporate brand, values, culture and strategy of the company in order to "live the brand" (Boyd & Sutherland, 2005:9; Gotsi & Wilson, 2001:103). If insufficient attention is given to this, it may result in inconsistencies between the corporate brand's espoused values and the values as perceived by customers when dealing with the company's employees, thereby affecting the corporate culture of the company, thereby resulting in a disjuncture between the corporate culture of the company and customers perception of it.

Corporate culture and the heritage of the company are important components of the Solidarity Movement's corporate brand as they serve to create coherence between the company's and employees' values, which in turn serve to create consistency between the corporate brand promise and the performance delivered by the company.

### **3.3.5 EMPLOYEES**

As described earlier, the rise of corporate branding has brought with it the realization of the crucial role of employees in the corporate branding process with regard to building a sustainable competitive advantage for the company.

Employees are often seen as "ambassadors" of, or "living", the corporate brand, playing an especially important role in delivering, transmitting and representing the corporate brand, culture and values of the company to external stakeholders through their daily interactions (Appel-Meulenbroek *et al.*, 2010:51; Siso *et al.*, 2009:29; Boyd & Sutherland, 2006:9; Gouws, 2009:20). Service delivery companies are especially dependent on employees to showcase the corporate brand to stakeholders (Punjaisri & Wilson, 2011:1522). De Chernatony (2001) postulates that in reality, service staff are the embodiment of the corporate brand through the adoption of behaviours that support a predetermined and common set of brand values. If employees appear engaged, interested in customers, responsive and competent, the corporate brand will tend to engender greater respect, liking and ultimately, loyalty; making the attitudes and culture

that drive these actions of utmost importance (Roper & Davies, 2007:77; Aaker, 2004:8). Nevertheless, given the complex nature of the corporate brand, many companies fail to consider the important role that employees are able to play as part of the corporate brand (Papazolomou & Vrontis, 2006:39; Boyd & Sutherland, 2005:9; Schultz & De Chernatony, 2002:106).

If employees play such an important role in transmitting the corporate brand to stakeholders, then it is important that they are fully aware of exactly what the corporate brand entails in order for them to effectively fulfil their role in bringing the brand to life (Schultz & De Chernatony, 2002:106). Bendapudi and Bendapudi (2005:124) suggest that companies should "...devote a great deal of time and energy to training and developing them so that they reflect the brand's core values". In this sense it is not enough that employees only know about the company's corporate brand: it is important that there is an alignment between their values and behaviour and that of the company. If a coherent promise is to be delivered; then the values of managers and employees need to be aligned with those of the corporate brand to deliver a consistent corporate promise (Hawabhay *et al.*, 2009:1; De Chernatony, 2001:114). This is often called internal branding which aims to achieve this alignment by promoting the brand inside the company through the practice of internal marketing (Punjaisri & Wilson, 2011:1522).

For the Solidarity Movement, a company which delivers many products and services, employees must be valued as important components of the corporate brand who play a crucial role in communicating the company's vision and values, as encapsulated in the corporate brand, to stakeholders.

### **3.3.6 PRODUCT/SERVICE**

The literature investigated has been adamant that there are many differences between corporate and product branding (Xie & Boggs, 2006:350; Balmer & Gray, 2003; Hatch & Schultz, 2003). It is still important, however, that the products/services delivered, that the customer buys and uses are valued as they form a core element reflecting the company's values and identity (Abratt & Kleyn, 2012:1052).

Through the corporate brand, expectations of what the company will deliver are created (Argenti & Druckemiller, 2004:368; Gouws, 2009:18), and an explanation may be given

for why products/services have meaning. Sales are able to be enhanced by identifying these as part of the corporate brand, which builds awareness by naming a product/service within an established category (Kay, 2006:744) and economic value is added to the variety of products and services (Hatch & Schultz, 2003:1004). On the other hand, the products and services contribute to corporate branding as they impact on the corporate image and reputation through their associations with the parent company (Maathuis, cited by Hawabhay *et al.*, 2009:5; Balmer & Gray, 2003; Einwiller & Will, 2002). For instance, the different products under the Pick n Pay No Name brand all contribute to the corporate brand and convey a certain message to stakeholders, while the corporate brand adds economic value to the different products. Thus, the company's different products and services form part of the said brand and are also able to convey a certain message about the company through interactions with stakeholders.

It is important for the Solidarity Movement to keep in mind that through the different products/services delivered by the different institutions residing under the Movement umbrella, promises are made which reflect upon and communicate a certain message about the company, to stakeholders. Whether it is books published by Kraal Uitgewers, news written by Maroela Media or the services delivered through the Solidarity Trade Union, these should reflect the values of the company and be aligned with the corporate brand.

### **3.3.7 CORPORATE MORAL**

In the wake of globalisation companies, as referred to earlier, are now increasingly integrating statements about the responsibilities they have towards societal stakeholders as part of their corporate brands (Morsing, 2006:103). They are starting to acknowledge that it may be in their corporate brand's best interest to incorporate CSR initiatives within their corporate brand and corporate brand values (Piercy & Lane, 2009; Lindgreen *et al.*, 2009; Morsing, 2006:97). The concept of using CSR to build positive corporate brands is relatively new, a paradox in a country where social problems such as crime, HIV, widespread poverty and high unemployment rates are common phenomena.

In so far as this relates to the Solidarity Movement, the company should consider integrating its CSR project as an important component of its corporate brand through which the corporate brand promise is delivered.

From the above-mentioned one can see that there are a number of components that comprise the corporate brand. Although many more can be mentioned, the following specific theoretical statement may be formulated for the purposes of this study:

**Specific theoretical statement 3:**

The Solidarity Movement's corporate brand should consist of the following elements: physical attributes, company name and subsidiary brands, the strategic vision and values, corporate culture and heritage, employees, product/service and the corporate moral. These elements together culminate into a recognizable and distinguishable corporate brand.

### **3.4 CORPORATE BRAND MANAGEMENT**

Interest in the management of corporate brands has increased during the last decade on both an international and an interdisciplinary level, perhaps specifically because top management and other stakeholders value it as a strategic key issue (Balmer, 2010:181; Rindell & Strandvik, 2010:276). Many benefits are to be gained from effectively managing strong corporate brands, which may include differentiating the company from competitors, the reduction of costs, providing stakeholders with a sense of community, providing a seal of approval and creating common ground (Hatch & Schultz, 2002; Hatch & Schultz, 2001:132).

In line with the discussion on corporate branding and the components that it consists of, corporate brand management is evidently able to play a critical role in the forming of positive attributes towards the company (Curtis. Abratt & Minor, 2009:405). Although the management thereof plays such a critical role, the literature suggests that companies struggle to formulate and implement their corporate branding strategies. The complexity of the corporate branding phenomenon is mirrored in the lack of a universally accepted management model for the effective development and management of corporate branding, with different models having been developed over the years (Rindell & Strandvik, 2010:277). This could be due to a number of factors, including the inconclusiveness of the origin of the concept (Schultz *et al.*, 2005); the theoretical nature

of the work and the limited empirical investigation of the processes that enable companies to engage successfully in corporate brand management (Knox & Bickerton, 2003:998).

Up until the mid-1990s, managers used to interpret corporate branding as the strategic process of leveraging the equity in the corporate name across an array of products and services (De Chernatony, 2010:116) with the management of the corporate brand focusing on doing so. The alignment of the vision, culture and image of the company are three elements deemed as important by Hatch and Schultz (2003) to create and manage a successful corporate brand. In more recent literature, Rindell and Strandvik (2010) proposed a more dynamic relational viewpoint of managing corporate branding by viewing corporate brands as open source, as defined by Pitt, Watson, Berthon, Wynn & Zinkhan (2006), where management should refrain from the notion of trying to control the corporate brand to one where both internal and external stakeholders' corporate brand image processes are supported.

In the specific case of the Solidarity Movement, a combination of critical success factors of managing corporate brands as identified by Siso *et al.*, (2009) and the elements previously identified in the literature will be discussed; as they correlate to those identified by others in the literature (Curtis *et al.*, 2009; Mukherjee & Balmer, 2007; Balmer & Gray, 2003; Knox & Bickerton, 2003). The factors alluded to are: top management involvement; a multi-disciplinary approach to corporate brand management; aligning vision, culture and image; managing employees; consumers' interaction and involvement; building long-term multi stakeholder relationships; consistent communication and continuous evaluation of the corporate brand.

### **3.4.1 TOP MANAGEMENT INVOLVEMENT**

The alignment of the corporate brand with the company strategy has been discussed in paragraph 3.3.3 as one of the components of the corporate brand.

In so far as top management and directors often play the deciding role in the formulation of the business strategy, they also play an unquestionably large role in the steering of the corporate brand; top management is often responsible for the corporate branding processes: that is, for generating, maintaining and developing the strategic framework

for the corporate brand (Siso *et al.*, 2009:28; Balmer & Grey, 2003:974; Bick *et al.*, 2003:843). The Chief Executive Officer (CEO) often occupies the role of the brand manager (Siso *et al.*, 2009:28; Schultz *et al.*, 2005:225). However, this does not exclude the rest of management from the effective steering of the corporate brand. Transformational leadership is additionally required as the driving force which ensures organizational-wide commitment and which energizes employees to believe in the corporate brand values (Kaufmann, Vrontis, Czinkota & Hadiono, 2012:194).

It is important that top management thoroughly understand, support and actively demonstrate commitment to the branding process. If this is not done, the vision for the corporate brand, as set out by top management, may be differently interpreted by employees and other stakeholders (Kaufmann *et al.*, 2012:194); leaders must serve as credible mediators in encouraging behaviour aligned with the corporate brand. Kaufmann *et al.* (2012:194) clearly states that brand-oriented leadership will serve as a catalyst to more effective employee brand-building behaviour.

In order to effectively manage Solidarity Movement's corporate brand, Mr Flip Buys (CEO of the company) should act as the corporate brand manager, with input from top management. It is crucial that he portrays behaviour in line with that associated with the corporate brand and the corporate brand values. It is however important that management involve the whole company in the process in order to ensure commitment.

### **3.4.2 A MULTI-DISCIPLINARY APPROACH TO CORPORATE BRAND MANAGEMENT**

Although corporate branding processes are initiated by top management, as indicated in the previous paragraph, the responsibility for executing and maintaining the corporate brand is often the responsibility of the marketing or graphic design department. Literature (see Siso *et al.*, 2009:28; Knox & Bickerton, 2003; De Chernatony, 2001) seems to suggest a more integrated approach where all the different disciplines within a company form part of and contribute to the corporate brand. Knox and Bickerton (2003) underline the necessity of ensuring a multi-disciplinary approach by combining elements of strategy, corporate communication and culture. In that so many processes impact on the corporate brand, managers need to adopt a more holistic approach to corporate branding, encompassing and integrating the different processes that impact on the

corporate brand to ensure integration, coherence and consistency across the entire company (Morsing, 2006:99,105; Schultz *et al.*, 2005:14; Porter & Kramer, 2003; Knox & Bickerton, 2003:1010).

In order to build a strong corporate brand, the Solidarity Movement's management need to take a holistic approach to corporate brand management where the different disciplines that each contribute to the corporate brand are valued and encouraged to all play their rightfull role in the corporate brand process.

### 3.4.3 THE IMPORTANCE OF ALIGNMENT OF VISION, CULTURE AND IMAGE

Vision, culture and image were discussed as important aspects of the corporate brand (3.3 *ibid*), which in turn underlines the importance of managing these aspects. Hatch and Schultz (2003:130) argue that companies need to align the vision, culture and image of the company in order to create a strong brand. They developed a corporate branding tool kit for managers which are useful in identifying the key problem areas between the three aspects: the vision-culture gap, the image culture gap and the image-vision gap.

Within the **vision-culture gap** it can easily happen that top management guides the company in a direction that employees do not understand or support. It is important that managers ask the following questions: does the company practice the values it promotes and does the vision of the company inspire all the different subcultures? When top management aims to involve the whole company in the corporate branding process, it is important to ensure that all the different departments, with their subcultures, can relate to the corporate brand and are able to capitalize on the shared values between the different departments. Hatch and Schultz also emphasize that the vision and culture should be sufficiently differentiated from that of the competitors'.

The **image-culture gap**: misalignment between a company's image and organizational culture could lead to confusion about what the company stands for. This is usually the result of a company not practicing what it is preaching. To determine if a gap exists between the image and culture of the company, management must compare the images held by employees to those held by external stakeholders. This can be done by: determining images held by stakeholders; being aware of the way in which employees

interact with stakeholders and determining if employees care what stakeholders think of the company.

The **image-vision gap**: stakeholders are integral to the existence of the company and therefore cannot be ignored. It is important for management to ensure that the strategic vision of the company is in line with what stakeholders want from the company. Management should thus determine who the stakeholders of the company are, what they desire from the company, and if the company is effectively communicating its strategic vision to its stakeholders.

It is important that management of the Solidarity Movement ensures that the gaps between the vision, culture and image of the company are effectively managed in order to build a strong and distinguishable corporate brand.

#### **3.4.4 THE MANAGEMENT OF EMPLOYEES**

Employees play a crucial role in the corporate branding process in building a sustainable competitive advantage for the company; their behaviour affects perceptions of the corporate brand, relationships with stakeholders and ultimately, the bottom line (3.3.5 *ibid*). As such, coordination and communication to employees are two important aspects, which should receive the necessary attention by management when dealing with the corporate brand.

Management often focuses solely on corporate branding in relation to external stakeholders, instead of keeping in mind that the corporate brand is an explicit promise between the company and both internal and external stakeholders, deeming the importance of internal branding efforts equal to that of external branding activities in delivering the brand promise to customers (Punjaisri & Wilson, 2010:1522; Powell & Dodd, 2007). When realizing the importance of promoting the corporate brand inside the company, management should ensure that the uniqueness of the corporate brand is clearly reflected in its efforts (Ingenhoff & Fuhrer, 2010). For the specific case of the Solidarity Movement, management should value the promotion of the Movement's corporate brand to employees as being equally important as efforts put into doing so with its external stakeholders, and should further ensure that the different components of which the corporate brand consists (see section 3.3) are reflected in the communication

In paragraph 3.3.5 it was stated that in order for employees to become brand ambassadors, every member of the company should be transformed into a brand champion through the company developing a culture that stimulates involvement and commitment. Becoming a brand ambassador means that an employee's behaviour and attitudes are supportive and representative of that company's brand, values, culture and overall business goals (Boyd & Sutherland, 2005:9). This requires excellent communication to create a culture and value set where employees are valued, in turn creating a sense of belonging through loyalty, pride and commitment (Boyd & Sutherland, 2005:19). It is important that employees are fully aware of exactly what the corporate brand entails in order for them to effectively fulfil their role in bringing that brand to life. It is thus crucial that the company portrays itself to its employees in such a manner that they can see what the company stands for, in other words what the vision and values of the company are.

For the Solidarity Movement, a company which delivers many products and services, it is thus important that they clearly communicate the corporate brand to employees and ensure the alignment of their values with those of the company. Employees must be valued as important components of the corporate brand who can play a crucial role in communicating the company's vision and values, as encapsulated in the corporate brand, to stakeholders.

### **3.4.5 CONSUMER INTERACTION AND INVOLVEMENT**

Balmer (2010:186) emphasizes the fact that corporate brands live in the minds of groups and individuals, in other words, the consumers. According to Balmer, legal ownership of corporate brands resides with the company, while emotional ownership (its real value) is owned by customers and other stakeholders. In this sense, managers of the corporate brand should consider the corporate brand as community property which consumers have co-produced (Siso *et al.*, 2009:30). Especially within the trade union sector, it is important that stakeholders are involved and interact with the corporate brand. According to Antorini and Schultz (2005:226) the corporate brand is managed in the interaction between people. Therefore closer integration between consumers and the company should be sought (Siso *et al.*, 2009:29). Successful corporate brands are characterized by participative approaches, whereby top management provides guidance about the corporate brand's values, but finds mechanisms to engage others in debate about their values, to encourage a mediated, consensus view (Ind, 2007:33).

For a trade union such as the Solidarity Movement, it is imperative that management ensure stakeholders' involvement and that ample opportunities are created to ensure interaction with the corporate brand.

#### **3.4.6 BUILD LONG-TERM MULTIPLE STAKEHOLDER RELATIONSHIPS**

Corporate branding is described as a process of creating, nurturing and sustaining a mutually beneficial relationship between a company, its employees and external stakeholders (Schultz *et al.*, 2005). In line with the relationship marketing approach (1.2.1 *ibid*) it is essential that these relationships are long-term and strategic, and are managed as such, since corporate branding forms an important vehicle through which relationships are built and maintained.

#### **3.4.7 CONSISTENT CORPORATE COMMUNICATIONS**

Communication is the cornerstone of successful corporate brand management because it plays a key role in articulating the corporate brand to the rest of the company (see section 3.4.4) and external stakeholders (Hawabhay *et al.*, 2009:3; Siso *et al.*, 2009; Knox & Bickerton, 2003:1008). Managers need to ensure that the corporate brand is properly communicated within the company to ensure that the brand retains its relevancy and to ensure that these communications are reinforced by the organisation's behaviours and are supported by processes which deliver customer value (Knox & Bickerton, 2003:1011). It is furthermore important that the communication is consistent in order to be efficient, distinctive and trustworthy (Schultz *et al.*, 2005).

Companies communicate through various touch points, internally as well as externally. A high-performance system of communication needs to be developed so that all messages are aligned, coordinated and integrated with the brand positioning in a coherent manner, making certain that channels of communication across functional areas speak with one voice in order to project consistent and congruent messages to both internal and external stakeholders (Morsing, 2006:99; Van Riel, as quoted by Knox & Bickerton, 2003:1009).

Since the whole company communicates the brand, it is important that managers adopt a holistic approach to the communication of the said brand (Knox & Bickerton,

2003:1010). It is not only the marketing communications' function to communicate, but the message is conveyed by and involves the whole company. It is important that all communication should be coordinated in such a manner that all parties related to the company start from a common point and share the same values and vision (Aaker, 2004:17).

It is therefore important that the management of the Solidarity Movement ensure consistent communication of the corporate brand to both internal and external stakeholders as the whole company communicates the brand on a daily basis. Furthermore, management should ensure that the communication is aligned with the corporate brand promise.

#### **3.4.8 CONTINUOUS MONITORING OF THE CORPORATE BRAND FOR RELEVANCE AND DISTINCTIVENESS**

Companies need to regularly re-evaluate their corporate brand in order to clearly communicate a current corporate brand promise to stakeholders. Corporate brand management is thus a continuous process rather than a series of once-off events (Curtis *et al.*, 2009:406; Knox & Bickerton, 2003:1011). It is thus important that the Solidarity Movement remains in an on-going process of re-evaluating its corporate brand to ensure that it is relevant to its stakeholders and clearly encapsulates that which distinguishes it from its competitors.

From the above literature study on corporate brand management, the following theoretical statement with regard to corporate brand management can be formulated:

##### **Specific theoretical statement 4:**

In order for the corporate brand to be successfully managed top management needs to be involved in the process; a multi-disciplinary approach needs to be ensured; the vision, culture and image should be aligned; employees need to be effectively managed; consumer interaction and involvement should be ensured, long-term multiple stakeholder relationships should be created and nurtured; there need to be consistent corporate communications and the corporate brand needs to be continuously managed.

### **3.5 CONCLUSION**

The focus of this chapter was to determine the nature of corporate branding. In answer to the specific research question stated in the introduction of this chapter, this was carried out by defining the concept, discussing the different components of the corporate brand and the management thereof.

As the process of corporate branding consists of the set of activities undertaken by the company to build favourable associations and a positive reputation with stakeholders, it is important that companies present themselves in such a manner that employees can see what the company stands for in order to build favourable associations, perceptions and a positive reputation.

Different components culminate into a recognizable and distinguishable corporate brand (as discussed in section 3.3). Through the physical attributes, company name, the strategic vision and values, employees, corporate culture and heritage, product/service and a corporate moral the company can portray who it is and wants to be to stakeholders.

Seeing as the corporate brand can influence employees' perceptions towards the company, the corporate brand should be managed in order to capitalize on all there is to gain from corporate branding. In order for the corporate brand to be successfully managed top management needs to be involved in the process; a multi-disciplinary approach needs to be ensured; the vision, culture and imaged should be aligned; employees needs to be effectively managed; consumer interaction and involvement should be ensured, long-term multiple stakeholder relationships should be created and nurtured; there needs to be consistent corporate communications and this should be done in a continuous manner.

One of the most important benefits to be gained from having a strong corporate brand is the ability of the company to clearly communicate in a uniform message to employees who the company is and what it is about. Through the corporate brand the company can streamline all its activities to ensure consistency and coherence.

Seeing that one of the components of a corporate brand is its vision, mission and values (as identified in paragraph 3.3) the core business strategy of the company is summarised in and communicated through the corporate brand to employees. The values of the company are thus manifested to employees in a tangible manner through all the activities of the company which can either result in positive or negative perceptions and reputation towards the company. One of these activities, which also form part of the corporate brand, is the company's CSR projects. In this sense what the company stands for can be communicated through the company's CSR project to employees.

The next chapter deals with the research method applied to determine employees' perceptions towards the Solidarity Movement's corporate brand and their perceptions towards its CSR project, Helping Hand.

## **4.1 INTRODUCTION**

Corporate branding and CSR were discussed in the previous chapters. Chapter 4 addresses the research methods referred to in Chapter 1 with the aim of determining employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand, and of the Solidarity Movement's corporate brand as well as investigating the relationship between employees' perceptions of these two constructs as indicated in paragraph 1.5.

An overview of the research design and approach, research methods used, and the reliability and validity related to this study to examine the concepts mentioned in both literature and practice is presented here.

## **4.2 RESEARCH APPROACH**

The paradigm and perspectives of the researcher have a significant impact on his/her understanding of and approach to the phenomenon under investigation, influencing their epistemological, theoretical and methodological assumptions in order to answer the specific problem identified (Du Plooy, 2006:20; Merrigan & Huston, 2004:2). This study was conducted within the discovery-positivist paradigm utilising a quantitative approach which guided the researcher in her understanding of and approach to the phenomenon mentioned in the previous paragraph, 4.1.

From the perspective of the researcher as discoverer, objectivity is an important part of the knowledge process, implying that there is a reality outside of our personal

experiences, rather than through rational thought, that can be known by an observer through observational or empirical processes and transmitted in tangible form (Maree & Van der Westhuizen, 2010:4; Merrigan & Huston, 2004:6, 10). This enabled the researcher to categorize certain objects based on observed similarities and differences and to formulate certain “objective” generalizations and discriminations in order to form a general meaning of the employees’ specific perceptions of the company’s corporate brand and CSR projects.

Within the positivist approach, accurate quantitative data are preferred and were selected for the empirical part of the study with the specific purpose of this study kept in mind (Neuman, as cited by Maree, 2010:291).

In order to provide an understanding of and insight into corporate branding and CSR, a combination of both exploratory and descriptive research were conducted within the discovery paradigm. These two types of research designs played a distinct and complementary role in order to realize the research objectives, providing the plan while specifying the methods and procedures for collecting and analysing the required information (Tustin *et al.*, 2005:79).

Exploratory research is used when searching for insights into the general nature of the problem, to obtain new insights as part of a pilot test, to identify consequences of communication problems, to identify key concepts, relevant variables that need to be considered and the possible alternative decisions; or to become familiar with unknown situations, conditions, policies and behaviours. Minimum prior research is often available to build on, making the outcome and scope of the study difficult to predict. In an exploratory design the methods used are highly flexible and unstructured (Tustin *et al.*, 2005:84; Du Plooy, 2006:48). This enabled the researcher to delve into new problems, issues and topics, while being alert to new ideas and insights as the researcher proceeds. Typical exploratory approaches can include literature reviews, individual and group unstructured interviews, small samples and non-probability sampling plans, interviews and focus groups. In the specific case of this study, exploratory research offered a clear understanding of the literature regarding corporate branding and CSR. It provided a framework to explore the existing theories and concepts to be used or adapted regarding corporate branding and CSR.

Descriptive research studies are constructed to answer who, what, when, where and how questions and describe the characteristics of a phenomenon, or relations between a number of variables, as accurately as possible (Du Plooy, 2006:50). Within this research design it is made explicit that management need to be aware or understand the underlying relationships or problem areas. Research methods used in this research design are structured and may include in-house personal interviews, intercept surveys, telephone interviewing, mail surveys including e-mail and web-based surveys (Tustin *et al.*, 2005:86). For the purpose of this study, an e-mail survey was sent to employees of the Solidarity Movement.

Two research approaches, namely the quantitative and qualitative, may be applied. Both these approaches are regarded as scientific research methods which can involve similar processes, but are approached differently (see Treadwell, 2011:15; Leedy & Ormrod, 2010:94; Willis, 2007:7; Du Plooy, 2006:16; Tustin *et al.*, 2005:91; Baxter & Babbie, 2004:55).

**Qualitative research** (also called field-, critical-, interpretative-, naturalism-, ethnography-, anti-positivist-, an alternative approach and constructivist research) involves looking more holistically at characteristics, or qualities, that cannot easily be reduced to numerical values, but enable the researcher to interpret and construct the qualitative aspects while being more flexible and less structured (Leedy & Ormrod, 2010:94, 96; Du Plooy, 2006:29, 90; Tustin *et al.*, 2005:91). For the specific purpose of this study qualitative enquiry was conducted through a literature study on both corporate branding and CSR in order to determine the nature of both these constructs.

**Quantitative research** (also called positivist or empirical research) generally involves the systematic and objective collection of primary data from a population or large numbers of individuals while trying to measure variables systematically, by using commonly accepted measures of the physical world, such as rulers, or carefully designed measures of psychological characteristics or behaviours (e.g. tests, questionnaires, rating scales). Data is primarily collected in a form that is easily converted to numbers with the intention of establishing, confirming or validating relationships and of developing generalizations that contribute to existing theories which can be generalized to the population, to produce broadly representative data of the total

population and forecasts of future events under different conditions. The numbers then indicate the amount, frequency or degree of some variable(s) and may also involve the exploration of the relationships and differences among those variables to explain their causes (or effects) and to predict their future occurrences or changes (Leedy & Omrod, 2010:94; Maree *et al.*, 2010:145; Tustin *et al.*, 2005:89; Baxter & Babbie, 2004:56; Merrigan & Huston, 2004:51).

Although a combination of both qualitative and quantitative research methods for data collection is often used, in order to achieve the specific purpose of this study, this was not deemed necessary. As the perceptions of all employees of the Solidarity Movement were relevant for this study, a quantitative approach enabled the researcher to explain and predict as well as to confirm and validate the theory of corporate branding and CSR and provide adequate descriptions and measurements of the elements identified in the literature in order to answer the specific research questions and to formulate certain generalizations based on the results.

### **4.3 RESEARCH METHOD**

A literature study on CSR and corporate branding were discussed in Chapters 2 and 3. The measurement instruments used for the empirical part of this study are discussed in section 4.7.

### **4.4 RESEARCH DESIGN**

The empirical research design provides a layout of the research questions, the theoretical statements pertaining to each question; the constructs to be measured as well as the research methods applied (Table 4.1).

#### **4.4.1 SAMPLING METHOD**

For the specific purpose of this study a census of 375 respondents was taken. Although it is not always possible to undertake a census, the population of interest was relatively small, enabling the researcher to include all employees of the Solidarity Movement in the survey to gather information on the topic.

**Table 4.1:** Empirical research design

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
What are employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand?	<p><b><u>Specific theoretical statement 1:</u></b> CSR has a strong strategic nature where three aspects are underlined: the alignment of CSR with the company's strategy, the identification with the CSR and having long-term mutual beneficial relationships. It is in the best interest of the Solidarity Movement to take a strategic approach to its CSR by ensuring that the activities in which Solidarity Helping Hand partakes are aligned with the business strategy of the company and that employees can identify with what is done (refer to paragraph 2.3).</p>	<p><b>Strategic CSR</b></p> <p>CSR aligned with business strategy</p> <p>Long-term mutual beneficial relationships</p> <p>Identification</p>	<p><b>Quantitative questionnaire:</b></p> <p>Q9a; b; d; p; q</p> <p>Q9k-m; o; q</p> <p>Q9c-j; k-o</p>

**Table 4.1 (continued): Empirical research design**

	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
What are employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand?	<b><u>Specific theoretical statement 2:</u></b> The Solidarity Movement should clearly communicate to employees about the Solidarity Helping Hand project through the reporting principles of materiality; stakeholder inclusiveness; sustainability context and completeness and the reporting principles for defining quality, balance; comparability; reliability; clarity; timeliness and accuracy, in order to create awareness and positive perceptions of employees towards Solidarity Helping Hand. (Paragraph 2.4.2.6.)	<b>Reporting principles:</b>	<b>Quantitative questionnaire:</b>
		Materiality	Q10a-e
		Stakeholder inclusiveness	Q10e-i
		Sustainability context	Q10j-l
		Completeness	Q10j; l-m; z
		<b>Reporting principles for defining quality:</b>	
		Balance	Q10o-p; n
		Comparability	Q10k; r; y
		Reliability	Q10u; s
		Clarity	Q10q; x
		Timeliness	Q10v; w
		Accuracy	Q10s-u

**Table 4.1 (continued): Empirical research design**

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
What are employees' perceptions of the Solidarity Movement's corporate brand?	<p><b><u>Specific theoretical statement 3:</u></b></p> <p>The Solidarity Movement's corporate brand should consist of the following components: physical attributes; company name and subsidiary brands; the strategic vision; employees; corporate culture and heritage; product/service and a corporate moral. These elements together culminate in a recognizable and distinguishable corporate brand. (paragraph 3.3.7)</p>	<p>Physical attributes</p> <p>Company name and subsidiary brands</p> <p>Strategic vision and values</p> <p>Employees</p> <p>Corporate culture and heritage</p> <p>Products/services</p> <p>Corporate moral</p>	<p><b>Quantitative questionnaire:</b></p> <p>Q11a; 12a-c</p> <p>Q11b-e, g, i-q, s-u; w; z; 12d-f</p> <p>Q11f; 12g-h, m; 13f, g</p> <p>Q11h; 12i-m, s, t</p> <p>Q11v; 12n-p</p> <p>Q11b; d; g; i-q; s-u, z; 12q</p> <p>Q9a-b; n; o; 11p; r,u;12r; 14</p>

**Table 4.1 (continued): Empirical research design**

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
What are employees' perceptions of the Solidarity Movement's corporate brand?	<u><b>Specific theoretical statement</b></u> <b>4:</b> The Solidarity Movement should manage its corporate brand in such a manner as to build and maintain positive perceptions in the minds of employees. (Paragraph 3.4.8).	Top management involvement  Multi-disciplinary approach  Aligning vision, culture and image  Managing the role of employees  Consumer interaction and involvement  Long-term multiple stakeholder relationships  Consistent corporate communication  Continuous monitoring of the corporate brand for relevance and distinctiveness	<b>Quantitative questionnaire:</b>  Q13a-b  Q13c-d, i  Q13e-g; j  Q13l-m  Q13c  Q13q  Q13k, n, o  Q13h, p

Table 4.1 (continued): Empirical research design

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
What is the relationship between employees' perceptions of the Solidarity Movement's corporate brand and their perceptions of Solidarity Helping Hand?		<b>Strategic CSR constructs:</b> CSR aligned with business strategy Long-term mutual beneficial relationships Identification	Statistical analysis (correlation coefficient, t-tests, analysis of variance).
		<b>Communication of information constructs:</b> <b>Reporting principles:</b> Materiality Stakeholder inclusiveness Sustainability context Completeness <b>Reporting principles for defining quality:</b> Balance Comparability Reliability Clarity Timeliness Accuracy	

Table 4.1 (continued): Empirical research design

RESEARCH QUESTIONS	THEORETICAL STATEMENTS	CONSTRUCTS TO BE MEASURED	RESEARCH METHODS
What is the relationship between employees' perceptions of the Solidarity Movement's corporate brand and their perceptions of Solidarity Helping Hand?		<b>Corporate branding components:</b> Physical attributes Company name and subsidiary brands Strategic vision and values Employees Corporate culture and heritage Products and services Corporate moral	Statistical analysis (correlation coefficient, t-tests, analysis of variance).
		<b>Management of the corporate brand:</b> Top management involvement Multi-disciplinary approach Aligning vision, culture and image Managing the role of employees Consumer interaction and involvement Long-term multiple stakeholder relationships Consistent corporate communicationContinuous monitoring of the corporate brand for relevance and distinctiveness	

**Table 4.2: Different departments and institutions residing under the Solidarity Movement**

Solidarity Movement		District offices (number of employees)		Solidarity Head office department (number of employees)		Helping Hands department (number of employees)	
Solidarity	230	Bellville	2	Executive Management	24	Helping Hands	5
Afriforum	35	Bloemfontein	2	Communication	20	Head office	13
Helping Hand	43	Boksburg	3	Research	5	Cape Town	1
Sol-Tech	39	Carletonville	2	Law	3		
Ledevoordele	5	Despatch	2	Finances	7		
SBM	8	Kathu	1	Human Resources	9		
Akademia	10	Klerksdorp	2	Quality assurance and	8		
Solidarity	4	Lydenburg	1	member administration			
Eiendomme		New Castle	1	Training and development	17		
Maroela Media	4	Pietersburg	2	Service station	2		
Kraal Uitgewers	6	Pretoria	2				
FAK	3	Richardsbaai	1				
		Rustenburg	3				
		Secunda	2				
		Vaal Triangle	3				
		Welkom	1				
		Witbank	3				
<b>Industries</b>							
Communication-, Chemical-, Air-, and Professional services (CCP)					15		
Mining, Agricultural, Medical and Cement-industry (MAMC)					15		
Metal-, Electrical-, and Engineering- industry					19		

Table 4.2 provides a summary of the employee distribution in the Solidarity Movement to be kept in mind.

#### 4.4.2 SURVEYS

Within the quantitative mode of inquiry a non-experimental design in the form of a survey was conducted as the data collection technique, as is often used in descriptive research (paragraph 4.2 *ibid*) (Maree & Pietersen, 2010:152).

E-mail surveys offered questionnaire design flexibility, data control and were also less expensive to develop than paper-based surveys. This further enabled the researcher to make use of drop-down list formats for questions with many alternatives, offered support for skipping patterns and made contacting the population very easy (Tustin *et al.*, 2005:247; Merrigan & Huston, 2004:108). Disadvantages may include a low response rate; respondents' email addresses may change; a perceived lack of confidentiality and anonymity. There is often insufficient coverage and the changing nature of the internet poses many problems in the forms of viruses, firewalls and spamming (Stark, Sheenan & Hoy, as quoted by Tustin *et al.*, 2005:245).

As the Solidarity Movement is a modern company set on reducing its paper usage, making the use of an e-mail survey was ideal as this was in line with the company's method of internal communication and the employees were therefore accustomed to this mode (Kloppers, 2012). Furthermore as the Solidarity Research department regularly conducts surveys within the Solidarity Movement, by making use of the web-survey programme, Survey Monkey, the researcher was certain that the programme would be compatible with the various computer browsers, guaranteeing that all respondents received a standardised format across all versions. In addition, it was also quick to complete, as respondents only needed to select an answer and click to move on to the next section.

### **4.4.3 QUESTIONNAIRE DESIGN**

The questionnaire design is discussed on the basis of the questionnaire layout, content and the procedure of the questionnaire.

#### **4.4.3.1 Questionnaire layout**

The questions and statements, as they appear in the questionnaire, will not be repeated in this section. Appendix 4.1 provides an example of the questionnaire.

At the beginning of each section, instructions were provided in order to complete that specific section. Questions ranged from respondents having to make a tick in the box that best suited their opinion, to them having to choose between alternative responses to various statements and giving their opinion on a specific question. The alternative responses were related to the Likert-type scale. The Likert scale was used as it provides

an ordinal measure of a respondent's attitude or perceptions; it is convenient for measuring constructs and it forces respondents to either agree or disagree with a statement (Maree & Pietersen, 2010:155; Hocking, Stacks & McDermott, 2003:264). For these questions, four response categories were used: strongly disagree, disagree, agree and strongly agree.

The questionnaire was divided into sections A-C:

- **Section A (questions 1-8):** demographical information of employees.
- **Section B (questions 9-10):** statements concerning employees' perceptions of Solidarity Helping Hand.
- **Section C (questions 11-14):** statements concerning employees' perceptions of the Solidarity Movement's corporate brand.

#### 4.4.3.1.1 Section A of the questionnaire

The first section (Q1-8) of the questionnaire dealt with questions referring to the employees' profile. These questions were asked to determine employees' age, gender, time employed, type of employment, job level and organisation/company/department under which employees resided. The job-levels of the specific company were used in the questionnaire.

#### 4.4.3.1.2 Section B of the questionnaire

Section B (Q9-10) was concerned with employees' perceptions of Solidarity Helping Hand. Question 9 specifically addressed questions relating to the strategic nature of the Solidarity Movement's CSR project. Respondents were required to express their opinion regarding the strategic nature of the Solidarity Helping Hand project on the Likert scale.

Question 10 dealt specifically with the communication of information regarding Solidarity Helping Hand to its employees. These questions were constructed within the framework of the GRI Sustainability Reporting Guideline (see section 2.4) as framework to determine the constructs. Respondents were required to express their opinion regarding the communication of information about Solidarity Helping Hand and the quality of the communication by making a tick in the box that best represented their opinion.

#### 4.4.3.1.3 Section C of the questionnaire

Section C (Q11-14) dealt with questions concerning employees' perceptions of the Solidarity Movement's corporate brand. Here the respondents were probed on their knowledge of the perceived components of this corporate brand and how the latter is managed. For Question 11, respondents could either choose yes or no to indicate whether they perceived the different components to form part of the Solidarity Movement's corporate brand. Question 12-13 offered several options, enabling the respondents to select the options that best described their opinion regarding the different components of the corporate brand and the management of the corporate brand. They identified their choices by putting a tick in the box that best described their response: (1) *strongly disagree*, (2) *disagree*, (3) *agree* or (4) *totally agree*. Question 14 was an open-ended question which respondents were requested to answer in their own words by stating whether they thought that the Solidarity Helping Hand project contributed to the enhancement of the Solidarity Movement corporate brand.

#### 4.4.3.2 Questionnaire content

The question/statement numbers are indicated as they appear in the final questionnaire, and the rationale for the constructs measured is provided. These statements were based on **specific theoretical statement 1** and the following constructs were derived from this statement (paragraph 2.3): CSR aligned with business strategy, long-term mutual beneficial relationships and identification.

##### 4.4.3.2.1 Construct: CSR aligned with business strategy

Statements 9a, b, d, p and q were aimed at determining whether employees perceive CSR as forming part of the business strategy of the company, or not.

##### 4.4.3.2.2 Construct: Long-term mutual beneficial relationships

Answers to questions 9k-m; o; q would indicate whether employees perceived the Solidarity Helping Hands project as contributing to a long-term mutually beneficial relationship with the company.

#### 4.4.3.2.3 Construct: Identification

The results of statements 9c-j and k-o would indicate whether employees could identify with the Solidarity Helping Hand project resulting in alignment between the social interests of the company and the employees.

Question 10 determined employees' perceptions regarding the communication of information regarding the company's CSR project, Solidarity Helping Hand, towards the employees, and the quality of the information. These statements were founded upon **specific theoretical statement 2** (paragraph 2.4.2.6) with the following constructs based on the question: materiality, stakeholder inclusiveness, sustainability context, completeness, balance, comparability, reliability, clarity, timeliness and accuracy (Table 4.1).

#### 4.4.3.2.4 Construct: Materiality

The results of statements 10a-e and j would indicate if employees perceive the information given on the upliftment, bursaries, job placement and career guidance done by Solidarity Helping Hand, as adequate.

#### 4.4.3.2.5 Construct: Stakeholder inclusiveness

Statements 10e-i were aimed at determining whether employees perceived the communication of the CSR projects as responding to what is important to them.

#### 4.4.3.2.6 Construct: Sustainability context

Answers to statements 10j-l and v would indicate how employees perceived the company's CSR performance in the wider context of sustainability in South Africa. Statement 10j was specifically aimed at determining whether employees perceived the information on how Solidarity Helping Hand is contributing to the overall strategy of the Solidarity Movement as adequate.

#### 4.4.3.2.7 Construct: Completeness

Statements 10j, l-m and v were intended to determine if employees perceived the information given about Solidarity Helping Hand to be complete with relation to boundary, time and scope.

#### 4.4.3.2.8 Construct: Balance

Including statements 10o-q; n enabled the researcher to determine whether employees perceived the Solidarity Movement to be successful in communicating both positive and negative impacts of the Solidarity Helping Hand project so that employees could formulate a reasonable assessment of the overall performance.

#### 4.4.3.2.9 Construct: Comparability

Statements 10k; r and y tested how employees perceived the clarity of communication on both the positive and negative impact regarding Solidarity Helping Hand projects.

#### 4.4.3.2.10 Construct: Reliability

Statements 10 u and s would indicate if employees perceived information communicated as having undergone a series of assurances in order to ensure the reliability of information.

#### 4.4.3.2.11 Construct: Clarity

Statements 10q and x were aimed at determining whether employees perceived the information given about Solidarity Helping Hand as understandable and accessible.

#### 4.4.3.2.12 Construct: Timeliness

The statements of question 10v and w on “timely” and “regular” information received would indicate if employees perceived that information given was up to date.

#### 4.4.3.2.13 Construct: Accuracy

Statements 10 s-u were aimed at determining employees' perceptions regarding Solidarity Movement's accurate communication of all that is achieved through the Solidarity Helping Hand projects.

With regard to the corporate brand of the Solidarity Movement **specific theoretical statements 3 and 4** (paragraphs 3.3.7 and 3.4.8 respectively) determined the constructs that were included in the quantitative questionnaires for **Questions 11-13**.

The following constructs were derived from **specific theoretical statement 3**: physical attributes, subsidiary brands, strategic vision and values, employees, corporate culture and heritage, products and services as well as corporate moral. From **specific theoretical statement 4**, the constructs: top management involvement, multi-disciplinary approach, aligning vision, culture and image, managing the role of employees, consumer interaction and involvement, consistent corporate communication and continuous monitoring of the corporate brand were derived (Table 4.1).

#### 4.4.3.2.14 Construct: Physical attributes

These questions enabled the researcher to determine if employees perceived physical attributes as forming a strong element of the corporate brand, or not. Questions 11a and 12a-c were included in order to determine if employees felt pride in being dressed in corporate wear; if they perceived the logo as forming part of what the Solidarity Movement is and whether they liked the logo or not.

#### 4.4.3.2.15 Construct: Company name and subsidiary brands

Questions 11b-f, g, i, k-q, s-u; z and 12d-f would indicate whether employees perceived the different sub-brands to form part of the Solidarity Movement corporate brand.

#### 4.4.3.2.16 Construct: Strategic vision and values

Questions 11f, z; 12g-h and m were asked to determine whether employees' behaviour and the Solidarity Movement's vision and values are aligned and if they perceived CSR to form part of the company's overall business strategy.

#### 4.4.3.2.17 Construct: Employees

Questions 11h, 12i-m, s and t would indicate if employees see themselves as forming part of the Solidarity Movement corporate brand and if they perceived themselves as playing a role in portraying the corporate brand to external stakeholders and in communicating the company's vision and values to stakeholders.

#### 4.4.3.2.18 Construct: Corporate culture and heritage

These questions (Q11v and 12n-p) were constructed to elicit descriptions from the respondents regarding the value of corporate culture in the Solidarity Movement's corporate brand as well as culture producing endeavours.

#### 4.4.3.2.19 Construct: Product/service

Answers to questions 11b, d, e-u and 12q would help determine if employees value the different services and products delivered as part of the corporate brand.

#### 4.4.3.2.20 Construct: Corporate moral

These questions (Q9a-b, n, o and 14) enabled the researcher to determine if employees are of the opinion that Solidarity Helping Hand forms an important part of the corporate brand.

#### 4.4.3.2.21 Construct: Top management involvement

Questions 13a and b determine how employees perceive the role that top management plays in the managing of the corporate brand.

#### 4.4.3.2.22 Construct: Multi-disciplinary approach

Answers to questions 13c-d and i, determine the way in which employees perceive the value that the Solidarity Movement places on the involvement of the whole company in the corporate branding process, as well as the manner in which the involvement is managed. Question 13i specifically addresses the common belief that the responsibility for the corporate brand ultimately resides with the communication department.

#### 4.4.3.2.23 Construct: aligning vision, culture and image

In order to create a strong corporate brand, the Solidarity Movement must align its vision, culture and image. Questions 13e-g and j were constructed to determine whether employees perceived the leadership's vision for the Solidarity Movement as being in line with the company's internal values and beliefs. This, in particular, with regard to the proclaimed Christian values of the company; these questions determine if the employees regard what the company says and what it does as being congruent.

#### 4.4.3.2.24 Construct: Managing the role of employees

Questions 13k-m concerning the management of employees were so constructed as to determine whether employees perceived management as valuing the role of employees in the transmission of the corporate brand.

#### 4.4.3.2.25 Construct: Consumer interaction and involvement

As it was of importance to determine how employees perceived management's valuing of the involvement of them in the development of the corporate brand and its values, this response was elicited through questions 13c and q.

#### 4.4.3.2.26 Construct: consistent corporate communication

Questions 13n and o were grouped together to determine whether employees perceived management as communicating in a consistent manner and how recognizable employees perceive the Solidarity Movement corporate brand and Solidarity Helping Hands brand to be.

#### 4.4.3.2.27 Construct: continuous monitoring of the corporate brand for relevance and distinctiveness

Questions 13h and p determined whether employees' perceived management to be continuously engaging in the process of re-evaluating the corporate brand.

#### 4.4.3.3 Pilot study

Before a survey is conducted, it is important that the questionnaire is pre-tested (du Plooy, 2006:93; Tustin *et al.*, 2005:99). Du Plooy (2006:93) defines a pre-test or pilot study as a trial run conducted on a small scale. This is done to determine whether respondents will participate and cooperate as fully as possible, collected data will be relevant and accurate and if the collection and analysis of data will proceed as smoothly as possible (Tustin *et al.*, 2005:99).

After finalizing the questionnaire with input from both Dr. Danie Brink, Manager of Solidarity Helping Hand, and Dr. Dirk Hermann, Deputy General Secretary for Development of the Solidarity Movement, the questionnaire was tested during a pilot study with a small group to ensure that the questions were valid. The pilot study consisted of five employees in different departments of the Solidarity Movement and took place between the 28<sup>th</sup> and 29<sup>th</sup> of September 2012. An e-mail containing a hyperlink was sent to the participants, as this was the manner in which the actual questionnaire would be distributed. This also enabled the researcher to determine whether the survey was easy to complete in electronic format. Ample time was provided as feedback was only requested within three days' time. This made room for discussion by the pilot study respondents amongst each other and with the researcher.

After completion of the pilot study, certain alterations were made.

With regard to the demographic profile, the following alterations were effected:

- Question 3: the option “hoërskool” (high school) (option one) was changed to “laer as matriek” (lower than matric) (option one) and “matriek”, matric (option two). The option “certificate” was added as the fourth option.
- Question 7: seeing that restructuring was done within the different industries of Solidarity, this had to be reflected within the different options the respondents could choose. The Electrical, Aviation and Krygkor industry had merged with the other industries. The option “elektries-, lugvaart- en Krygkor-bedryf” (electrical-, aviation- and Krygkor-industry) was therefore removed. The Krygkor industry was eliminated. The Electrical industry was added to the Metal and Engineering industry and Aviation was added to the Communication-, Chemical- and Professional Services.

With regard to the Solidarity Helping Hand section of the questionnaire, the following alterations were made:

- Question 9c: the wording “wat saak maak” (what matters) were changed to “wat ‘n verskil maak” (what makes a difference).
- Question 9o: the question was changed from “Solidariteit Helpende Hand maak dat ek oor die langtermyn by die Solidaritet Beweging wil werk” (Solidarity Helping Hands is a determining factor for me to work for the company on a long-term basis) to “Solidariteit Helpende Hand dra by dat ek oor die langtermyn by die Solidaritet Beweging wil werk” (Solidarity Helping Hand contributes to my decision to work for the Solidarity movement on a long-term basis).
- Question 10s: the word “betroubare” (reliable) was left out.

With regard to the Solidarity Movement corporate brand section of the questionnaire, the following alteration was made:

- Question 11w: the “Orania” option was replaced by “Virseker Trust”

#### **4.4.3.4 Procedure**

Dr Dirk Hermann, Deputy General Secretary of Development, wrote a cover letter which explained the purpose of the study and encouraged employees to complete the questionnaire. This letter was distributed via e-mail to the all employees with the link which took them to the web-based online survey. After the initial e-mail was sent, a reminder was despatched every second day thereafter.

The quantitative survey was constructed into a single questionnaire and sent to all employees within the different business units, branches and companies forming part of the Solidarity Movement via an e-mail containing the hyperlink. The questionnaire was downloaded onto Survey Monkey (a web-based survey programme) in html format, where after the hyperlink was sent via e-mail, by the Human Resources Department, to the whole company.

#### **4.4.3.5 Method of data gathering**

Respondents were simply required to react to the e-mail by clicking on the hyperlink and then completing the questionnaire at their own pace. Results were received in electronic

format and were then transferred to a database. It was so constructed that respondents could not move on to the next section if all the questions of the first section had not been completed. This ensured that the questionnaires were fully completed.

## 4.5 RESPONSE RATE

Table 4.3 provides the details of the response rate.

**Table 4.3: Response rate of quantitative questionnaire**

CSR and corporate branding questionnaires	
Sample size	383
Actual responses	187
<b>Response rate</b>	<b>49%</b>

Although achieving a high response rate is not the ultimate goal, Baxter and Babbie (2004:190) provide a useful guide to determine what rate is optimal: a response rate of 50% is adequate for analysis and reporting; a response rate of 60% is good and of 70% is regarded as very good.

Although one of the advantages of quantitative research is the possibility of generalization to different populations, this was however not the purpose of this study. Findings pertaining to the study are only significant with regard to the Solidarity Movement's context due to the uniqueness of the company and are not applicable to the entire South African trade union context. As the response rate was 49%, enough data were provided for analysis and reporting, but results could not be applied to the whole of the company (see Tustin *et al.*, 2005:148).

## 4.6 DATA CAPTURING AND ANALYSIS

Data gathered was captured and analysed by means of a statistical computer software programme, Statistica version 10 (StatSoft 2011) in conjunction with the Statistical

Consultation Service at the North-West University, Potchefstroom Campus, using descriptive statistics common to social research projects.

The statistics used for this study include: factor analysis, t-tests, Analysis of Variance (ANOVA)-calculations, Cronbach (1951) alpha-coefficient and correlation co-efficiencies. Frequency analyses were used to report data in terms of the number of percentages of respondents that shared a certain opinion. Also, N-values differ due to the fact that the N-value represents the total number of employees who answered a specific question. Missing values were excluded from the analysis.

#### **4.6.1 FACTOR ANALYSIS**

The purpose of the factor analysis (also known as common factor analysis) is to examine the correlation between variables and to identify clusters of highly interrelated variables that reflect underlying themes, or factors within the data (Pietersen & Maree, 2010:219; Leedy & Ormrod, 2001:278). Put more simply, factor analysis determines which items “belong together” in the sense that they are answered similarly and therefore measure the same dimension or factor. Factor analysis may produce a small number of factors from a large number of variables, which are capable of explaining the observed variance of the larger number of variables (Tustin *et al.*, 2005:668).

Factor analysis begins with a correlation matrix or a table of inter-correlations amongst a set of variables. Every factor analysis ends with a factor matrix indicating the loading of each variable on each of the factors. The variables with higher loadings on a factor are examined in order to define the nature of the factor (Nunnally, 1978).

There are many methods of rotation of the axis in order to make the interpretation of data simpler. In other words, rotation should be performed to attempt that each variable loads on only one factor (Nunnally, 1978:377). In most instances of this study, the principal axis factor analysis with Oblimin rotation was utilized.

Factor analysis is used to examine the construct validity of the instrument (paragraph 4.9). For the specific case of this study factor, analyses were conducted on all the questions to determine which factors grouped together (paragraphs 5.3.1.2; 5.3.2.2; 5.4.1.2; 5.4.2.2 and 5.4.3.2 refer)

#### **4.6.2 CRONBACH'S (1951) ALPHA-COEFFICIENT**

Although there are a number of instruments which may be used to measure an instrument's internal reliability (also called internal consistency; as explained in section 4.9), Cronbach's Alpha is an indicator often used to check the patterns for response consistency in interval scales, like the Likert-type scale used in surveys (section 4.5.2.) (Pietersen & Maree, 2010:216; Merrigan & Huston, 2004:106). Cronbach's coefficient alpha estimates the reliability of this type of scale by determining the internal consistency of the test or the average correlation of items within the test (Pietersen & Maree, 2010:216; Nunally & Bernstein, 1994; Nunally, 1978).

The reliability coefficient may range from a value of 0 to 1.00, where 1.00 is seen as the perfect agreement or consistency. In contrast, 0 indicates the total absence of agreement or consistency. One can thus say that a point of 0.90 indicates high reliability and 0.70 indicates moderate reliability (Pietersen & Maree, 2010:216; Merrigan & Huston, 2004:106). Kline (as quoted by Field, 2009:675) adds that when dealing with psychological constructs, values below 0.7 can, realistically, be expected because of the diversity of the constructs being measured.

With relation to this specific study a high internal consistency was found for all the different factors, except for one which was regarded separately (Statement 13u, f, r, v). (Paragraphs 5.3.1.3; 5.3.2.3; 5.4.1.3; 5.4.2.3 and 5.4.3.3 for the different Cronbach's alphas refer.)

#### **4.6.3 T-TESTS AND ANOVA-ANALYSIS**

The t-test is a method used to determine whether statistically significant differences exist between two means of two populations, based on the means and distributions of two samples. Depending on the problem being researched and the nature of the specific research study, there are various t-tests available. T-tests can be used for testing independent groups, related groups and cases where the population means is either known or unknown (Pietersen & Maree, 2010:225; Merrigan & Huston, 2004:181; Leedy & Ormrod, 2001:278).

The analysis of variance (ANOVA) technique is used when there are more than two independent groups that need to be compared to a single quantitative measure or score, specifically testing whether the groups have different average scores, comparing the variance within and across groups. ANOVA is an extended version of the t-test and is appropriate if the quantitative variable is normally distributed in each population and if the variance of the variable is the same in all populations. The advantage of the ANOVA is that it enables the researcher to simultaneously investigate several independent variables, also called factors. Two important values produced by an ANOVA test are the test statistic (F-value) and the p-value (Pietersen & Maree, 2010:229; Merrigan & Huston, 2004:19; Leedy & Ormrod, 2001:278).

A set of T-tests and ANOVA's were performed to determine whether perceptions of the CSR factors identified and the corporate branding components differed with regard to different demographical factors with more than 2 groups (paragraphs 5.5.1.1 and 5.5.1.2 refer).

A statistical significance test, such as t-tests and ANOVA's, are used to show that the results are significant and are caused by a systematic factor that is influencing the data. The p-value represents statistical significance. A small p-value ( $p \leq 0.05$ ), medium p-value ( $p \leq 0.01$ ) and a large p-value ( $p \leq 0.001$ ) are considered as sufficient evidence that the result is statistically significant (Cohen, 1988).

The size of a sample can influence statistical significance. This problem has been overcome by calculating the effect size, in addition to the p-value, as mentioned previously. The effect size is a standardized scale-free measure of the magnitude of the difference or correlation being tested, which is not affected by the size of the sample. The calculation of effect size is of great value for the purpose of this study as a census was conducted (Pietersen & Maree, 2010:211). In order to distinguish the significance of that from the statistical significance, the effect size significance will be called the practical significance (d-value) (Steyn, 2000:1).

The effect sizes for t-tests and ANOVA are calculated, as previously stated, by means of a statistical computer software programme, Statistica version 10 (Statsoft, 2011).

#### **4.6.4 SPEARMAN RANK ORDER CORRELATIONS**

The Spearman correlation coefficient ( $r$ ) indicates the degree of correspondence, similarity or relationship between two sets of scores (Anastasi, 1968:72). For the purpose of this study correlation coefficients were calculated in order to determine whether any similarities or relationships exist between the corporate branding components and CSR at the Solidarity Movement (paragraph 5.5.2).

The guidelines for the interpretation of the effect size for a Spearman correlation are as follows (Steyn, 2009):

$r=0.1$  (small effect)

$r\sim 0.3$  (medium effect)

$r\geq 0.5$  (large effect)

#### **4.7 CHALLENGES DURING THE RESEARCH**

- Specifically, the gathering of data was a challenge during the empirical part of the study as respondents were not eager to complete the survey and had to be frequently reminded to do so.
- With regard to the quantitative questionnaire, the GRI principles were used to construct the questions testing the employees' perceptions of the communication of the CSR activities carried out by the company. During the pilot study it was found that the respondents thought that different questions had the same meaning and alterations were made to the questions. Having done this, no further problems were identified.

Regardless of the level of measurement, variables must meet certain criteria regarding their usefulness. These criteria fall into two categories: validity and reliability, discussed in the next few paragraphs. In quantitative research, reliability and validity are crucial aspects and should be achieved, where possible (Nieuwenhuis, 2010:80; Merrigan & Huston, 2004:64).

## 4.8 VALIDITY OF THE STUDY

Validity is the term applied to measuring instruments that show whether a measure properly captures the concepts or constructs it was intended or claimed to measure (Pietersen & Maree, 2010:216; Du Plooy, 2006:124; Tustin *et al.*, 2005:296; Merrigan & Huston, 2004:64). In other words, validity refers to whether a measure is actually quantifying measuring what it was designed to measure, reflecting the real meaning of the concept under consideration. This can be hard to establish since instruments often need to measure human emotions such as perceptions and motivation (Pietersen & Maree, 2010:216). It is important that the necessary precautions are taken in order to ensure validity, although this is not always possible due to certain external factors.

Although it is difficult to determine if a particular measure adequately reflects the concept's meaning, there are some ways in which researchers may deal with this issue.

There are a number of different types of validity which can be used to ensure that research measurements are free of bias, or accurate, namely: content/ face-, criterion- and construct viability (Pietersen & Maree, 2010:217; Du Plooy, 2006:125; Hocking *et al.*, 2003:140; Stacks, 2002:130; Babbie, 1995:127) as well as internal and external validity (Willis, 2007:216; Tustin *et al.*, 2005:296). In short, these types of validity assessments are described as follows:

- Face validity, sometimes also known as content validity: is the most basic way to establish measurement accuracy (Merrigan & Huston, 2004:65). It is determined by that quality of an item or indicator judged to be a reasonable and complete measure of a particular variable (Pietersen & Maree, 2010:217; Du Plooy, 2002:125). Merrigan and Huston (2004:65) add that a measuring instrument appears to be valid when it is rich and it passes the test of public scrutiny. For the specific case of this study, questionnaires were distributed to managers of the Solidarity Movement and Solidarity Helping Hand, in order to obtain feedback from them, and to clear the questionnaire of any biased comments or comments not applicable to the company (paragraph 4.5.2.4). When a researcher operationally defines the measurement as measuring what it says it measures, *face validity* occurs. This validity can often be based on knowledge of the area. Section B of the questionnaire was also constructed within the context of the Global Reporting Initiative Sustainability Reporting

Guidelines which have previously been established and tested. Furthermore the researcher's supervisors assessed the questionnaire so as to ensure that the questions and statements were adequate, as did the North-West University's Statistical Department to ensure that it was adequate for measuring what it was supposed to measure and to avoid misleading and ambiguous questions, therefore taking the necessary precautions beforehand to ensure content validity.

- Construct validity: is a complex assessment process of a measuring instrument that often involves both content- and criterion-related evidence (Du Plooy, 2006:126). Merrigan and Huston (2006:66) state that construct validity is the strongest way to guarantee accurate measurement because it represents a comprehensive attempt to identify and validate the structure of a particular measuring instrument. This form of validity is more concerned with observation or statistical testing and offers a weight of evidence that the measure used, either does or does not tap the quality of evidence that it is supposed to. In order to establish construct validity, one can show that the variables being measured behave in theoretically expected ways in relation to other variables (Hocking *et al.*, 2003:142). Construct validity for the purpose of this study was assessed by means of factor analysis (paragraphs 5.3.1.2; 5.3.2.2; 5.4.1.2; 5.4.2.2 and 5.4.3.2 and chapters 5 and 6 refer).

Furthermore, with regard to validity, internal and external validity can be distinguished (Maree & Pietersen, 2010:151; Du Plooy, 2006:84; Merrigan & Huston, 2004:66; Tustin *et al.*, 2005:296).

- Internal validity: deals with the extent to which the design can account for all the factors that may affect the outcome for the research questions to be answered (Maree & Pietersen, 2010:151; Merrigan & Huston, 2004:66).
- External validity: refers to the extent to which conclusions may be generalized to the entire population (Pietersen & Maree, 2010:151; Tustin *et al.*, 2005:296; Merrigan & Huston, 2004:66). Seeing that this study was aimed at providing rich descriptions of the perceptions of the employees of a specific company, namely the Solidarity Movement, the aim was not to generalize the findings of this study to the wider population.

## 4.9 RELIABILITY OF THE STUDY

Hocking *et al.*, (2003:130) states that any measure may be seen as a construct composed of two separate components, one being systematic measurement and the other randomness. All measures are, to some extent, affected by randomness. The more a measure reflects systematic factors, the more reliable it is; the more it reflects randomness the more unreliable it is. Consistency is a good synonym for reliability. If a measure or instrument yields the same results when the research is repeated in the same sample over time, across settings, subjects and instruments, then it is consistent and reliable (Pietersen & Maree, 2010:146; Merrigan & Huston, 2004:63; Du Plooy, 2002:121; Stacks, 2002:31). A measure is thus reliable when it is stable and whether a specific technique, applied repeatedly to the same object, would yield the same result each time.

Unreliability occurs when items measured are vague or irrelevant, and can contribute to the unreliability of a measure due to random errors (also called noise) occurring with the type of measurement instrument used. Random errors can occur due to participant's fatigue, emotional or health problems or familiarity with the type of measurement instrument used (Du Plooy, 2006:121; Merrigan & Huston, 2004:62). According to Smith, (cited in Merrigan & Huston, 2004:63), there are three different sources of random error which contribute to inconsistent measurement: random individual or situational differences; lack of instrument clarity and errors in data processing.

Different methods may be used to assess the reliability of a measure. These methods can differ in the procedures used to collect the data, but they all calculate the reliability coefficient (Du Plooy, 2002:121). Pietersen and Maree (2010:216) identified four types of reliability: Test-retest reliability, alternative-forms reliability (also called equivalent form reliability), split-half reliability and internal reliability (also called internal consistency or Cronbach's alpha coefficient). Cronbach's alpha coefficient was calculated for each of the CSR factors and the corporate branding components to determine whether the questions contributed to determine employees' perceptions regarding the different factors and components (chapters 5 and 6 refer).

## **4.10 CONCLUSION**

In this chapter attention was given to the quantitative methodological context within which the research was conducted. The different aspects, as they presented themselves for the course of the research process were discussed as were the statistics, which were decided upon in order to reach the study objectives and answer the different research questions.

## 5.1 INTRODUCTION

This chapter comprises five sections, each of which answers one of the specific research questions of this study (refer to paragraph 1.5).

In section 5.2 a description of the respondents who participated in the study is given. In section 5.3, findings pertaining to the employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand are discussed and in section 5.4 the findings pertaining to employees' perceptions of the Solidarity Movement's corporate brand are examined. In section 5.5, the different factors pertaining to CSR and the various corporate branding components are scrutinised in order to determine the relationship between the employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand and their perceptions of the Solidarity Movement's corporate brand.

## 5.2 COMPANY EMPLOYEE DEMOGRAPHIC PROFILE

Table 5.1 provides a brief summary of the gender composition; age distribution; type of job and years employed with the company; different institutions, departments and district offices residing under the Solidarity trade union and Solidarity Movement umbrella, and the job-level of respondents.

According to Table 5.1, the gender composition of respondents at the Solidarity Movement consisted of more female (65.4%, N=182) than male (34.6%, N=182) respondents.

The majority of respondents were full-time employees of the company (96.2%, N=182). Of the Solidarity Movement's work-force, 53.0% of respondents who participated in the study had been employed for 1 to 5 years. Although there were employees (5%) who had been with the company for an extended time (more than 15 years), it seemed that the majority of respondents had been employed there for shorter periods.

With regard to the different departments of the Solidarity trade union that completed the questionnaire: 22.0% (N=81) were from formed part of the legal department; 20.0% (N=81) were from the communication department and 16.0% (N=81) were from the services department. The largest number of respondents from the various district offices of the Solidarity trade union worked in the Pretoria, Boksburg and Secunda offices. With regard to the different industries of Solidarity, 36% (N=25) of respondents worked in the metal-; engineering- and electrical industries while 32% (N=25) worked in the mining-; agricultural-; medical- and cement industries and communication; chemical and professional services industries, respectively.

The largest number of respondents fell within the professionally qualified level category (40.2%, N=174) and 39.1% (N=174) within the employees on <sup>5</sup>level B (1-5) category. Although only 19 respondents from the senior management category answered the questionnaire, it is still a very good representative percentage of the total number forming part of the senior management (24) (Kloppers, 2013).

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<sup>5</sup> The different job-levels were obtained from the company's data base which is divided as follows: employees (levels A, categories 1-3 and B, categories 1-5), professionally qualified (level C, category 1-5), senior management (level D1-5), middle management (all level D) and Top management (levels E and F).

**Table 5.1: Company employee work-related profile**

	%	N=total employees
<b>Gender</b>	<b>100.00</b>	<b>182</b>
Male	34.6	63
Female	65.4	119
<b>Age distribution</b>	<b>100.0</b>	<b>181</b>
≤20	0.6	1
21-30	39.8	72
31-40	26.0	47
41-50	18.8	34
51-60	12.7	23
>60	2.2	4
<b>Type of employment</b>	<b>100.0</b>	<b>182</b>
Full-time	96.2	175
Part-time	3.8	7
<b>Years employed with Solidarity</b>	<b>100</b>	<b>181</b>
<1 year	19.9	36
1-5 years	53.0	96
6-10 years	20.4	37
11-15 years	1.7	3
>15 years	5.0	9
<b>Respondents from different institutions falling under the Solidarity Movement</b>	<b>100</b>	<b>122</b>
Solidarity (Solidariteit)	46	56
Afriforum	11	13
Solidarity Helping Hand (Solidariteit Helpende Hand)	15	18
SolTech	8	10
Member Benefits (Ledevoordele)	1	1
Solidarity Investment Company (Solidariteit Beleggings Maatskappy)	5	6
Solidarity Financial Services (Solidariteit Finansiële Dienste)	2	3
Solidarity Property Company (Solidariteit Eiendomsmaatskappy)	1	1
Maroela Media	4	5
Kraal Publishers (Kraal Uitgewers)	2	3
FAK	0	0
Academia (Akademia)	3	4
Solidarity Growth Fund (Solidariteit Groeifonds)	0	0
The Campus (Die Kampus)	0	0
Solidarity Research Institute (Solidariteit Navorsingsinsituut)	2	2

**Table 5.1 (continued): Company employee work-related profile**

	%	N=total employees
<b>Different Departments of Solidarity trade union</b>	<b>100</b>	<b>81</b>
Executive Management (Uitvoerende Bestuur)	14	11
Communication (Kommunikasie)	20	16
Research (Navorsing)	3	2
Legal services (Regsdienste)	22	18
Finance (Finansies)	2	2
Industry development and training (Beryfsopleiding en ontwikkeling)	5	4
Services (Dienssentrum)	16	13
Quality management and member administration (Gehaltebestuur en lede administrasie)	14	11
Services centre (Diensburo)	2	2
Human resources (Menslike hulpbronne)	2	2
<b>District Offices of Solidarity trade union</b>	<b>100</b>	<b>49</b>
Bellville (%)	0	0
Bloemfontein (%)	6	3
Boksburg (%)	12	6
Carletonville (%)	2	1
Despatch (%)	2	1
Kathu (%)	4	2
Klerksdorp (%)	2	1
Lydenburg (%)	0	0
New Castle (%)	2	1
Pietersburg (%)	2	1
Pretoria (%)	35	17
Richards Bay (%)	2	1
Rustenburg (%)	6	3
Secunda (%)	0	0
Vaal Triangle (%)	12	6
Witbank (%)	12	6
Welkom (%)	4	2
<b>Different industries within Solidarity trade union</b>	<b>100</b>	<b>25</b>
Communication; chemical and professional services industry (Kommunikasie-; chemies- en professionele industrie)	32	8
Mining; agricultural; medical and cement industry (Mynbou-; landbou-; medies- en sement industrie)	32	8
Metal; engineering and electrical industry (Metaal; ingenieur en elektriese industrie)	36	9

**Table 5.1 (continued): Company employee work-related profile**

	%	N=total employees
<b>Job-level</b>	<b>100</b>	<b>174</b>
Employees level A (1-3)	8.0	14
Employees level B (1-5)	39.1	68
Professionally qualified (level C1-5)	40.3	70
Senior management (level D1-5)	10.9	19
Top management (levels E and F)	1.7	3

*N=total number of employees that answered the question*

From the results indicated above it is thus evident that, with regard to their employee profile and at the time of the study, the majority of the Solidarity Movement's respondents were females, between the ages of 21 and 30. With regard to their work profile these respondents were employed full-time, formed part of the Solidarity trade union, were employed with the Solidarity Movement for 1-5 years and were employees from B-level categories 1-5.

Referring back to the recent mergers at the Solidarity Movement, it is evident that the mergers could impact on the perceptions of employees towards the Solidarity Movement's corporate brand and their CSR project Helping Hand, as a large number of them have not been in the employ of the company for a long period.

### **5.3 EMPLOYEES' PERCEPTIONS OF CSR**

Strategic CSR and the communication of information regarding CSR activities were identified as measurable constructs to determine employees' perceptions regarding the Solidarity Movement's CSR. These two constructs are discussed in the next section, based on specific theoretical statements 1 and 2, concerning the specific research question relevant to this section and attempts to answer it: Specific research question 1.5.3:

**What are employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand?**

### 5.3.1 STRATEGIC CSR

One section in the questionnaire provided insight into employees' perceptions of the strategic nature of the Solidarity Movement's CSR (Q 9). In order to evaluate the specific theoretical statement, three constructs were identified according to the literature (section 2.3), namely CSR as aligned with business strategy, long-term mutual beneficial relationships and identification (Table 4.2). These results were investigated by taking a closer look at the questions measuring the constructs identified forming part of strategic CSR (5.3.1.1), conducting a factor analysis (4.7.1), applying Cronbach's coefficient alpha (4.7.2) and calculating the relationship means.

#### 5.3.1.1 Statements, means and standard deviations

In Table 5.2, the percentages, mean scores and standard deviations of respondent's responses to statements pertaining to employees' perceptions regarding the strategic nature of Solidarity Helping Hand are presented. Scores at levels 1-3 identified more negative responses to a statement while scores between 3 and 4 indicated more positive responses to a statement(s) (on a four point scale). This is applicable to this whole section.

**Table 5.2: Statements on CSR, means and standard deviation**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
a)	Solidarity Helping Hand forms part of the Solidarity Movement Building Plan for the coming 110 years.	0.70	0.70	40.80	57.90	3.56	0.55
b)	Solidarity Helping Hand contributes to what the Solidarity Movement is.	0.00	1.90	48.10	50.00	3.48	0.54
c)	Solidarity Helping Hand is engaged in projects that make a difference.	0.00	4.60	46.40	49.00	3.44	0.58
d)	Christian values are realised by the Solidarity Helping Hand projects.	0.70	5.30	46.10	48.00	3.41	0.62

**Table 5.2 (continued): Statements on CSR, means and standard deviation**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
e)	I am happy to make a monthly contribution to Solidarity Helping Hand.	11.80	26.30	36.20	25.70	2.76	0.97
f)	It is important to me that Solidarity Helping Hand focuses on the granting of bursaries.	0.00	10.50	38.60	51.00	3.41	0.67
g)	I support Solidarity Helping Hand's projects.	0.00	9.20	59.50	31.40	3.22	0.60
h)	It is important to me that Solidarity Helping Hand focuses on occupational training.	0.70	3.30	46.40	49.70	3.45	0.60
i)	I agree with the focus of Solidarity Helping Hand to lift people out of poverty through training.	0.00	1.30	32.70	66.00	3.65	0.51
j)	It is important to me that Solidarity Helping Hand focuses on employment placement.	2.00	14.40	39.90	43.80	3.25	0.77
k)	Solidarity Helping Hand makes me more positive towards the Solidarity Movement.	2.60	11.10	52.90	33.30	3.17	0.72
l)	I am positive towards Solidarity Helping Hand.	1.30	10.60	55.00	33.10	3.20	0.67
m)	I see myself as part of Solidarity Helping Hand.	4.60	30.50	45.00	19.90	2.80	0.81

**Table 5.2 (continued): Statements on CSR, means and standard deviation**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
n)	It is important to me that the Solidarity Movement undertakes upliftment in the community.	0.00	1.30	35.3	63.30	3.62	0.51
o)	Solidarity Helping Hand contributes to me wishing to work within the Solidarity Movement over the long term.	3.30	28.90	42.10	25.70	2.90	0.82
p)	The strategy of the Solidarity Movement determines what Solidarity Helping Hand engages in.	2.00	17.20	55.60	25.20	3.04	0.71
q)	The Solidarity Movement benefits from the implementation of the Solidarity Helping Hand projects.	2.60	15.10	52.60	29.60	3.09	0.74

From Table 5.2 it is evident that the mean scores for the different statements pertaining to employees' perceptions regarding Solidarity Helping Hand were more positive than negative, as only three mean scores were calculated between 1 and 3. The statements with mean scores below 3 were identified as those aspects which seemed to have a tendency to elicit negative responses from the respondents; refer to these statements: *I am happy to make a monthly contribution to Solidarity Helping Hand*; *I see myself as part of Solidarity Helping Hand* and *Solidarity Helping Hand contributes to me wishing to work within the Solidarity Movement over the long-term*. These scores are highlighted.

From the highlighted scores in Table 5.2 it seems that although respondents strongly felt that the Solidarity Movement should undertake upliftment projects in the community (mean=3.62) and they strongly agreed with the focus of the company to lift people out of

poverty through training (mean=3.65) (one of Solidarity Helping Hand's focus points) on a personnel level this did not compel them to feel more positive towards making a monthly contribution to Solidarity Helping Hand (mean=2.76) nor did they feel that they were part of Solidarity Helping Hand (mean=2.80). It was also interesting to see that although respondents felt positive towards Solidarity Helping, this did not contribute to them wanting to work for the Solidarity Movement in the long run (mean=2.90).

The statements: *I agree with the focus of Solidarity Helping Hand to lift people out of poverty through training; it is important to me that the Solidarity Movement undertakes upliftment in the community and Solidarity Helping Hand forms part of the Solidarity Movement Building Plan for the coming 110 years* received more positive than negative responses. This indicates that respondents agreed that Solidarity Helping Hand should focus on relieving poverty by training; felt positively that the Solidarity Movement should be busy with community upliftment and that they felt positive about the fact that Solidarity Helping Hand formed part of the long term plan of the Solidarity Movement.

Overall, results seemed to indicate that respondents were more positive than negative towards Solidarity Helping Hand. Seeing as employees often carry the main burden of responsibility for implementing ethical corporate behaviour in their daily working activities, it is important for them to perceive the projects that are implemented in a positive manner, as seems to be the case with respondents at the Solidarity Movement.

#### **5.3.1.2 Factor analysis**

Through factor analysis (principal axis factor analysis with Oblimin rotation), four factors were extracted.

The four factors extracted for question 9 explained 64% of the total variance in all the statements of the specific question; as these factors explained more than 50% of the total variance, this may be regarded as a satisfactory variance.

Communalities varied between 0.30 and 0.70, which is regarded as sufficient.

**Table 5.3: Factor analysis results for strategic CSR**

Pattern Matrix				
	Factor			
	1	2	3	4
9d) Christian values are realised by the Solidarity Helping Hand projects.	.754			
9c) Solidarity Helping Hand is engaged in projects that make a difference.	.744			
9l) I am positive towards Solidarity Helping Hand.	.501		-.468	
9g) I support Solidarity Helping Hand's projects.	.337		-.300	
9h) It is important to me that Solidarity Helping Hand focuses on occupational training.		.741	-.217	
9j) It is important to me that Solidarity Helping Hand focuses on employment placement.	.245	.627		-.239
9f) It is important to me that Solidarity Helping Hand focuses on the granting of bursaries.		.613		
9i) I agree with the focus of Solidarity Helping Hand to lift people out of poverty through training.		.611	-.239	
9n) It is important to me that the Solidarity Movement undertakes upliftment in the community.		.252	-.202	.231
9m) I see myself as part of Solidarity Helping Hand.			-.834	
9o) Solidarity Helping Hand contributes to me wishing to work within the Solidarity Movement over the long term.	.207		-.590	
9k) Solidarity Helping Hand makes me more positive towards the Solidarity Movement.	.449		-.545	
9e) I am happy to make a monthly contribution to Solidarity Helping Hand.			-.500	
9q) The Solidarity Movement benefits from the implementation of the Solidarity Helping Hand projects.	.217		-.360	.353
9p) The strategy of the Solidarity Movement determines what Solidarity Helping Hand engages in.			-.341	
9a) Solidarity Helping Hand forms part of the Solidarity Movement Building Plan for the coming 110 years.				.688
9b) Solidarity Helping Hand contributes to what the Solidarity Movement is.	.414			.481

Four factors were identified from this pattern matrix: two factors on identification (Factors 1 and 2), long-term mutual beneficial relationships (Factor 3) and CSR aligned with business strategy (Factor 4). These four factors were in line with the constructs to be measured (Table 4.1) and are discussed below.

#### 5.3.1.2.1 Identification

Factor 1 on identification, included statements 9c, d, l and g. Question 9e was also intended to measure this particular factor, which were rather grouped with factors 3 and 4. From the results of Table 5.3, it is evident that statements on the Christian values

lived through Solidarity Helping Hand, being positive towards and supporting Solidarity Helping Hand and perceiving Solidarity Helping Hand as being busy with projects that mattered, were grouped together in Factor 1.

#### 5.3.1.2.2 Identification- the focus of Solidarity Helping Hand

Factor 2 on identification included statements 9h, j, f and i, with factors on the focus of Solidarity Helping Hand grouping together. For Factor 2 the importance of Solidarity Helping Hand focusing on career guidance, work placement and the allocation of bursaries (the three main objectives of Solidarity Helping Hand) were grouped together with the importance of focusing on uplifting the poor through development and training and doing upliftment in the community.

#### 5.3.1.2.3 Long-term mutually beneficial relationships

The statements intended to measure employees' perceptions towards the long-term mutually beneficial relationship created through the company's CSR project were statements 9k-m; o and q (Table 4.2). During the factor analysis statements 9e and p (originally part of identification and CSR aligned with business strategy respectively) were also grouped within this factor. According to the literature, statement 9p, regarding the main strategy of the Solidarity Movement determining which projects Solidarity Helping Hand took on, should rather be grouped with Factor 4 on CSR aligned with the business strategy of the company. Moreover statement 9e should, according to literature, rather be grouped with identification (Factor 1 and 2). It is however understandable that these questions were grouped within this factor as employees could perceive these questions as contributing to their relationship with the Solidarity Movement.

#### 5.3.1.2.4 CSR aligned with business strategy

The statements that together measured whether employees perceived the company's CSR being aligned with the business strategy of the company were statements 9a, b, d, p and q (Table 4.2). During the factor analysis, statements 9a, b, q and n were grouped together for this specific factor. Statements 9d and p were grouped with identification (Factor 1) and with long-term mutual beneficial relationships (Factor 2) respectively. It is

possible that respondents felt that they could identify with the Christian values of Solidarity Helping Hand, thus grouping it with Factor 1, while statement 9p could indicate a long-term strategy of the company which was then grouped within this factor. Statement 9n was also grouped with Factor 4, although it was anticipated that it would be grouped with Identification (Factor 1). It is possible that this was done because the statement could be read as indicating the upliftment work as forming part of the strategy of the Solidarity Movement.

### 5.3.1.3 Reliability and means of factors

The reliability and means of the above mentioned factors are presented in Table 5.4.

**Table 5.4: Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations.**

Factor	N	Alpha-coefficient	Mean-Inter Item Correlations	Mean	Std. Deviation
Factor 1: Identification	153	0.84	0.57	3.32	0.51
Factor 2: Identification with the focus of Solidarity Helping Hand	153	0.77	0.48	3.44	0.50
Factor 3: Long-term mutual beneficial relationships	153	0.77	0.41	2.93	0.58
Factor 4: CSR aligned with business strategy	154	0.73	0.41	3.44	0.44

The number of respondents is mentioned as not all the respondents answered all the questions.

From Table 5.4 it is evident that a satisfactory internal consistency was found for all four factors regarding strategic CSR. Cronbach's coefficient alpha estimates the reliability of a scale by determining the internal consistency of the test or the average correlation of items within the test (refer to paragraphs 4.7.1 and 4.10). This meant that all four factors' factor scores could be used to represent the above mentioned dimensions. The

guideline for the alpha-coefficient is a value of about 0.7; thus 0.84 (factor 1), 0.77 (factor 2 and 3) and 0.73 (factor 4) exceed this value, indicating satisfactory internal consistency.

The guideline for the mean-inter item correlations to be sufficient is a value of between 0.15 and 0.55. All four factors fell within this ratio, indicating that the mean-inter item also points to reliability.

Both factors on identification (Factors 1 and 2) indicated that these factors received more positive than negative responses. As discussed in section 5.3.3.1, employees felt strongly that Solidarity Helping Hand was busy with projects that mattered, that Christian values and norms were lived out through the Solidarity Helping Hand projects and that overall they felt positive towards Solidarity Helping Hand. Factor 2 on identification with the focus of Solidarity Helping Hand, scored 3.44, indicating that employees' felt that they could identify with this focus. According to the literature (section 2.3) an important aspect of identification is that those social issues which are important to employees should be reflected in the company's CSR in order to create a sense of attachment between employees and the company's projects. From the above stated means on identification it is evident that respondents felt that they could identify with the CSR activities of the company, which could result in them feeling a sense of identification between them and the company, which in turn may result in alignment between the social interests of the company and its stakeholders. It was interesting to see that the respondents felt that they could identify with Solidarity Helping Hand and that they perceived that there was a fit between Solidarity Helping Hand and the respondents; this considering that the majority of the company employees have not been in the company employ over an extended period: 19.9% for less than a year and 53% of respondents for five or less years, which is a relatively short time. Despite the brevity of their time as employees of the company, they still felt positive enough to be able to identify with the three main objectives of Solidarity Helping Hand, perceiving it as forming part of and contributing to the overall strategy of the Solidarity Movement.

The mean score of employees perceiving that Solidarity Helping Hand contributed to a long-term mutual beneficial relationship (Factor 3) with the Solidarity Movement was lower, indicating that this relationship requires more attention. The conclusion here may

be that although respondents were positive towards and could identify with the focus and projects of Solidarity Helping Hand and that Solidarity Helping Hand influenced them positively towards the Solidarity Movement, these do not necessarily result in them wanting to have a long-term relationship with the company. Only 42.10% (N=174) of respondents agreed that this contributed to them wanting to work for the Solidarity Movement on the long-term.

Statements on CSR aligned with business strategy (Factor 4) indicated that employees perceived Solidarity Helping Hand as being part of the overall company and contributing to the strategy of the Solidarity Movement. Not only did respondents perceive the Solidarity Movement's CSR as being aligned with the overall business strategy of the company, it also seemed that respondents felt that Solidarity Helping Hand did indeed contribute to the long-term vision of the Solidarity Movement and that the Christian values of the company were lived through the projects. In section 2.3 it was argued that a company's CSR should be driven by and be complementary to the company's vision, ensuring that the CSR is not just a philanthropic add-on, but is recognised as central to the core of the company. When CSR is aligned with the business strategy of the company, employee morale may be influenced, which can lead to an increased internal commitment to the company and improved employee perceptions, as seems to be the case here.

### **5.3.2 EMPLOYEES' PERCEPTIONS REGARDING THE COMMUNICATION OF INFORMATION REGARDING CSR**

In this section, the communication of information regarding Solidarity Helping Hand is discussed based on specific theoretical statement 2 (paragraph 2.3) in order to determine employees' perceptions regarding the Solidarity Movement's CSR (specific research question number 1.5.3). The reporting principles (materiality, stakeholder inclusiveness, sustainability context and completeness) and the reporting principles for defining quality (balance, comparability, reliability, clarity, timeliness and accuracy) (section 2.4) were used as the framework in order to determine employees' perceptions of the communication of information regarding the company's CSR (Table 4.1). These results are discussed by taking a closer look at the questions measuring the principles identified, by conducting a factor analysis (paragraph 4.7.1), Cronbach's coefficient alpha (paragraph 4.7.2) and calculating the relationship means.

### 5.3.2.1 Statements, means and standard deviations

Table 5.5 presents the percentages, mean scores and standard deviations of the respondents' responses to statements pertaining to employees' perceptions regarding the communication of information on Solidarity Helping Hand.

**Table 5.5: Statements, means and standard deviation regarding employees' perceptions regarding the communication of information about Solidarity Helping Hand**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
a)	I receive sufficient information on the impact of the upliftment through training done by Solidarity Helping Hand.	7.80	35.30	46.40	10.50	2.59	0.78
b)	I receive sufficient information on the bursaries granted by Solidarity Helping Hand.	11.80	43.10	36.60	8.50	2.42	0.81
c)	I receive sufficient information on the occupational training done by Solidarity Helping Hand.	12.50	40.80	37.50	9.20	2.43	0.83
d)	I receive sufficient information on the employment placement done by Solidarity Helping Hand.	17.80	56.60	19.70	5.90	2.14	0.77
e)	Sufficient information is communicated on what I would like to hear about Solidarity Helping Hand's projects.	3.30	44.70	44.00	8.00	2.57	0.69

**Table 5.5 (continued): Statements, means and standard deviation regarding employees' perceptions regarding the communication of information about Solidarity Helping Hand**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
f)	The Solidarity Movement communicates information on Solidarity Helping Hand that is important to them to communicate.	3.30	16.60	68.90	11.30	2.88	0.63
g)	I receive sufficient information on the stakeholders that are affected by Solidarity Helping Hand projects.	6.60	40.40	47.70	5.30	2.52	0.70
h)	I receive sufficient information on how the needs of stakeholders are addressed through the Solidarity Helping Hand projects.	4.60	41.10	48.30	6.00	2.56	0.68
i)	I receive sufficient information on how I, as an employee can make a contribution to the various Solidarity Helping Hand projects.	8.60	34.40	46.40	10.60	2.59	0.79
j)	I receive sufficient information on how the various Solidarity Helping Hand projects contribute to the strategy of the Solidarity Movement.	6.60	41.70	45.70	6.00	2.51	0.71
k)	I receive sufficient information concerning the expenditure on community development by Solidarity Helping Hand in comparison with that of other South African organisations.	12.60	53.00	29.10	5.30	2.27	0.75

**Table 5.5 (continued): Statements, means and standard deviation regarding employees' perceptions regarding the communication of information about Solidarity Helping Hand**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
l)	I receive sufficient information on the impact that the community development has on poverty relief in the community.	11.30	44.40	37.70	6.60	2.40	0.78
m)	I receive sufficient information on the contributions of every organisation within the Solidarity Movement to the projects of Solidarity Helping Hand.	8.70	52.70	34.00	4.70	2.35	0.70
n)	I receive full information on the various projects of Solidarity Helping Hand.	6.00	40.40	45.70	7.90	2.56	0.73
o)	Sufficient information is communicated on the negative impact that Solidarity Helping Hand projects can have on the community.	18.70	62.70	14.70	4.00	2.04	0.70
p)	Sufficient information is communicated on the positive impact that Solidarity Helping Hand projects can have on the community.	8.00	30.00	50.70	11.30	2.65	0.79
q)	I receive information that I can easily understand.	3.30	17.20	64.20	15.20	2.91	0.67

**Table 5.5 (continued): Statements, means and standard deviation regarding employees' perceptions regarding the communication of information about Solidarity Helping Hand**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
r)	Sufficient information is provided in comparison with what was provided by Solidarity Helping Hand last year.	8.10	38.90	47.00	6.00	2.51	0.73
s)	Information is communicated on how the impact of the Solidarity Helping Hand projects is measured.	15.90	53.60	25.80	4.60	2.19	0.75
t)	Accurate information on the projects of Solidarity Helping Hand is adequately communicated.	8.60	44.40	41.70	5.30	2.44	0.73
u)	Reliable information is communicated on the projects of Solidarity Helping Hand.	7.30	40.70	44.70	7.30	2.52	0.74
v)	I receive timely information on the projects of Solidarity Helping Hand.	9.30	31.10	50.30	9.30	2.30	0.78
w)	I regularly receive information on the projects of Solidarity Helping Hand.	6.60	35.80	47.00	10.60	2.62	0.76
x)	Information on Solidarity Helping Hand projects is easily accessible.	4.00	29.50	53.00	13.40	2.76	0.73
y)	Sufficient information is communicated so that I can make an annual comparison with what Solidarity Helping Hand has done in the past.	7.40	55.70	31.50	5.40	2.35	0.70
z)	I receive too much information on what Solidarity Helping Hand does.	20.70	61.30	13.30	4.70	2.02	0.73

Not one statement scored a mean of 3-4, indicating that all the statements relating to this section received more negative than positive responses. The company thus needs to attend to the communication of information, regarding Solidarity Helping Hand, to respondents. The statement *I receive too much information on what Solidarity Helping Hand does* scored the lowest mean (2.02) in this section, indicating that respondents might be open to receive more information. Respondents (64%, N=174) did however have a tendency to feel more positive that the information received was readily understandable and that the information communicated by the Solidarity Movement was important for the Movement to communicate (65%) (Statements f and q respectively). 53% of respondents agreed that information regarding Solidarity Helping Hand's projects is easily accessible, indicating that respondents could get hold of the information, if they wanted to.

From the above discussion it is evident that most of the respondents, at the time of the study, were of the opinion that information communicated was not sufficient, although the communication they did receive was of high quality.

#### **5.3.2.2 Factor analysis**

Through principal axis factor analysis with Oblimin rotation, three factors were extracted. These three factors explained 66.9% of the total variance in all the statements of the specific question. Seeing that these factors explained more than 50% of the total variance, this may be regarded as a satisfactory variance.

Communalities varied between 0.30 and 0.70, which is regarded as sufficient.

**Table 5.6: Factor analysis results for the communication of information regarding CSR**

Pattern Matrix <sup>a</sup>			
	Factor		
	1	2	3
10x) Information on Solidarity Helping Hand projects is easily accessible.	.997	-.208	
10w) I regularly receive information on the projects of Solidarity Helping Hand.	.877		
10v) I receive timely information on the projects of Solidarity Helping Hand.	.807		
10n) I receive full information on the various projects of Solidarity Helping Hand.	.784		
10p) Sufficient information is communicated on the positive impact that Solidarity Helping Hand projects can have on the community.	.669		
10q) I receive information that I can easily understand.	.628		.164
10u) Reliable information is communicated on the projects of Solidarity Helping Hand.	.619		
10r) Sufficient information is provided in comparison with what was provided by Solidarity Helping Hand last year.	.610	.184	
10a) I receive sufficient information on the impact of the upliftment through training done by Solidarity Helping Hand.	.588		.259
10y) Sufficient information is communicated so that I can make an annual comparison with what Solidarity Helping Hand has done in the past.	.583	.228	
10t) Accurate information on the projects of Solidarity Helping Hand is adequately communicated.	.577	.217	
10e) Sufficient information is communicated on what I would like to hear on Solidarity Helping Hand's projects.	.563		.281
10h) I receive sufficient information on how the needs of stakeholders are addressed through the Solidarity Helping Hand projects.	.552	.371	
10g) I receive sufficient information on the stakeholders that are affected by Solidarity Helping Hand projects.	.549	.448	
10f) The Solidarity Movement communicates information on Solidarity Helping Hand that is important to them to communicate.	.506		
10i) I receive sufficient information on how I as an employee can make a contribution to the various Solidarity Helping Hand projects.	.403	.381	
10k) I receive sufficient information concerning the expenditure on community development by Solidarity Helping Hand in comparison with that of other South African organisations.	.174	.770	
10s) Information is communicated on how the impact of the Solidarity Helping Hand projects is measured.		.723	
10o) Sufficient information is communicated on the negative impact that Solidarity Helping Hand projects can have on the community.		.677	.192
10m) I receive sufficient information on the contributions of every organisation within the Solidarity Movement to the projects of Solidarity Helping Hand.	.160	.599	

**Table 5.6 (continued): Factor analysis results for the communication of information regarding CSR**

Pattern Matrix <sup>a</sup>			
	Factor		
	1	2	3
10j) I receive sufficient information on how the various Solidarity Helping Hand projects contribute to the strategy of the Solidarity Movement.	.350	.535	
10l) I receive sufficient information on the impact that the community development has on poverty relief in the community.	.332	.504	
10z) I receive too much information on what Solidarity Helping Hand does.		.172	
10c) I receive sufficient information on the occupational training done by Solidarity Helping Hand.	.178		.806
10d) I receive sufficient information on the employment placement done by Solidarity Helping Hand.		.423	.601
10b) I receive sufficient information on the bursaries granted by Solidarity Helping Hand.	.313		.600

The three factors extracted were identified as the quality of information (Factor 1), the completeness and reliability of information (Factor 2) and the materiality of information communicated (Factor 3). The different principles as identified in literature were grouped together to form these three factors and are discussed as such.

#### 5.3.2.2.1 Quality of information

The statements that measured employees' perceptions of the quality of information communicated are statements 10e-i (stakeholder inclusiveness), 10v-w (timeliness), 10n and p (balance), 10a, r and y (comparability), 10u-t (accuracy) and 10q and x (clarity) (refer to appendix 4.1 for the questionnaire). Statement 10a was also grouped within this Factor, although it was intended to be grouped with the principle of materiality (Factor 3). This is understandable as it is in the same line of questions as those of comparability. Although these factors were not extracted in their intended separate groups, it is understandable that these factors were grouped together.

#### 5.3.2.2.2 Completeness and reliability of information

The statements pertaining to this factor include statements 10j-m, o, s and z (see Table 4.2). This included reporting principles of completeness (10j and z), reliability (10s) and

sustainability context (10k-m). Statement 10o was also grouped with this factor, although it was intended to group with balance.

#### 5.3.2.2.3 Materiality of information communicated

The statements pertaining to this factor include statements 10b-d (materiality). From Table 5.5 it is evident that statements 10b-d were grouped in this factor, while statement 10a (also intended to be grouped in this factor) was grouped with Factor 1 on the quality of information.

#### 5.3.2.3 Reliability and means of factors

The results from Cronbach's coefficient alpha and means for the different factors are presented in Table 5.7.

From Table 5.7 it is evident that a high internal consistency was found for all three factors regarding the information communicated to employees about Solidarity Helping Hand.

Factor 2 fell within the guideline for the mean-inter item correlations to be sufficient (0.15 and 0.55), although both Factors 1 and 3 were above this ratio, indicating that some of the questions might be too similar in meaning.

**Table 5.7: Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations.**

Factor	N	Alpha-coefficient	Mean-Inter Item Correlations	Mean	Std. Deviation
Factor 1: Quality of information	152	0.96	0.61	2.60	0.58
Factor 2: Completeness and reliability of information	152	0.89	0.54	2.25	0.57
Factor 3: Materiality of information communicated	153	0.88	0.71	2.33	0.72

The mean score for each factor is given for the employees' perceptions regarding the communication of information of Solidarity Helping Hand. All three factors received more negative than positive responses; with the completeness and reliability factor scoring the most negative (2.25), materiality of information (2.33) while the quality of information factor scored higher at 2.60.

On closer examination of each of the factors identified, it was found that there were numerous aspects that were very significant. With regard to the quality of information communicated (Factor 1) it is evident that employees had a tendency to perceive this factor as more positive than the other factors (2.60), although it still received more negative responses than positives. It seems that employees felt more positive that their expectations and interests were met to a certain degree in the communication of information (section 5.3.2.1) although the means for the different statements indicated that they seemed to be of the opinion that the Solidarity Movement communicated information regarding Solidarity Helping Hand which the company deemed important. Management needs to address this, as failure to engage with employees may result in communication that is not appropriate for the employees (section 2.4.1.2). It is however, troubling to see that respondents indicated that they were not receiving balanced information on the impact (positive or negative) of the company's CSR in the community.

A conclusion that may be drawn from this is that because the respondents seemed to be of the opinion that information communicated was not balanced, this could influence their perceptions regarding the quality of the information concerning the company's CSR projects. Many respondents indicated that the information was communicated on a regular basis and in time. In that respondents indicated that they did not receive adequate information in order to compare what had been done in previous years and what is done by other companies, one may conclude that respondents cannot effectively evaluate and benchmark the company's economic, social and environmental progress (section 2.4.2.2). Although respondents did experience a degree of their expectations and interests being met by the information communicated, this remains a component which management ought to address in order to enhance stakeholder inclusiveness. Respondents did however indicate that information was readily available and easily understandable.

Concerning the aspect of the completeness and reliability (Factor 2) of information communicated, it seemed that respondents felt that the company did not communicate complete and reliable information to form a clear picture of what is done by Solidarity Helping Hand in comparison to other South African companies. Respondents indicated a stronger positive response with regard to receiving adequate information on how the Solidarity Helping Hand projects contributed to the strategy of the Solidarity Movement but seemed to feel that they did not receive too much information regarding Solidarity Helping Hand, indicating that more information could be communicated. With regard to the reliability of information, respondents indicated that they did not receive information on how the impacts of the projects were measured. They also seem to feel that they did not obtain adequate information on the impact of the community work on poverty and the contribution of each company under the Solidarity Movement to the Solidarity Helping Hand projects. According to the literature (2.4.2.6 refers) it is important that stakeholders have confidence that the information communicated have undergone a series of assurances in order to underline the reliability of the information communicated. Literature also states that information should not be left out, especially when it is negative, coverage of the information should be thorough enough to reflect the company's impacts an enable employees to assess the company's performance. It seems that management needs to address the aspects of reliability and completeness in

its communication regarding Solidarity Helping Hand in order to strengthen trust between the company and its employees.

With regard to the materiality of information communicated factor (Factor 3), the statements measuring this factor indicated that respondents felt that they did not receive adequate information on exactly what Solidarity Helping Hand were doing with regard to allocating bursaries, giving career guidance and helping with job placement, which are the three main objectives of Solidarity Helping Hand. Although respondents indicated that they felt positive and could identify with these objectives of Solidarity Helping Hand (section 5.3.1.2.1), they felt that information on these objectives was not adequately communicated. The literature (2.4.1.1 refers) clearly states that, when determining the content of the information to communicate, the company's economic, environmental and social impact performance should be included. As respondents indicated that they did not receive adequate information on certain aspects, management should address this aspect.

From the results of this section it was quite clear that respondents felt that they could identify with Solidarity Helping Hand and all that it was doing, but that the Solidarity Movement did not clearly communicate information regarding Solidarity Helping Hand.

It was thus clear that respondents felt positive towards Solidarity Helping Hand and its project to the extent that they could identify with the projects. They felt however, that information communicated regarding Solidarity Helping Hand could be more adequate.

## **5.4 EMPLOYEES' PERCEPTIONS OF THE CORPORATE BRAND**

In this section the findings pertaining to employees' perceptions of the Solidarity Movement's corporate brand are discussed (paragraph 1.5) in order to answer specific research question 1.5.4:

**What are employees' perceptions of the Solidarity Movement's corporate brand?**

This was achieved by identifying different components of which the corporate brand consists and determining how the corporate brand should be managed (Chapter 3 refers).

In each instance the means of the statements pertaining to this section are discussed and provided, while a factor analysis (paragraph 4.7.1) of all the questions and statements pertaining to a specific component was conducted and Cronbach's coefficient alpha was applied in order to indicate the reliability of the scales used in the questionnaire (paragraph 4.7.2) and to calculate the relationship means.

#### **5.4.1 EMPLOYEES' PERCEPTIONS OF THE SOLIDARITY MOVEMENT'S CORPORATE BRAND COMPONENTS**

In this section the focus was on the corporate branding components (paragraph 3.3) encapsulated in specific theoretical statement number 3. Four questions were asked in order to determine employees' perceptions regarding the components of the corporate brand. These questions are separately discussed in this section (paragraph 4.4.3.1.3).

Each of the different components of the corporate brand was individually explained in Chapter 3 (paragraphs 3.3.1-3.3.7): physical attributes; company name and subsidiary brands; strategic vision and values; employees; corporate culture and heritage; products and services and corporate moral.

##### **5.4.1.1 Statements, means and standard deviations**

In Table 5.8 the percentages pertaining to employees' perceptions regarding the Solidarity Movement's corporate brand components are presented, as asked in Question 11 of the questionnaire (paragraph 4.4.3.1.3).

**Table 5.8****Statements regarding employees' perceptions of the Solidarity Movement's corporate brand**

	Yes (%)	No (%)
a) The Solidarity Movement logo, physical appearance of the buildings, the letterheads, web page and internal newsletter.	98.6	1.4
b) The Solidarity Trade Union.	100	0.0
c) The Solidarity Movement name.	98.6	1.4
d) Solidarity Research Institution	96.5	3.5
e) Maroela Media	88.0	12.0
f) That which the Solidarity Movement strives to be and do (as contained in the Solidarity Movement Building Plan).	96.5	3.5
g) Akademia	93.0	7.0
h) All employees of the Solidarity Movement	95.8	4.2
i) The Solidarity Property Company	87.2	12.8
j) The products/services delivered by the Solidarity Movement.	98.6	1.4
k) The Campus	97.2	2.8
l) Kraal Publishers	84.6	15.4
m) FAK	76.2	23.8
n) AfriForum	97.9	2.1
o) Solidarity Growth Fund	96.5	3.5
p) The bursaries, occupational training and employment placement provided by Solidarity Helping Hand.	95.1	4.9
q) The Solidarity Investment Company and Solidarity Financial Services.	93.7	6.3
r) The upliftment undertaken among poor people by the Solidarity Movement.	93.0	7.0
s) Sol-Tech	97.2	2.8
t) Radio Solidarity	89.4	10.6
u) Solidarity Helping Hand	98.6	1.4

**Table 5.8 (continued): Statements regarding employees' perceptions of the Solidarity Movement's corporate brand**

	Yes (%)	No (%)
v) The internal values and convictions embedded in the origin of the Mine Workers' Union.	93.7	6.3
w) The Virseker Trust	71.1	28.9
x) All verbal and non-verbal communication that emanates from the organisation.	93.7	6.3
y) That which external stakeholders say about the Solidarity Movement.	79.6	20.4
z) Solidarity member benefits	96.5	3.5

From Table 5.8 it is clear that respondents, perceived all the different options to form part of the Solidarity Movement's corporate brand. Interestingly, 71.1% of the respondents indicated that the Virseker Trust did form part of the Solidarity Movement's corporate brand, when this is not actually the case. Furthermore, 76.2% of the respondents indicated that the FAK, which, just like all the organisations, recently merged with the Solidarity Movement, formed part of the Solidarity Movement's corporate brand, which is a lower percentage than the rest of the responses. All the respondents indicated that the Solidarity Trade Union did form part of the corporate brand.

#### **5.4.1.2 Factor analysis**

Starting with Question 11, eight factors were extracted through principal axis factor analysis with Oblimin rotation. These eight factors explained 68% of the total variance in all the statements of the specific question. Seeing that these factors explained more than 50% of the total variance, this may be regarded as a satisfactory variance. These questions were Yes / No questions and were recoded as 1 for Yes and 0 for No in order to perform a factor analysis (see paragraph 4.4.3.1.3).

Communalities varied between 0.30 and 0.70, which is regarded as sufficient.

**Table 5.9: Factor analysis results for the perceptions of the corporate brand components**

Pattern Matrix <sup>a</sup>								
	Factor							
	1	2	3	4	5	6	7	8
11L- Kraal Publishers	1.019							
11E- Maroela Media	.734			.211				
11M- FAK	.693							
11Y- That which external stakeholders say about the Solidarity Movement		.709						
11X- All verbal and non-verbal communication that emanates from the organisation		.526		-.247				
11P- The bursaries, occupational training and employment placement provided by Solidarity Helping Hand		.469			.249			
11Z- Solidarity member benefits		.435						
11W The Virseker Trust	.215	.279				.210		
11K- The Campus			-.693					-.249
11H- All employees of the Solidarity Movement			-.637	-.204	.291			-.201
11J- The products/services delivered by the Solidarity Movement	.205		-.607	.341				
11C The Solidarity Movement name			-.582					
11G- Akademia	.452		-.221	-.602		.217		

**Table 5.9 (continued): Factor analysis results for the perceptions of the corporate brand components**

Pattern Matrix <sup>a</sup>								
	Factor							
	1	2	3	4	5	6	7	8
11U- Solidarity Helping Hand					.894		-.260	
11F- That which the Solidarity Movement strives to be and do (as contained in the Solidarity Movement Building Plan).					.411		.215	
11V- The internal values and convictions embedded in the origin of the Mine Workers' Union.			-.216		.327		.311	
11I- The Solidarity Property Company						.806		
11O- Solidarity Growth Fund			-.212	.287		.664		-.217
11Q- The Solidarity Investment Company and Solidarity Financial Services.	.264		.311			.546	.214	
11D-Solidarity Research Institute			-.202			.502		
11T- Radio Solidarity						.453		
11R- The upliftment undertaken among poor people by the Solidarity Movement.		.293					-.587	
11A- The Solidarity Movement logo, physical appearance of the buildings, the letterheads, web page and internal newsletter.								
11N- AfriForum								-.777
11S- Sol-Tech				-.272				-.299

Eight factors were identified from this pattern matrix. They were identified as subsidiary brands (Factor 1), communication and products and services (Factor 2), employees, subsidiary brands and products and services (Factor 3), subsidiary brands (Factor 4), strategic vision, values and CSR (Factor 5), products and services (Factor 6), strategic vision and values (Factor 7), and subsidiary brands (Factor 8). Factors 1, 4 and 8 were grouped together because all three factors measured whether employees perceived the subsidiary brands of the Solidarity Movement as forming part of the corporate brand of the company. Factors 5 and 7 were also grouped together for the same reason.

Statement 11 B did not form part of the pattern matrix as all respondents answered that the Solidarity trade union did indeed form part of the Solidarity Movement's corporate brand. Statement 11a on the Solidarity Movement's logo, the physical appearance of the

buildings, letterheads, website and internal newsletter forming part of the Solidarity Movement's corporate brand did not load within any of the factors grouped together and was analysed on its own in further analyses.

#### 5.4.1.2.1 Subsidiary brands

The statements that were intended to measure whether employees perceived subsidiary brands to form part of the Solidarity Movements' corporate brand were statements 11b-e, g, i-q, s-u, w and z. The following statements were grouped together: 9l, e, m, g, w, s and n. It is understandable that all the factors that were intended to be grouped within this factor did not do so as some of the subsidiary brands had only recently merged to form part of the Solidarity Movement.

#### 5.4.1.2.2 Communication and products and services

For this factor, statements 11y, x, p and z were grouped together. Statements x and y were included in the questionnaires to see if respondents perceived corporate communication and reputation as components of the corporate brand. Although both these concepts were not identified as forming part of the corporate brand, they are closely related to it. Both statements 11z (Solidarity Member benefits) and p (the bursaries, career guidance and work placement of Solidarity Helping Hand) are products and services of the Solidarity Movement.

#### 5.4.1.2.3 Employees, subsidiary brands and products and services

The statements grouped together for this factor were statements 11k, h, j and c. Within this factor, statements related to the physical attributes of the company (11c), subsidiary brands (11k), employees of the Solidarity Movement (11h) and the products and services offered and delivered by the Solidarity Movement (11j) were grouped together. It is evident that respondents could not distinguish between subsidiary brands, such as The Campus and Kraal Publishers and the products and services of the Solidarity Movement.

#### 5.4.1.2.4 Vision, values and corporate moral

Within this factor components regarding the strategic vision and values (11f), corporate culture and heritage (11v) and corporate moral (11u and r) were grouped together. Statement 11p was also intended to be grouped within this factor, although it grouped with Factor 2 as a product/service. Due to a low alpha-coefficient of vision, values and CSR it was decided to report separately on the three statements pertaining to this factor. A factor analysis was thus not conducted.

#### 5.4.1.2.5 Products and services

Statements 11i, o, q, d and t were grouped together to form this factor. Solidarity, Solidarity Growth Fund, Solidarity Investment Company and Solidarity Financial Services, Solidarity Research Institute and Radio Solidarity all grouped together. Statement 11j regarding the products and services delivered by the Solidarity Movement was not grouped within this factor, but with Factor 3.

### 5.4.1.3 Reliability and means of factors

The results from Cronbach's coefficient alpha and means for the different factors are presented in Table 5.10.

**Table 5.10:** Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations.

Factor	N	Alpha-coefficient	Mean-Inter Item Correlations	Mean	Std. Deviation
Factor 1: Subsidiary brands	143	0.78	0.33	0.87	0.21
Factor 2: Communication and products/services	143	0.58	0.27	0.91	0.18
Factor 3: Employees, subsidiary brands and products and services	143	0.70	0.39	0.98	0.11

**Table 5.10 (continued): Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations.**

Factor	N	Alpha-coefficient	Mean-Inter Item Correlations	Mean	Std. Deviation
Factor 5: Products and services	143	0.74	0.39	0.93	0.18

From the results depicted in Table 5.10, it is evident that a high internal consistency was found for factors 1-3 and 5. The internal consistency of Factor 4 was low and thus the different statements pertaining to this factor were regarded separately in further analyses.

The guideline for the mean-inter item correlations to be sufficient is a value of between 0.15 and 0.55 according to Clarke and Watson (1995). All factors fell within this ratio indicating sufficiency. When completing Question 11, the respondents had to choose either Yes or No, with 1 being Yes and 0 being No. All factors scored close to 1.00, indicating that respondents felt that all these components did indeed form part of the Solidarity Movement's corporate brand.

From the respondents' answers it was evident that they could not fully distinguish between a subsidiary brand of the company and a product/service delivered by the company. Respondents indicated that all the options did indeed form part of the corporate brand of the Solidarity Movement, which included a wrong option, namely the Virseker Trust which did not form part of the Solidarity Movement's subsidiary brands or products/services. This underlines the fact that due to the recent merger of all the different subsidiary brands, respondents were still confused as to which were brands under the corporate brand and which were products/services offered by the company.

With regard to the subsidiary brands (Factor 1) respondents indicated that Kraal Publishers, Maroela Media, The Campus, Virseker Trust, Akademia, Afriforum, Sol-Tech

and the FAK did indeed form part of the Solidarity Movement corporate brand. Although respondents indicated that it did form part of the corporate brand, the mean score for this component was lower than the rest (mean=0.87). Some of these companies had recently joined the Solidarity Movement and thus one can understand that employees could identify the Virseker Trust as part of the corporate brand, although this is not the case. The two companies do however have close ties. Respondents thus indicated that subsidiary brands did in fact contribute to the corporate brand, as indicated in literature (paragraph 3.3.2).

With regard to the communication and products and services factor (Factor 2) 93.7% (N=143) of the respondents indicated that all verbal and non-verbal communication did contribute to the corporate brand and 93.7% (N=143) of the respondents indicated that the company's reputation also formed part of the corporate brand. Furthermore, most of the respondents indicated that all that Solidarity Helping Hand did and the Solidarity Member benefits are products and services of the company which formed part and contributed to the corporate brand, as indicated in literature (paragraph 3.3.6). Although corporate reputation were not identified in the literature as a contributing component of the corporate brand, it is closely related to the concept and often confused with the corporate brand, as is the case here (3.2 refers). Again, it is evident that respondents could not clearly distinguish between what did form part of the corporate brand, and what did not; therefore this needs to be addressed by management in order to form a clear picture of the company's corporate brand in the minds of the respondents.

Employees, subsidiary brands and products and services were grouped together as factor 3. Ninety eight point six percent (98.6%) of the respondents indicated that the products/services delivered by the Solidarity Movement did contribute to the corporate brand as well as 98.6% who indicated that the Solidarity Movement's company name was an important component of the corporate brand (95.8%), concurring with the literature (paragraphs 3.3.1, 3.3.2, 3.3.5 and 3.3.6). From the mean (0.98) it is evident that respondents felt strongly that every employee, The Campus, the Solidarity Movement's company name and all the different products and services of the company contributed to the corporate brand.

With a mean of 0.93 for the factor regarding products and services (Factor 5) respondents indicated clearly that they perceived The Solidarity Property Company, Solidarity Growth Fund, Solidarity Investment Company and Solidarity Financial Services, Solidarity Research Institute and Radio Solidarity as all forming part of the corporate brand. This unmistakably indicates that respondents regard the different products and services of the Solidarity Movement as forming part of the corporate brand. This is once again, in line with literature (paragraph 3.3.6).

In the next section respondents' response to Question 12 are analysed. Question 12 had several options which enabled the respondents to select the options that best described their opinion regarding the different components of the corporate brand.

#### 5.4.2.1 Statements, means and standard deviations

In Table 5.11, the percentages, mean scores and standard deviations of participant's responses to statements in Question 12, pertaining to employees' perceptions regarding the Solidarity Movement's corporate brand components are depicted.

**Table 5.11: Statements regarding employees' perceptions of the Solidarity Movement's corporate brand**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
a)	I am proud to wear clothes/items bearing the Solidarity Movement logo.	0.70	6.30	43.40	49.70	3.42	0.64
b)	The Solidarity Movement logo shows me what the Solidarity Movement is.	2.10	7.00	58.70	32.20	3.21	0.66
c)	I like the Solidarity Movement logo.	1.40	9.10	52.4	37.10	3.25	0.68
d)	I associate myself with the Solidarity Movement name.	0.00	1.40	52.40	46.20	3.45	0.53

**Table 5.11 (continued): Statements regarding employees' perceptions of the Solidarity Movement's corporate brand**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
e)	The Solidarity Movement name contributes positively to the corporate brand of the organisation.	0.00	0.70	53.80	45.50	3.45	0.51
f)	All of the organisations within the Solidarity Movement make a positive contribution to the Solidarity Movement brand.	0.70	9.10	53.80	36.40	3.26	0.65
g)	The Solidarity Movement's Building Plan is reflected in the organisation's brand.	0.70	8.40	62.20	28.70	3.19	0.60
h)	The Solidarity Movement is based on Christian values.	0.00	3.50	42.70	53.80	3.50	0.57
i)	I am part of the Solidarity Movement's corporate brand.	0.70	2.90	47.50	48.90	3.45	0.59
j)	I play an important role in communicating the strategy and values of the Solidarity Movement to the stakeholders of the organisation. .	0.00	4.20	44.10	51.70	3.48	0.58
k)	It is a priority for the top management of the Solidarity Movement to let workers feel part of the corporate brand.	0.00	11.20	43.40	45.50	3.34	0.67
l)	I market the organisation to my friends and family.	0.70	1.40	42.30	55.60	3.53	0.57

**Table 5.11 (continued): Statements regarding employees' perceptions of the Solidarity Movement's corporate brand**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
m)	I understand the extent to which I contribute to the success of the organisation.	0.00	4.20	43.00	52.80	3.49	0.58
n)	My colleagues share the same Christian values as the organisation.	2.80	10.50	47.60	39.20	3.23	0.75
o)	I am positive about the organisation's culture.	0.70	6.30	55.20	37.80	3.30	0.62
p)	The corporate brand demonstrates that the Solidarity Movement had its origin in the Mining Union.	4.90	33.60	47.60	14.00	2.70	0.77
q)	The products and services delivered by the divisions and organisations within the Solidarity Movement contribute to what the Solidarity Movement is and wishes to be.	0.00	1.40	57.30	41.30	3.40	0.52
r)	That which Solidarity Helping Hand does in the community shows me what the Solidarity Movement is.	1.40	9.20	59.20	30.30	3.18	0.65
s)	I recommend friends and family to become part of the Solidarity Movement.	0.00	1.40	47.90	50.70	3.49	0.53
t)	I contribute in my daily activities to the Solidarity Movement brand.	0.00	0.70	46.90	52.40	3.52	0.52

The mean of the statement *the corporate brand demonstrates that the Solidarity Movement had its origin in the Mining Union* was calculated at 2.70, which implies that this statement indicated a tendency towards a negative response. The two statements *I market the organisation to my friends and family* and *I contribute in my daily activities to the Solidarity Movement brand* received the highest mean score, indicating that employees strongly agreed to marketing the Solidarity Movement to family and friends and that they strongly felt that they made a daily contribution to the Solidarity Movement's corporate brand.

From Table 5.11 it thus seems that the respondents were more positive than negative, regarding the corporate brand of the Solidarity Movement.

#### 5.4.2.2 Factor analysis

Five factors were extracted through principal axis factor analysis with Oblimin rotation, and explained 65% of the total variance in all the statements of the specific question. Seeing that these factors explained more than 50% of the total variance, this may be regarded as a satisfactory variance. These factors are discussed in the section below.

Communalities varied between 0.30 and 0.70, which is regarded as sufficient, except for statement 12s which was higher than 0.70.

**Table 5.12: Factor analysis results for components of corporate branding**

Pattern Matrix <sup>a</sup>					
	Factor				
	1	2	3	4	5
12S- I recommend friends and family to become part of the Solidarity Movement.	.974				
12L- I market the organisation to my friends and family.	.698			.244	
12Q- The products and services delivered by the divisions and organisations within the Solidarity Movement contribute to what the Solidarity Movement is and wishes to be.	.399		.388		
12A- I am proud to wear clothes/items bearing the Solidarity Movement logo.	.303				

**Table 5.12 (continued): Factor analysis results for components of corporate branding**

Pattern Matrix <sup>a</sup>					
	Factor				
	1	2	3	4	5
12B- The Solidarity Movement logo shows me what the Solidarity Movement is.		.861			
12C- I like the Solidarity Movement logo.		.775			
12E- The Solidarity Movement name contributes positively to the corporate brand of the organisation.		.496	.200		.321
12D- I associate myself with the Solidarity Movement name.	.320	.369			.336
12P- The corporate brand demonstrates that the Solidarity Movement had its origin in the Mining Union.		.281			
12F- All of the organisations within the Solidarity Movement make a positive contribution to the Solidarity Movement brand.			.675		
12H- The Solidarity Movement is based on Christian values.	.289		.599		
12N- My colleagues share the same Christian values as the organisation.			.530		
12R- That which Solidarity Helping Hand does in the community shows me what the Solidarity Movement is.			.441		
12G- The Solidarity Movement's Building Plan is reflected in the organisation's brand.		.284	.405		
12O- I am positive about the organisation's culture.	.215	.208		.628	
12K- It is a priority for the top management of the Solidarity Movement to let workers feel part of the corporate brand.			.201	.484	.360
12J- I play an important role in communicating the strategy and values of the Solidarity Movement to the stakeholders of the organisation.					.691
12T- I contribute in my daily activities to the Solidarity Movement brand.					.687
12I- I am part of the Solidarity Movement's corporate brand.	.250				.600
12M- I understand the extent to which I contribute to the success of the organisation.				.355	.583

The five factors identified were employee marketing (Factor 1), physical attributes and subsidiary brands (Factor 2), strategic vision, corporate moral and corporate culture and heritage and subsidiary brands (Factor 3), employees (Factor 4) and employees (Factor

5). Factors 4 and 5 were grouped together since both measured the same component, namely employees and were intended to be grouped together, (Table 4.1). These four factors were in line with the constructs to be measured, although they grouped differently than anticipated (Table 4.1).

#### 5.4.2.2.1 Employee marketing

The statements that were intended to measure whether employees perceived themselves as forming part of the corporate brand of the company were statements 12i-m, s and t. Statements regarding the employees (Factor 4) of the company that were grouped within this factor were 12s and l. Statement 12a regarding employees' pride in wearing items with the Solidarity Movement logo was also grouped within this factor, which had been intended to group with Factor 2. Furthermore, statement 12q was also grouped within this factor with regard to the different products and services of the different departments and organisations forming part of the Solidarity Movement. It is however understandable that these factors were grouped within factor 1, as it could be perceived as the Solidarity Movement's corporate brand being marketed to employees.

#### 5.4.2.2.2 Physical attributes and subsidiary brands

The statements intended to measure employees' perceptions regarding the physical attributes, company name and subsidiary brands were statements 12a-c and 12 d-f respectively. Statement 12a was grouped with Factor 1 while 12p was also grouped with this factor and 12f with Factor 3. Statement 12a could have been perceived as marketing to employees, 12p as implicating the name of the Solidarity Movement and 12f as forming part of the heritage of the company.

#### 5.4.2.2.3 Strategic vision and values, corporate moral and corporate culture and heritage and subsidiary brands

This factor measured employees' perceptions regarding the strategic vision and values, corporate moral and corporate culture as forming part of the corporate brand of the Solidarity Movement. Within this factor, three factors were grouped together, namely strategic vision and values (statements 12g-h), corporate moral (statements 12r) and corporate culture and heritage (statements 12n-p). Statement 12f was also grouped

within this factor, while statements 12m (strategic vision and values) was grouped with Factor 5, 12o (corporate culture and heritage) with Factor 4, and 12p (corporate culture and heritage) with Factor 2. As with question 11 (Factor 5, paragraph 7.2.4), these factors were grouped together.

#### 5.4.2.2.4 Employees

Statements grouped within this factor were 12i-k, t, m and o. Statement 12s was also intended to group within this factor but was instead grouped with Factor 1 on employee marketing. Statement 12o grouped as part of this factor, instead of as a part of Factor 3.

#### 5.4.2.3 Reliability and means of factors

The reliability and means of the above-mentioned factors are presented in Table 5.13.

**Table 5.13:** Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations.

Factor	N	Alpha-coefficient	Mean-Inter Item Correlations	Mean	Std. Deviation
Factor 1: Employee marketing	143	.85	.60	3.46	.47
Factor 2: Physical attributes	143	.81	.49	3.21	.48
Factor 3: Strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands	143	.79	.44	3.27	.48
Factor 4: Employees	143	.88	.56	3.42	.47

From Table 5.13 it is evident that a satisfactory internal consistency was found for all four factors regarding the components of corporate branding. All four factors exceed the guideline for the alpha-coefficient of a value of about 0.7, with Factor 1 scoring 0.85,

Factor 2 scoring 0.81, Factor 3 scoring 0.79 and Factor 4 scoring 0.88, indicating satisfactory internal consistency.

The guideline for the mean-inter item correlations to be sufficient is a value of between .15 and .55. Although both Factors 1 and 4 just exceed this ratio, the mean-inter item can still be regarded as indicating reliability.

All four of these factors received more positive than negative responses indicating that employees had a tendency to positively perceive all the factors as contributing to the corporate brand of the Solidarity Movement.

The factor regarding employee marketing (Factor 1) highlighted the point that respondents feel so positive towards the Solidarity Movement that they would encourage family and friends to form part of and market (mean=3.52) the Solidarity Movement (mean=3.49) to them. They also felt proud to wear items which displayed the company logo. It was pointed out in paragraph 3.3.5 that employees are often seen as “ambassadors” of the corporate brand, playing an important role in transmitting, delivering and representing the corporate brand to stakeholders, as is the case here in that they encourage family and friends to join the Movement. Considering that the company recently underwent a process of mergers it is interesting to note that respondents nevertheless had a tendency to positively perceive the products and services of the different organisations and companies residing under the Solidarity Movement umbrella, as contributing to the corporate brand. The literature clearly states (see paragraph 3.3.6) that products and services contribute to corporate branding as they impact on image and reputation through their association with the parent company. Employees also perceived the different products/services as doing just that.

Concerning the responses received about the physical attributes factor (Factor 2), respondents perceived the company logo (as a physical attribute) as contributing positively to the corporate brand: 52.40% agreed that they liked the logo while 58.70% of the respondents perceived the Solidarity Movement logo as showcasing the Solidarity Movement (Table 5.9). As mentioned in paragraph 3.3.1, physical attributes, in this case the logo and company name, could be an important visual manifestation of the corporate brand that may enable employees to associate an experience with a specific brand,

which in turn may lead to a positive perception of the company. Respondents also perceived the Solidarity Movement name as contributing positively to the corporate brand of the company and indicated that they could identify with the company name. Interestingly, the statement: the corporate brand demonstrates that the Solidarity Movement had its origin in the Mining Union scored a mean of 2.70, which indicated that respondents did not necessarily think that the corporate brand showcased the heritage of the Solidarity Movement as part of the Mineworkers Union.

From the results of responses on the strategic vision and values, corporate moral as well as the corporate culture and heritage factor (Factor 3) it is clear that respondents had a tendency to positively perceive the subsidiary brands component as contributing positively to the corporate brand of the Solidarity Movement (mean=3.26). Sixty-two point two percent (62.20%) (N=143) of the respondents agreed that the vision of the company was encapsulated in the corporate brand. Respondents also indicated strongly that the Solidarity Movement was built on Christian values (mean=3.50) which were shared by colleagues (mean=3.23). The literature states that the core values for which the corporate brand stands should be expressed to attract and orient employees around that which differentiates the company, so that the vision of the latter is articulated through the corporate brand and the vision and corporate brand are aligned (paragraph 3.3.3). It is important that the claimed values of the corporate brand must be aligned with the values of employees, as is the case in this instance (paragraph 3.3.5). Respondents furthermore agreed that Solidarity Helping Hand's projects in the community showcased the Solidarity Movement, indicating that the respondents positively perceived CSR as forming part of the corporate brand of the Solidarity Movement (paragraph 3.3.7).

With regard to the employees factor (Factor 4), respondents seemed to perceive it as being a priority of management to make employees feel part of the corporate brand. The fact that the respondents indicated their tendency to positively feel part of the corporate brand and that they played an important role in communicating the strategy and values of the Solidarity Movement to stakeholders and other companies is in accordance with literature where the important role that employees play in transmitting the corporate brand to stakeholders are underlined (paragraph 3.3.5). This underlines the importance of clearly communicating the corporate brand to employees in that they play such an important role in transmitting the corporate brand. 52.40% (mean=3.52) of respondents

had a tendency to totally agree with the statement that they contributed to the corporate brand through their daily work.

#### **5.4.2 EMPLOYEES' PERCEPTIONS OF THE MANAGEMENT OF THE SOLIDARITY MOVEMENT'S CORPORATE BRAND**

Employees' perceptions regarding the management of the Solidarity Movement's corporate brand are discussed based on specific theoretical statement number 4:

**The Solidarity Movement should manage its corporate brand in such a manner as to build and maintain positive perceptions about the management thereof in the minds of employees.**

The constructs derived from literature (paragraphs 3.4.1-3.4.8) in relation to the effective management of the corporate brand were the following: top management involvement; a multi-disciplinary approach; aligning vision, culture and image; managing the roles of employees; consumer interaction and involvement; consistent corporate communication and continuous monitoring of the corporate brand for relevance and distinctiveness. These constructs are discussed in the next section in order to determine employees' perceptions regarding the management of the corporate brand (Table 4.3).

##### **5.4.2.1 STATEMENTS, MEANS AND STANDARD DEVIATIONS**

Table 5.14 presents the percentages, mean scores and standard deviations of respondents' responses to statements pertaining to employee perceptions regarding the management of the Solidarity Movement's corporate brand.

**Table 5.14: Statements on the management of the corporate brand, means and standard deviation**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
a)	Top management is responsible for the development, maintenance and direction of the Solidarity Movement corporate brand.	0.00	10.60	57.70	31.70	3.21	0.62
b)	Mr Flip Buys is the top manager of the Solidarity Movement corporate brand.	0.70	8.40	37.80	53.10	3.43	0.68
c)	Top management ensures that input is given by each department for continuous development of the corporate brand.	2.10	10.50	53.80	33.60	3.12	0.70
d)	Top management makes sure that each department contributes to the living out of the corporate brand.	0.00	11.20	51.70	37.10	3.26	0.65
e)	Top management ensures that the strategy of the Solidarity Movement brand is visible through the actions of the organisation.	0.00	4.20	58.70	37.10	3.33	0.55
f)	The Christian values of the Solidarity Movement are visible in everything that the organisation <b>says</b> .	2.10	5.60	57.70	34.50	3.25	0.35
g)	The Christian values of the Solidarity Movement are visible in everything that the organisation <b>does</b> .	2.10	9.90	57.00	31.00	3.17	0.68

**Table 5.14 (continued): Statements on the management of the corporate brand, means and standard deviation**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
h)	Top management constantly evaluates the Solidarity Movement brand.	0.00	7.80	58.90	33.30	3.26	0.59
i)	Only the Communication Division is responsible for the extension of the Solidarity Movement brand.	40.10	47.20	9.20	3.50	2.24	0.76
j)	Top management ensures that the Solidarity Movement organisation's culture, strategy and image are in alignment.	0.70	5.00	65.20	29.10	3.23	0.57
k)	Top management ensures that the Solidarity Movement brand is communicated to employees.	0.00	7.70	67.10	25.20	3.17	0.55
l)	Employees are managed in such a way that they form part of the Solidarity Movement brand.	1.40	11.20	65.00	22.40	3.08	0.62
m)	Top management devotes time to ensuring that employees' values accord with those of the organisation.	2.10	18.20	58.70	21.00	2.99	0.69
n)	What the organisation is, is clearly communicated in everything that the Solidarity Movement <b>says</b> .	0.70	4.90	65.70	28.70	3.22	0.56
o)	What the organisation is, is clearly communicated in everything that the Solidarity Movement <b>does</b> .	0.70	7.70	61.30	30.30	3.21	0.61

**Table 5.14 (continued): Statements on the management of the corporate brand, means and standard deviation**

		Totally disagree (%)	Disagree (%)	Agree (%)	Totally agree (%)	Mean	Std. Deviation
p)	Top management ensures that the Solidarity Movement brand is relevant.	0.70	2.80	61.50	35.00	3.31	0.56
q)	The Solidarity Movement brand is managed in such a way that I wish to have a long-term relationship with the organisation.	0.00	1.40	53.50	45.10	3.44	0.53

From Table 5.14 it is clear that the majority of statements reflected a tendency towards a positive response as only two questions scored below 3. These scores are highlighted. The statements which seem to receive more negative responses; refer to this statement: *Top management devotes time to ensuring that employees' values accord with those of the organisation and only the Communication Division is responsible for the extension of the Solidarity Movement brand.* From the highlighted scores in Table 5.14 it seems that respondents, in their opinion, felt that management did not spent time to ensure that the values of the company and those of the employees are aligned. In question 12, respondents were of the positive perception that the Solidarity Movement is grounded on Christian values and that, in their minds, employees shared the same values (statements 12h and n respectively). From the response to question 13m it seemed that, although values were shared, it was not because of something management did. Furthermore respondents also felt that it was not just the responsibility of the Communications department to ensure that the Solidarity Movement's corporate brand was lived out.

Respondents felt more positive than negative that the Solidarity Movement's corporate brand was managed in such a manner that this led to them wanting a long-term

relationship with the company. The majority of respondents also saw Mr Flip Buys (CEO of the Solidarity Movement) as the manager of the Solidarity Movement's corporate brand.

#### 5.4.2.2 Factor analysis

Through principal axis factor analysis with Oblimin rotation, four factors were extracted. These explained 69.83% of the total variance in all the statements of the specific question. Considering that these factors explained more than 50% of the total variance, this may be regarded as a satisfactory variance.

Most of the communalities varied between 0.30 and 0.70, which is regarded as sufficient. Some did however, exceed this ratio.

**Table 5.15:** Factor analysis results for management of the corporate brand

Pattern Matrix <sup>a</sup>				
	Factor			
	1	2	3	4
13P- Top management ensures that the Solidarity Movement brand is relevant.	.903			
13N- What the organisation is, is clearly communicated in everything that the Solidarity Movement <b>says</b> .	.822			
13O- What the organisation is, is clearly communicated in everything that the Solidarity Movement <b>does</b> .	.730		.206	
13J- Top management ensures that the Solidarity Movement organisation's culture, strategy and image are in alignment.	.525			-.214
13Q- The Solidarity Movement brand is managed in such a way that I wish to have a long-term relationship with the organisation.	.523		.270	
13H- Top management constantly evaluates the Solidarity Movement brand.	.522	.224		
13K- Top management ensures that the Solidarity Movement brand is communicated to employees.	.520	.283		
13L- Employees are managed in such a way that they form part of the Solidarity Movement brand.	.462	.326		.234
13C- Top management ensures that input is given by each department for continues development of the corporate brand.		.800		.368
13D - Top management make sure that each department contributes to the living of the corporate brand	.235	.715		.216

**Table 5.15 (continued): Factor analysis results for management of the corporate brand**

Pattern Matrix <sup>a</sup>				
	Factor			
	1	2	3	4
13A- The top management is responsible for the development, maintenance and direction of the Solidarity Movement corporate brand.		.599		-.309
13E- Top management ensures that the strategy of the Solidarity Movement brand is visible through the actions of the organisation.	.207	.564	.252	
13B- Mr Flip Buys is the top manager of the Solidarity Movement corporate brand.		.533		-.279
13F- The Christian values of the Solidarity Movement are visible in everything that the organisation <b>says</b> .			.933	
13G- The Christian values of the Solidarity Movement are visible in everything that the organisation <b>does</b>			.840	
13M- Top management devotes time to ensuring that employees' values accord with those of the organisation.	.395		.404	
13I- Only the Communication Division is responsible for the extension of the Solidarity Movement brand.				.205

The different principles as identified in literature were grouped together to form these four factors and will be discussed as such. The four factors identified were: managing employees, communicating and monitoring the corporate brand (Factor 1); top management's involvement (Factor 2); aligning vision, culture and image (Factor 3) and taking a multi-disciplinary approach (Factor 4). Considering that both Factors 2 and 4 measured the approach taken to manage the corporate brand, these two factors were grouped together to form Factor 2. These factors were in line with the constructs to be measured (Table 4.3).

#### 5.4.2.2.1 Managing employees, building of long-term relationships, communicating and monitoring of the corporate brand

The statements that together measured whether employees perceived the company's management of the role that employees play during the corporate branding process as either negative or positive, were statements 13l-m, the consistent management of corporate communication, whereas statements 13k, n and o and statements 13h and p measured employees' perceptions regarding the continuous monitoring of the corporate brand for relevance and distinctiveness. With regard to the building of long-term mutually

beneficial relationships, statement 13q was applicable. Statement 13j was also grouped within this factor which were originally grouped to the alignment of the vision, culture and image (Appendix 4.1 for questionnaire).

#### 5.4.2.2.2 Top management's involvement and approach

In paragraphs 3.4.1 and 3.4.2, it was argued that for the specific purpose of this study, one element of the effective management of the corporate brand is top management involvement (13a-b) (13c-d). These statements were grouped together to measure respondents' perceptions regarding top management's involvement and approach to management of the corporate brand.

#### 5.4.2.2.3 Aligning vision, culture and image

During the factor analysis, statements 13e, f, m and g were grouped together for this specific factor. Statement 13j regarding management ensuring that the company's organisation culture, strategy and image were aligned was grouped with Factor 1 on the management of employees and the monitoring and communication of the corporate brand, although it was anticipated that it would be grouped within this factor.

#### 5.4.2.3 Reliability and means of factors

The reliability and means of the above mentioned factors are presented in Table 5.16.

**Table 5.16:** Summary of factors, number of respondents, Cronbach's coefficient Alpha, mean-inter item correlations, means and standard deviations.

Factor	N	Alpha-coefficient	Mean-Inter Item Correlations	Mean	Std. Deviation
Factor 1: Managing employees, building of long-term relationships, communication and monitoring of the corporate brand	143	0.90	.54	3.24	.44
Factor 2: Top management's involvement	143	0.80	.50	3.27	.52
Factor 3: Aligning vision, culture and image	143	0.85	.58	3.38	.53

From the results depicted in Table 5.16, it is evident that a satisfactory internal consistency was found for the factors regarding the management of the corporate brand. This means that all the factors' factor scores could be used to represent the above mentioned dimensions.

All the factors scored between the values of 0.15 and 0.55, further indicating the reliability of the factors. Although Factor 3 indicated a mean-inter item correlation of .58, it may still be regarded as reliable.

The mean of factor 1 on managing employees, long-term mutual beneficial relationships, consistent corporate communication and the continuous monitoring of the corporate brand indicated that this factor received more positive responses than negative responses (mean=3.24). With regard to the managing of employees, respondents indicated that, in their opinion, they were managed in such a manner that they felt part of the Solidarity Movement's corporate brand and that management ensured that the corporate brand was communicated to them. Considering that the corporate brand is an explicit promise between the company and employees, it appears that management is grasping the importance of clearly communicating the corporate brand to employees and

managing the corporate brand in such a manner that employees felt part thereof (paragraph 3.4.4). Sixty-seven point one percent (67.10%) of respondents indicated that management made sure that the corporate brand was communicated to them. This accords with the literature in so far as in the respondents' opinion it appears that messages are managed in such a manner that the communications were aligned, coordinated and integrated (paragraph 3.4.7). Respondents were more positive that "who the company is" was communicated through all that the company did and said. With regard to the continuous monitoring of the corporate brand, respondents strongly indicated (33% strongly agreed and 58.90% agreed) that this was done frequently, as deemed important in literature (paragraph 3.4.8). Respondents additionally felt strongly that the Solidarity Movement's corporate brand was managed in such a manner that this resulted in them wanting to have a long-term relationship with the company, with only 1.4% of the respondents not agreeing with this point of view. This is in accord with the literature which states that corporate branding can be an important means in creating, nurturing and sustaining relationships (3.4.6 refers). With regard to respondents' perceptions of the management of the Solidarity Movement's corporate brand, it was also positive. Employees perceived the corporate brand to be consistently communicated and continuously monitored. This can be quite a feather in management's cap as the Solidarity Movement corporate brand is relatively new, yet because of the company's high public profile exercised on a daily basis and the various contact points of all the brands and services/products delivered, the corporate brand is still perceived as being consistently communicated.

Factor 2 concerns employee perceptions of top management's approach to and involvement in the corporate brand. Results indicated that respondents strongly viewed the CEO of the company, Mr. Flip Buys as the brand manager (mean=3.43) (paragraph 3.4.1) and the perception of more than half of the respondents was that top management is responsible for the development, generation and maintenance of the corporate brand. Respondents were however, of the opinion that although top management were responsible overall for the corporate brand it was managed in such a manner that the different companies and departments which form part of the Solidarity Movement's corporate brand contributed to the development and living out of the corporate brand. The literature underlined the importance of ensuring that all the different departments which form part of a company are managed in such a manner as to ensure integration,

coherence and consistency (paragraph 3.4.2). Statement 13I, grouped with Factor 2, indicated that respondents were not of the view that it is the sole responsibility of the Communications department to implement the corporate brand; this was in line with their response that the different departments contribute to the corporate brand.

The alignment of vision, culture and image (Factor 3) indicated that the respondents agreed that these three components were managed in such a manner as to achieve alignment (paragraph 3.4.3). Respondents indicated that management did ensure that the strategy of the company was visible in all that the company did (mean=3.33) and that the Christian values of the Solidarity Movement were visible in all that the company said and did (mean=3.25). However, 58.70% of the respondents agreed and 21.00% totally agreed indicated that management did not spend enough time to ensure that employees' values were aligned with those of the company (mean=2.99). This is interesting as respondents indicated that Christian values were shared by the company's workforce and that Christian values were visible in all that the company said. In their opinion, however this alignment was not as a result of efforts by management to ensure alignment. It is important that employees are fully aware of exactly what the corporate brand entails in order to effectively bring the corporate brand to life. It seemed that respondents indicated that management ensured that the company portrays itself to its employees in such a manner that they can see what the company stands for and that the company vision and values are portrayed through the corporate brand.

The results provided in this chapter make it evident that overall, employee perceptions were more positive towards the Solidarity Movements' corporate brand and the management thereof, than negative.

#### **5.4.3 EMPLOYEES' PERCEPTIONS REGARDING THE CONTRIBUTION OF SOLIDARITY HELPING HAND TO THE SOLIDARITY MOVEMENT'S CORPORATE BRAND**

With regard to Question 14, respondents were asked to answer the following question: To what extent does Solidarity Helping Hand contribute to the establishment and promotion of the Solidarity Movement's corporate brand?

Sixty eight (68) of the respondents answered this specific question, with almost 95% of them agreeing that Solidarity Helping Hand played an important role in the enhancement of the Solidarity Movement's corporate brand and were of the opinion that the career guidance, job placement and community development through education positively formed part of and contributed to the company's corporate brand. Some respondents described Solidarity Helping Hand as showing the "softer" side of the company to stakeholders.

Some of the respondents were also of opinion that Solidarity Helping Hand's projects were aligned with the vision and formed an integral part of the strategy of the Solidarity Movement. According to the respondents, Solidarity Helping Hand is what distinguishes the Solidarity Movement by putting their words into action, unlike other labour unions and political organisations that only "talked" and "moaned". Solidarity Helping Hand, in their opinion, formed part of who the company is. Respondents also felt strongly that the projects of Solidarity Helping Hand were an extension of the Christian values of the Solidarity Movement. They also focused on the importance of not just saying that they were a company grounded on the Christian faith, but that through Solidarity Helping Hand words become visible actions.

## **5.5 RELATIONSHIP BETWEEN PERCEPTIONS OF CSR AND THE CORPORATE BRAND**

In this section the different factors pertaining to CSR and the different corporate branding components are scrutinised in order to determine the relationship between employee perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand and their perceptions of the Solidarity Movement's corporate brand in order to answer the following specific research question (paragraph 1.5.5):

**What is the relationship between employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand, and their perceptions of the Solidarity Movement's corporate brand?**

### **5.5.1 RESPONDENT'S DEMOGRAPHIC INFORMATION IN CONNECTION WITH THE FACTORS RELATING TO CSR AND THE CORPORATE BRANDING COMPONENTS**

This section examines in detail whether there is an association between the demographic information obtained by means of the questionnaire with the factors relating to CSR and corporate branding, as identified in Chapters 2, 3, 4, 6 and 7 to determine if any demographic determinants influenced their perceptions of CSR and/or corporate branding.

In this chapter the p-values are provided for completeness, but since this is an availability study only medium to large effect sizes will be discussed where differences in means are important in practice,  $d=0.5$  or  $0.8$  respectively.

#### **5.5.1.1 T-tests**

A set of T-tests were done to determine whether perceptions of the CSR factors identified and the corporate branding components differed with regard to employees' gender. Results from the T-tests indicated neither statistical nor practical differences between respondents' gender and their perceptions of the different CSR and corporate branding components.

#### **5.5.1.2 Analysis of variance**

ANOVAs were calculated in order to determine whether employees' perceptions of the different CSR and corporate branding factors differed, according to different demographical factors with more than 2 groups. The results of the ANOVAs portrayed no significant differences regarding the age distribution, highest qualification, the different company/subsidiary brands under the Solidarity Movement that respondents worked for or the job-level of the respondents and their perceptions of the company's CSR and corporate branding components. The only demographical factor that showed significant differences were related to the amount of years that respondents have been working for Solidarity.

From Table 5.17 it is evident that there were significant differences between the amount of years that respondents have been with Solidarity and their perceptions regarding the subsidiary brands of the company.

**Table 5.17: Analysis of variance on the amount of years that respondents' have been with Solidarity**

	Less than a year	1-5 years	6-10 years	11-15 years	More than 15 years	F	P	Mean square error
Identification	3.45	3.35	3.17	2.92	3.43	1.77	0.14	0.24
Identification - the focus of Solidarity Helping Hand	3.53	3.42	3.45	3.17	3.46	0.47	0.76	0.24
Long-term mutual beneficial relationships	2.91	2.96	2.86	2.53	3.19	0.90	0.47	0.33
CSR aligned with business strategy	3.44	3.48	3.34	3.17	3.47	0.90	0.46	0.19
Quality of information	2.59	2.55	2.76	2.44	2.77	0.95	0.44	0.33
Completeness and reliability of information	2.27	2.17	2.48	2.29	2.37	1.75	0.14	0.31
Materiality of information communicated	2.34	2.29	2.49	2.33	2.19	0.48	0.75	0.53
Subsidiary brands	0.96	0.87	0.75	1.00	0.88	3.71	0.01	0.04
Communication and products/services	0.94	0.89	0.91	1.00	1.00	1.09	0.36	0.03
Employees, subsidiary brands and products and services	0.98	0.98	0.94	1.00	1.00	0.71	0.58	0.01
Products and services	0.96	0.93	0.88	1.00	0.90	0.81	0.52	0.03
Employee marketing	3.44	3.43	3.46	3.38	3.66	0.44	0.78	0.23
Physical attributes and subsidiary brands	3.05	3.19	3.28	2.90	3.50	1.93	0.11	0.22
Strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands	3.34	3.24	3.24	3.00	3.60	1.41	0.23	0.22

**Table 5.17 (continued): Analysis of variance on the amount of years that respondents' have been with Solidarity**

	Less than a year	1-5 years	6-10 years	11-15 years	More than 15 years	F	P	Mean square error
Employees	3.37	3.39	3.52	3.08	3.75	1.74	0.14	0.22
Managing employees, building of long-term relationships, communication and monitoring of the corporate brand	3.31	3.22	3.16	2.81	3.48	1.52	0.20	0.19
Top management's involvement and approach	3.27	3.23	3.28	3.38	3.63	1.06	0.38	0.28
Aligning vision, culture and image	3.31	3.34	3.46	3.50	3.69	1.08	0.37	0.27
That which the Solidarity Movement strives to be and do (as contained in the Solidarity Movement Building Plan).	0.96	0.97	0.92	1.00	1.00	0.45	0.77	0.04
The upliftment undertaken among poor people by the Solidarity Movement.	0.96	0.92	0.92	1.00	1.00	0.33	0.86	0.06
Solidarity Helping Hand	0.96	1.00	1.00	1.00	1.00	1.03	0.39	0.01
The interne values and convictions embedded in the origin of the Mine Workers' Union	0.93	0.96	0.85	1.00	1.00	1.23	0.30	0.06

From a Tukey's HSD post-hoc test, it is evident that the results between respondents who have worked for Solidarity for less than a year, between 1-5 years, between 11-15 years and more than 15 years and between 6-10 years differ statistically ( $p=0.01$ ) as well as, practically, significantly ( $d$  between 0.6 and 1.25) with regard to their perceptions of the subsidiary brands of the Solidarity Movement (see Table 5.18). Respondents who, at the time of the study, worked for the company for less than a year felt less positive (mean=1.04) towards the subsidiary brands than respondents who have been with the company between 6-10 years (mean=1.25) indicating that respondents who have been with the company for a longer period of time were more positive towards the subsidiary brands of the company.

**Table 5.18: Practical and statistical difference regarding years working for the company**

Subsidiary brands	Mean	d for 6-10 years	MS Error	P - value
Less than a year	1.04	1.05	0.04	0.01
1-5 years	1.13	0.60		
6-10 years	1.25			
11-15 years	1.00	1.25		
More than 15 years	1.04	1.05		

### 5.5.2 CORRELATION COEFFICIENT

Correlation coefficients were calculated in order to determine whether any similarities or relationships exist between the corporate branding components and CSR at the Solidarity Movement. The different aspects that were correlated appear in Table 5.24.

In Table 5.24, there are marked results of statistical significance but only medium to large statistical significant correlations ( $r \sim 0.3$ ) to large ( $r \geq 0.5$ ) correlations are discussed.

**Table 5.19: The CSR elements and corporate branding components that were correlated with each other**

Strategic CSR factors	Corporate branding components
<ul style="list-style-type: none"> <li>• Identification</li> <li>• Identification- the focus of Solidarity Helping Hand</li> <li>• Long-term mutual beneficial relationships</li> <li>• CSR aligned with business strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Subsidiary brands</li> <li>• Communication and products/services</li> <li>• Employees, subsidiary brands and products and services</li> <li>• Products and services</li> <li>• Employee marketing</li> <li>• Physical attributes and subsidiary brands</li> </ul>
<b>Quality of information communicated</b>	<ul style="list-style-type: none"> <li>• Strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands</li> <li>• Employees</li> <li>• That which the Solidarity Movement strives to be and do (as contained in the Solidarity Movement Building Plan)</li> <li>• The upliftment undertaken among poor people by the Solidarity Movement.</li> <li>• Solidarity Helping Hand</li> </ul>
<ul style="list-style-type: none"> <li>• Quality of information</li> <li>• Completeness and reliability of information</li> <li>• Materiality of information communicated</li> </ul>	<b>Management of the corporate brand</b> <ul style="list-style-type: none"> <li>• The internal values and convictions embedded in the origin of the Mine Workers' Union</li> <li>• Managing employees, building of long-term relationships, communication and monitoring of the corporate brand</li> <li>• Top management's involvement and approach</li> <li>• Aligning vision, culture and image</li> </ul>

The results of the correlations above are displayed in Table 5.20.

**Table 5.20: Correlation coefficient of CSR elements and corporate branding components**

	Strategic CSR elements				Information communicated		
	Identification	Identification with the focus of Solidarity Helping Hand	Long-term mutual beneficial relationships	CSR aligned with business strategy	Quality of information	Completeness and reliability of information	Materiality of information communicated
<b>Corporate branding</b>							
<b>Corporate brand components</b>							
Subsidiary brands	-0.17	-0.29	-0.15	-0.21	-0.10	-0.19	-0.14
Communication and products/services	-0.04	-0.11	-0.06	0.02	-0.02	-0.08	-0.03
Employees, subsidiary brands and products and services	-0.02	-0.08	-0.07	-0.08	-0.11	-0.15	-0.11
Products and services	-0.11	-0.11	-0.07	-0.06	-0.05	-0.06	-0.04
Employee marketing	0.40	0.38	0.28	0.36	0.19	0.12	0.21
Physical attributes and subsidiary brands	0.21	0.35	0.20	0.23	0.20	0.18	0.21
Strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands	0.55	0.41	0.38	0.51	0.37	0.28	0.24
Employees	0.38	0.32	0.20	0.33	0.21	0.13	0.14
That which the Solidarity Movement strives to be and do (as contained in the Solidarity Movement Building Plan).	-0.11	-0.19	-0.13	-0.11	-0.05	-0.14	-0.15
The upliftment undertaken among poor people by the Solidarity Movement.	0.09	-0.10	0.06	0.15	0.18	0.03	0.02

**Table 5.20 (continued): Correlation coefficient of CSR elements and corporate branding components**

	Strategic CSR elements				Information communicated		
	Identification	Identification with the focus of Solidarity Helping Hand	Long-term mutual beneficial relationships	CSR aligned with business strategy	Quality of information	Completeness and reliability of information	Materiality of information communicated
<b>Corporate branding</b>							
<b>Corporate brand management</b>							
Solidarity Helping Hand	-0.12	-0.13	-0.19	-0.12	-0.06	-0.21	-0.10
The internal values and convictions embedded in the origin of the Mine Workers' Union	-0.04	-0.10	-0.08	-0.02	0.04	-0.02	-0.03
Managing employees, building of long-term relationships, communication and monitoring of the corporate brand	0.48	0.40	0.31	0.42	0.34	0.26	0.25
Top management's involvement and approach	0.26	0.29	0.16	0.29	0.26	0.20	0.13
Aligning vision, culture and image	0.26	0.29	0.15	0.27	0.23	0.15	0.12

#### 5.5.2.1 Strategic CSR components and corporate branding factors

In this section a closer look is taken at whether a relationship exists between strategic CSR and the different components of corporate branding, as it is clear from Table 5.20 that there were a few correlations.

The strategic CSR element identification had medium correlations with employee marketing ( $r=0.40$ ), physical attributes and subsidiary brands ( $r=0.21$ ) and with Employees ( $r=0.38$ ) and a large correlation with strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands ( $r=0.55$ ). This is an indication that there is a relationship between respondents feeling that they could identify with Solidarity Helping Hand and them marketing the company to friends and family, and them perceiving physical attributes and subsidiary brands and employees to form part of the corporate brand of the company. There is furthermore a relationship between respondents feeling that they can identify with Solidarity Helping Hand and them perceiving the strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands to form important components of the corporate brand. The highest correlation was found between the strategic CSR element identification and the corporate brand component strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands.

Identification with the focus of Solidarity Helping Hand had medium correlations with subsidiary brands ( $r=0.29$ ), employee marketing ( $r=0.38$ ), physical attributes and subsidiary brands ( $r=0.35$ ), strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands ( $r=0.41$ ) and with employees ( $r=0.41$ ). The highest correlation was found between identification and strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands. This means that employees that felt that they could identify with the focus of Solidarity Helping Hand were more inclined to feel positive towards Kraal Publishers, Maroela Media, The Campus, Virseker Trust, Akademia, Afriforum, Sol-Tech and the FAK forming part of the Solidarity Movement corporate brand and them wanting to market the Solidarity Movement to others. It furthermore indicated that there was a relationship between the extent to which respondents felt that they could identify with the focus of Solidarity Helping Hand and them perceiving the physical attributes and subsidiary brands and strategic vision and

values, corporate moral, corporate culture and heritage and subsidiary brands and employees to positively contribute to their perceptions for the corporate brand of the Solidarity Movement.

Long-term mutual beneficial relationships had medium correlations with employee marketing ( $r=0.28$ ), physical attributes and subsidiary brands ( $r=0.20$ ), strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands ( $r=0.38$ ) and with employees ( $r=0.20$ ). Therefore the more respondents perceived long-term mutual beneficial relationships to be created as part of strategic CSR, the more they perceived employee marketing, physical attributes and subsidiary brands, strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brand and employees as components of the corporate brand.

CSR aligned with business strategy had medium correlations with subsidiary brands ( $r=0.21$ ), employee marketing ( $r=0.36$ ), physical attributes and subsidiary brands ( $r=0.23$ ) and with employees ( $r=0.33$ ) and a large correlation with strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands ( $r=0.51$ ). The highest correlation was between CSR aligned with the business strategy of the company and strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands, indicating that the more respondents perceived the company's CSR to be aligned with the business strategy of the company the more they felt positive towards the strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands contributing to the corporate brand of the company.

It is clearly demonstrated in Table 5.20 that the strategic CSR elements had no correlations with the corporate branding components communication and products/services; employees, subsidiary brands and products and services; products and services; that which the Solidarity Movement strives to be and do (as contained in the Solidarity Movement Building Plan); the upliftment undertaken among poor people by the Solidarity Movement; Solidarity Helping Hand and the internal values and convictions embedded in the origin of the Mine Workers'.

### 5.5.2.2 The quality of information communicated and the corporate branding factors

This section examines the quality of information communicated regarding Solidarity Helping Hand factors and the different corporate branding components and whether a relationship exists between these elements and the factors identified in Chapter 5.

Quality of information had medium correlations with physical attributes and subsidiary brands ( $r=0.20$ ), strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands ( $r=0.37$ ) and with employees ( $r=0.21$ ). This indicates that there is a relationship between how employees perceive the quality of information communicated regarding Solidarity Helping Hand and the manner in which they perceive the physical attributes and subsidiary brands, strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands and employees to form components of the corporate brand.

Completeness and reliability of information had medium correlations with strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands ( $r=0.28$ ) and with Solidarity Helping Hand ( $r=0.21$ ). This indicates that the more respondents perceived the information communicated regarding Solidarity Helping Hand to be complete and reliable to more positive they would feel towards the corporate branding components mentioned contributing to the corporate brand.

Materiality of information communicated had medium correlations with employee marketing ( $r=0.21$ ), physical attributes and subsidiary brands ( $r=0.21$ ) and strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands ( $r=0.24$ ). This indicates a relationship between the materiality of information communicated and respondents perceiving the mentioned factors to form components of the corporate brand.

It is clear from the results depicted in Table 5.20 that the Quality of information communicated elements had no correlation with the corporate branding components subsidiary brands; communication and products/services; employees, subsidiary brands and products and services; products and services; that which the Solidarity Movement strives to be and do (as contained in the Solidarity Movement Building Plan); the

upliftment undertaken among poor people by the Solidarity Movement and the internal values and convictions embedded in the origin of the Mine Workers' Union.

### **5.5.2.3 Strategic CSR and the corporate brand management factors**

Identification had medium correlations with managing employees, building of long-term relationships, communication and monitoring of the corporate brand ( $r=0.48$ ), top management's involvement and approach ( $r=0.26$ ) and aligning vision, culture and image ( $r=0.26$ ). The highest correlation was found between identification and managing employees, building of long-term relationships, communication and monitoring of the corporate brand, indicating a relationship between respondents feeling that they can identify with Solidarity Helping Hand and their perceptions of the management of employees, the building of long-term relationships and the communication and monitoring of the corporate brand.

Identification with the focus of Solidarity Helping Hand had medium correlations with managing employees, building of long-term relationships, communication and monitoring of the corporate brand ( $r=0.40$ ), top management's involvement and approach ( $r=0.29$ ) and aligning vision, culture and image ( $r=0.29$ ). These correlations indicate a relationship between respondents' perceptions of their identification with the focus of Solidarity Helping Hand and how they perceived employees, the building of long-term relationships, communication and monitoring; top management's involvement and approach in the management of the corporate brand and the alignment of the vision, culture and image during the corporate brand management process.

Long-term mutual beneficial relationships had a medium correlation with managing employees, building of long-term relationships, communication and monitoring of the corporate brand ( $r=0.31$ ). This correlation indicate a relationship between respondents perceiving the strategic CSR of the company to result in long-term mutual beneficial relationships and the extent to which they perceived management to manage the corporate brand in such a manner that employees felt part of the corporate brand, long-term relationships were built and the communication and monitoring of the corporate brand to be done effectively.

CSR aligned with business strategy had medium correlations with managing employees, building of long-term relationships, communication and monitoring of the corporate brand ( $r=0.42$ ), top management's involvement and approach ( $r=0.29$ ) and aligning vision, culture and image ( $r=0.27$ ). This indicates that there is a relationship between the manner in which respondents perceived the company's CSR to be aligned with the business strategy of the company and their perceptions of the mentioned corporate brand management elements.

#### **5.5.2.4 The quality of information communicated and the corporate brand management factors**

This section examines the quality of information communicated regarding Solidarity Helping Hand and at whether a relationship exists between these elements and the management of the corporate brand factors identified in Chapter 5.

The quality of information communicated had medium correlations with managing employees, building of long-term relationships, communication and monitoring of the corporate brand ( $r=0.36$ ), top management's involvement and approach ( $r=0.26$ ) and aligning vision, culture and image ( $r=0.23$ ). According to this correlation a relationship exists between the quality of information communicated and respondents' perceptions regarding the mentioned factors- should respondents perceive the quality of information communicated adequate, this would influence their perceptions of how employees are managed, how long-term relationships are built through the corporate brand, the communication and monitoring of the corporate brand and the alignment of the vision, culture and image.

Completeness and reliability of information had medium correlation with managing employees, building of long-term relationships, communication and monitoring of the corporate brand ( $r=0.26$ ) and top management's involvement and approach ( $r=0.26$ ) indicating a relationship between respondents perceptions of the completeness and reliability communicated regarding Solidarity Helping Hand and employees, the building of long-term relationships, communication and monitoring of the corporate brand top management's involvement and approach.

Materiality of information communicated had a medium correlation with managing employees, building of long-term relationships, communication and monitoring of the corporate brand ( $r=0.25$ ). This indicates a relationship between respondents' perceptions of the materiality of information communicated and their perception of the management of employees as part of the corporate brand, the building of long-term relationships and the communication and monitoring of the corporate brand.

### **5.5.3 CONCLUSIONS: RELATIONSHIP BETWEEN CSR AND CORPORATE BRANDING**

In order to determine the relationship between strategic CSR, the quality of information communicated regarding Solidarity Helping Hand and all the corporate brand components and management elements these elements and components were incorporated in order to determine possible relationships between them (refer to paragraph 4.5). All of the various variables were correlated with each other.

In answer to the research question on the relationship between employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hands and their perceptions of the Solidarity Movement's corporate brand it became evident that, with regards to strategic CSR the following corporate branding components could be linked to strategic CSR: subsidiary brands; employee marketing; physical attributes and subsidiary brands; strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands; employees and Solidarity Helping Hand. It was an interesting finding to see that certain components of the corporate brand and the management thereof did not link to strategic CSR and the quality of information communicated (see Table 5.25). Only five corporate branding components (subsidiary brands; employee marketing; physical attributes and subsidiary brands; strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands and Employees) had significant relationships with the strategic CSR elements, while only employee marketing; physical attributes and subsidiary brands; strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands; employees and Solidarity Helping Hand had medium correlations with the quality of information communicated regarding the company's CSR. Furthermore strategic CSR and the quality of information communicated had correlations with all three the corporate brand management elements: managing employees, the building of long-term

relationships and the communication and monitoring of the corporate brand had correlations.

Strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands had the most significant link with respondents who felt they could identify with Solidarity Helping Hand and them perceiving the CSR of the company as aligned with the business strategy.

## 6.1 INTRODUCTION

Two concepts, namely CSR and corporate branding, formed the essence of this study. In this chapter the specific research questions (paragraph 1.5 refers) are answered in order to answer the general research question. This chapter will conclude with a discussion of the scientific contribution as well as some of the limitations of the study.

## 6.2 NATURE OF CSR

In order to answer the general research question pertaining to this study, the nature of CSR according to literature had to be determined.

In this section the following research question was answered:

**What, according to the literature, is the nature of CSR?** (Refer to paragraph 1.5 number 1.5.1.)

This specific research question was addressed in Chapter 2 in the form of a literature study on CSR.

Although the concept of CSR is relatively old and the term is often used, literature clearly shows that it is a concept which means different things to different people (see paragraph 2.2). The essence of CSR is often described as coming down to the question of what role business should play in society (see paragraph 2.2.1).

Companies exist in a changing business climate with vast stakeholder expectations - in such an environment, developing and nurturing relationships are integral to the success of the company (see paragraph 1.1). Seeing that companies are pressured to implement CSR by their stakeholders and that companies value relationships with stakeholders, CSR may be an important marketing tool through which relationships are built by placing stakeholder concerns at the heart of the company (see paragraph 2.1). Within this approach CSR is often not seen as something that is to be expected but in fact it is regarded as just costing the company money. Rather, a mutually beneficial viewpoint of CSR is proposed (see paragraph 2.1) whereby social good is achieved and significant business-related benefits are reaped by the company simultaneously (see paragraph 2.1). Literature is also adamant that employees are an important stakeholder of the company, underlining the importance of a company's relationship with its employees (see paragraph 2.2.1). In this sense the expectations of employees exert a strong influence on CSR and should be valued as such.

When CSR is defined as the strategic fulfilling of the company's social, economic and legal responsibilities as expected by employees who address relationships in an accountable, sustainable and transparent manner in ways that are mutually beneficial, the strong strategic nature of the concept is underlined (see paragraph 2.3). Strategic CSR represents the intersection of both strategy and CSR where three aspects are underlined: the alignment of CSR with the company's strategy, the extent to which stakeholders (employees) feel they can identify with the CSR and having long-term mutual beneficial relationships with the company (see paragraph 2.3). If there is a perceived fit between the company's CSR and its strategy, the vision of the company will be clearly communicated to employees.

Based on the above-mentioned, the following theoretical statement was derived:

**CSR has a strong strategic nature where three aspects are underlined: the alignment of CSR with the company's strategy, the identification with the CSR and having long-term mutual beneficial relationships. It is in the best interest of the Solidarity Movement to take a strategic approach to its CSR by ensuring that the activities that Solidarity Helping Hand partakes in are aligned with the business strategy of the company and that employees can identify with what is done (refer to paragraph 2.3).**

It is thus important that employees' expectations are taken into account, deeming the importance of communicating information regarding the company's CSR projects as central, which companies often neglect to do (see paragraph 2.4). This can be done by implementing the reporting principles and guidelines produced by the Global Reporting Initiative (see paragraph 2.4.1).

To help ensure a balanced and reasonable presentation of the company's performance the principles of materiality, stakeholder inclusiveness, sustainability context, completeness and the reporting principles for defining quality; balance, comparability, reliability, clarity, timeliness, accuracy should be employed as reference tools in determining what should be included in the communication. Furthermore the principles that guide choices on ensuring the quality of information communicated should also be implemented.

Based on this, the following theoretical statement was derived:

**The Solidarity Movement should communicate information to employees about its Helping Hands project through the Reporting Principles of materiality, stakeholder inclusiveness, sustainability context, completeness and the reporting principles for defining quality; balance, comparability, reliability, clarity, timeliness, accuracy, in order to influence the perceptions of employees positively (refer to paragraph 2.4.2.6).**

The background of these two theoretical statements was used to determine employees' perceptions regarding Solidarity Helping Hand and the communication pertaining to Solidarity Helping Hand (see paragraph 6.4).

### **6.3 THE NATURE OF CORPORATE BRANDING**

The concept of the corporate brand is essential to this study, making it important to determine the nature thereof according to the literature.

In this section the following research question was answered:

**What, according to the literature, is the nature of corporate branding?** (Refer to paragraph 1.5. number 1.5.2.)

This specific research question was addressed in Chapter 3 in the form of a literature study on corporate branding.

The concept of corporate branding is, as in the case of CSR, not a new one. The corporate brand evolved from different concepts and is today applied to and practised by companies, governments, non-profit organizations and the like (see paragraph 3.2). Literature seems to suggest that the starting point for conceptualizing corporate brands is the idea of identity and is closely related to corporate reputation (see paragraph 3.2).

From numerous definitions of corporate branding (see paragraph 3.2.1) various components are included to form part of the corporate brand as visual, verbal and behavioural expressions whereby the whole company is manifested and communicated as a strategic function. This underlines the importance of the corporate brand being aligned with the business strategy of the company, which enables the company to use the vision explicitly as an expression of the company's uniqueness, forming a clear picture of who the company is and wants to be in the minds of stakeholders (see paragraph 3.2.1). Thus, suffice it to say that the Solidarity Movement's corporate brand should manifest and uniquely express who the company is and wants to be through all that the company does and says, including its Solidarity Helping Hand projects, while being aligned with the business strategy of the company to form a clear picture of the company in the minds of stakeholders.

Regarding the components of the corporate brand, there are many different views in literature that state what components should form part of a company's corporate brand (refer to paragraph 3.3) as visual, verbal and behavioural expressions thereof. Although many components can be identified, only those applicable to the Solidarity Movement were discussed for the purpose of this study.

Based on the above-mentioned the following theoretical statement was derived:

**The Solidarity Movement's corporate brand should consist of the following elements, namely: physical attributes, subsidiary brands, the strategic vision and**

**values, corporate culture and heritage, employees, product/service and the corporate moral. These elements together culminate into a recognizable and distinguishable corporate brand.**

Previous corporate branding studies have already emphasized the different components as mentioned above as forming a component of the corporate brand, with the exception of the corporate moral or CSR. Within the literature, reference has been made to the building of socially responsible corporate brands, but there has been no research signifying the link between CSR as a component of the corporate brand.

The next aspect determined in Chapter 3 was how these components should be managed in order to create a positive corporate brand and, ultimately, positive stakeholder relationships according to literature. Although many benefits are to be gained from a positive corporate brand (refer to paragraph 3.1), the literature suggests that companies struggle to manage and implement their corporate branding strategies (refer to paragraph 3.4).

One of the success factors identified for managing corporate brands is the involvement of top management in the process, showcasing transformational leadership in the steering of the corporate brand and its relations (refer to paragraph 3.4.1). It is also important that stakeholders are involved and interact (see paragraph 3.4.5) with the corporate brand, seeking closer interaction between the company and its stakeholders. A multi-disciplinary approach is integral in ensuring that the whole company is involved in the corporate branding process (see paragraph 3.4.2). Management needs to furthermore ensure that the vision, culture and image of the company are aligned (see paragraph 3.4.3) and that employees are effectively managed (see paragraph 3.4.4) to ensure long-term mutual beneficial relationships with the company (see paragraph 3.4.6). Consistent corporate communication is integral as it plays a key role in developing, maintaining, consolidating and articulating the corporate brand (see paragraph 3.4.7). It is also important that companies re-evaluate their corporate brand on a regular basis for relevance and distinctiveness (see paragraph 3.4.8).

From the above-mentioned, the following specific theoretical statement was derived:

**In order for the corporate brand to be successfully managed top management needs to be involved in the process; a multi-disciplinary approach needs to be ensured; the vision, culture and image should be aligned; employees needs to be effectively managed; consumer interaction and involvement should be ensured, long-term multiple stakeholder relationships should be created and nurtured; there needs to be consistent corporate communications and the corporate brand needs to be continuously managed.**

The above two sections were used as background to determine employees' perceptions of the Solidarity Movement's CSR and corporate brand, as discussed in the next two sections.

#### **6.4 EMPLOYEES' PERCEPTIONS OF THE SOLIDARITY MOVEMENT'S CSR**

In order to answer the general research question of the study, employees' perceptions regarding the Solidarity Movement's CSR were determined.

In this section the following research question was answered:

**What are employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand? (Refer to paragraph 1.5.3)**

Specific research question number 3 was investigated by means of a quantitative questionnaire (refer to paragraphs 4.4.3 and 5.3). The research instrument was based on the constructs derived from specific theoretical statements 1 and 2 (refer to Chapter 2).

In order to determine how employees perceived the Solidarity Movement's CSR project, Helping Hand, the discussion will be divided into strategic CSR and the communication of information regarding the company's CSR.

With regard to the strategic nature of the company's CSR, it was evident that the majority of the respondents felt that they could identify with what Solidarity Helping Hand was doing. The quantitative questionnaire showed that respondents felt very positive

towards Solidarity Helping Hand lifting people out of poverty through training. As gathered from the literature, employees need to feel that what is important to them is reflected in the company's CSR in order to create a sense of belonging which in turn could build support for the company and create a favourable reputation (refer to paragraph 2.3). Based on this, respondents strongly indicated that Solidarity Helping Hand was busy with projects that mattered to them and specifically that they could identify with its focus.

Regarding the aspect of long-term mutual beneficial relationships respondents indicated that although they were positive towards and could identify with the focus and projects of Solidarity Helping Hand and that Solidarity Helping Hand influenced them positively towards the Solidarity Movement, this does not necessarily result in them wanting to work for the Solidarity Movement over the long term. Respondents' positive perceptions towards the Solidarity Movement because of Solidarity Helping Hand's projects are in line with literature which indicates that both the company and its stakeholders (in this case its employees) benefit from implementing CSR (refer to paragraph 2.1) which may result in mutual beneficial relationships.

Respondents' perceptions regarding the company's CSR being aligned with the business strategy of the company indicated that they strongly felt that there was an alignment between Solidarity Helping Hand and the overall strategy of the Solidarity Movement, as included in the Solidarity Movement's Building Plan. Respondents perceived Solidarity Helping Hand's projects not only to be aligned with the company's strategy, but as contributing to what the Solidarity Movement is. Within literature it was clear that although awareness of the company's CSR is associated with positive CSR perceptions, simple awareness was not enough. What was important is that there is a perceived fit between the company's strategy and its CSR which should result in the strategy of the company being clearly communicated to employees.

With regard to the strategic nature of the Solidarity Movement's CSR activities it is clear that respondents felt that they could identify with Solidarity Helping Hand, that there was a fit between the company's vision and its CSR activities and that Solidarity Helping Hand made them more positive towards the Solidarity Movement. According to literature (see section 2.3), when CSR is aligned with the business strategy of the company,

employee morale can be influenced, which could lead to an increased internal commitment to the company and improved employee perceptions, as is the case here.

With regard to the communication of information about CSR it was quite clear that respondents felt that the Solidarity Movement did not clearly communicate information regarding Solidarity Helping Hand to them. Regarding the quality of information communicated employees seemed to be of the opinion that, although their expectations and interests were met to a certain degree in the communication of information, the company communicated information regarding Solidarity Helping Hand which the company deemed important; not necessarily what was important to employees (refer to paragraph 5.3.2.3). In literature it is evident that failure to engage and not meet employees' expectations, to a certain extent, in the communication, can result in communication that is not appropriate for employees. If however employee engagement is executed properly, it may result in on-going learning within the company and increasing accountability which could strengthen trust between the company and employees (see section 2.4.1.2): this is therefore an aspect for management's attention. Respondents indicated that they did not receive adequate information in order to compare what has been done by the company in previous years, or on both the positive and negative impacts of the company's CSR in the community. This leads one to conclude that respondents cannot effectively evaluate and benchmark the company's economic, social and environmental progress (see section 2.4.2.2).

On the aspect of the completeness and reliability of information communicated it seemed that respondents felt that the company did not communicate complete and reliable information to form a clear picture of what is done by Solidarity Helping Hand in comparison with other South African companies. Respondents seem to feel more towards the positive in receiving adequate information on how the Solidarity Helping Hand projects contributed to the strategy of the Solidarity Movement but that they did not receive too much information regarding Solidarity Helping Hand, indicating that more information could be communicated (refer to paragraph 5.3.2.3). With regard to the reliability of information, respondents felt that they did not receive adequate information on how the impact of the projects was measured, although the literature indicated how important it is that stakeholders are confident that information communicated has undergone a series of quality assurance checks to underline the reliability of the

information (refer to paragraph 2.4.2.6). Respondents seem to feel that they did not have adequate information on the impact of the community work on poverty and the contribution of each company falling under the Solidarity Movement to the Solidarity Helping Hand projects.

With regards to the materiality of information communicated factor, respondents felt that they did not receive adequate information on exactly what Solidarity Helping Hand was doing with regard to allocating bursaries, giving career guidance and helping with job placement, which are the three main objectives of Solidarity Helping Hand. Although respondents indicated that they felt positive and could identify with these objectives of Solidarity Helping Hand (see section 5.3.1.2.1), they nevertheless felt that details of these objectives were not communicated sufficiently. In this regard the literature is adamant that in order for information to portray the principle of materiality the vision and strategy of the company as well as other external and internal factors should be included in the information to ensure materiality (refer to paragraph 2.4.1.1).

From the above-mentioned it is evident that although employees are positive towards the strategic nature of Solidarity Helping Hand, it seems that this is not the case with regards to the communication of information regarding Solidarity Helping Hand. This could well be problematic for the company as this fact might influence the extent to which benefits associated with CSR are reaped (refer to paragraph 2.4).

## **6.5 EMPLOYEES' PERCEPTIONS OF THE SOLIDARITY MOVEMENT'S CORPORATE BRAND**

In order to answer the general research question of the study, employees' perceptions regarding the Solidarity movement's corporate brand were determined.

The following research question was answered in this section:

**What are employees' perceptions of the Solidarity Movement's corporate brand?**

(Refer to paragraph 1.5, number 1.5.4.)

Specific research question number 4 was investigated by means of a quantitative questionnaire (refer to paragraphs 4.4.3 and 5.4). The research was based on specific theoretical statements 3 and 4 (refer to Chapter 3).

In order to determine how employees perceived the Solidarity Movement's corporate brand, the discussion will be divided into the components of the corporate brand and the management of the corporate brand.

From the quantitative questionnaires it was evident that respondents could not fully distinguish between a subsidiary brand of the company and a product/service delivered by the company (refer to paragraph 5.4.1.2). This underlines the fact that due to the recent merger of all the different subsidiary brands, respondents were still confused as to which was a brand falling under the corporate brand and which was a product/service delivered by the company.

With regard to the subsidiary brands respondents indicated that Kraal Publishers, Maroela Media, The Campus, Virseker Trust, Akakademia, Afriforum, Sol-Tech and the FAK did indeed form part of the Solidarity Movement corporate brand. Some of these companies have recently joined the Solidarity Movement and thus one can understand that employees could identify the Virseker Trust as part of the corporate brand, although this is not the case. Respondents thus indicated that subsidiary brands did indeed contribute to the corporate brand, as indicated in literature (see paragraph 3.3.2). Respondents who, at the time of the study, had worked for the company for less than a year seemed to feel less positive towards the subsidiary brands than respondents who had been with the company for between 6-10 years. One can understand this, because the longer employees have worked for the company and have had contact with the different subsidiary brands, the more positive their relationship with the brands could be.

With regard to the communication and products and services factor most of the respondents indicated that all verbal and non-verbal communication did contribute to the corporate brand and that the company's reputation also formed part of the corporate brand.

Furthermore, it seemed that respondents were quite positive that the products/services delivered by the Solidarity Movement did contribute to the corporate brand and that the Solidarity Movement company name and employees were an important component of the corporate brand, as is in accordance with literature (see paragraphs 3.3.1, 3.3.2, 3.3.5 and 3.3.6).

The factor regarding products and services evidently showed that respondents considered The Solidarity Property Company, Solidarity Growth Fund, Solidarity Investment Company en Solidarity Financial Services, Solidarity Research Institute and Radio Solidarity all to form part of the corporate brand. This clearly demonstrates that respondents thought the different products and services of the Solidarity Movement to form part of the corporate brand.

The factor regarding employee marketing emphasised respondents as feeling so positive towards the Solidarity Movement that they would encourage family and friends to form part of and market the Solidarity Movement to them, and that they also felt proud to wear items which displayed the company logo. It was outlined in paragraph 3.3.5 that employees are often seen as “ambassadors” of the corporate brand, playing an important role in transmitting, delivering and representing the corporate brand to stakeholders, as is the case here when respondents are encouraging family and friends to join the Movement. Seeing that the company had recently gone through mergers it is interesting to note that respondents had a tendency to positively perceive the products and services of the different organisations and companies residing under the Solidarity Movement as contributing to the corporate brand. Literature clearly states (see paragraph 3.3.6) that products and services contribute to corporate branding as they impact on image and reputation through their association with the parent company. Employees also perceived the different products/services to do just that.

With regards to the physical attributes factor, respondents perceived the company logo (as a physical attribute) to positively contribute to the corporate brand. It was interesting to see that although respondents perceived the Solidarity Movement name to positively contribute to the corporate brand of the company and indicated that they could identify with the company name, just more than half of the respondents indicated that they liked the logo while almost 60% of the respondents perceived the Solidarity Movement logo to

showcase what the Solidarity Movement is (see table 5.9). As mentioned in paragraph 3.3.1 physical attributes, in this case the logo and company name, may well be an important visual manifestation of the corporate brand that can enable employees to associate an experience with a specific brand, which in time could lead to a positive perception of the company. It was also evident that respondents did not necessarily think that the corporate brand showcased the heritage of the Solidarity Movement as part of the Mineworkers Union.

From the results of the strategic vision and values, corporate moral and corporate culture and heritage factors, respondents positively perceived the subsidiary brands component to positively contribute to the corporate brand of the Solidarity Movement. A large part of the respondents agreed that the vision of the company was encapsulated in the corporate brand and strongly indicated that the Solidarity Movement was built on shared Christian values, indicating that the claimed values of the corporate brand were perceived to be aligned with the values of employees. Respondents furthermore agreed that Solidarity Helping Hand's project in the community showcased the Solidarity Movement, indicating that the respondents positively perceived CSR to form part of the corporate brand of the Solidarity Movement (see paragraph 3.3.7).

With regards to the employee factor, respondents seemed to perceive it a priority of management to make employees feel part of the corporate brand. The fact that respondents seemed to positively feel part of the latter and that they played an important role in communicating the strategy and values of the Solidarity Movement to stakeholders and other companies is in accordance with literature where the important role that employees play in transmitting the corporate brand to stakeholders is underlined (see paragraph 3.3.5). This underlines the importance of clearly communicating the corporate brand to employees as they play such an important role in transmitting it.

With regard to respondents' perceptions of the management of the company's corporate brand the factors of managing employees, long-term mutual beneficial relationships, consistent corporate communication and the continuous monitoring of the corporate brand were positively perceived. Furthermore, most respondents indicated that, in their minds, they were managed in such a manner that they felt part of the Solidarity

Movement's corporate brand, and that management ensured that the corporate brand was communicated in an aligned, coordinated and integrated manner as well as on a consistent and continuous basis to them. Respondents were positive that "who the company is" was communicated through all that the company did and said. With regard to the continuous monitoring of the corporate brand respondents strongly indicated that this was done frequently as deemed important in literature (see paragraph 3.4.8). Respondents also felt strongly that the Solidarity Movement's corporate brand was managed in such a manner that this resulted in them wanting to have a long-term relationship with the company.

With regard to employees' perceptions of top management's approach and involvement in the corporate brand they strongly saw Mr Flip Buys as the brand manager, while more than half of the respondents perceived top management to be responsible for the development, generation and maintenance of the corporate brand. Respondents were however of the opinion that, although top management were overall responsible for the corporate brand, the corporate brand was managed in such a manner that the different companies and departments forming part of the Solidarity Movement's corporate brand contributed to the development and living of the said brand.

Perceptions regarding the alignment of vision, culture and image indicated that respondents agreed that these three components were managed in such a manner as to achieve alignment. Respondents indicated that management did ensure that the strategy of the company was visible in all that the company did and that the Christian values of the Solidarity Movement were evident in all that the company said and did. However, 58.70% of the respondents agreed and 21.00% totally agreed that they were more negative as regards management spending enough time to ensure that employees' values were aligned with those of the company. This is interesting as respondents indicated that Christian values were shared by the company's workforce and that Christian values were visible in all that the company said. In their opinion, however this alignment was not as a result of efforts by management to ensure such alignment.

## **6.6 RELATIONSHIP BETWEEN PERCEPTIONS OF CSR AND CORPORATE BRAND COMPONENTS**

In order to answer the general research question of this study, the relationship between employees' perceptions of CSR and corporate branding was determined.

The following specific research question was answered in this section:

**What is the relationship between employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand, and their perceptions of the Solidarity Movement's corporate brand?** (Refer to paragraph 1.5, number 1.5.5.)

This specific research question was answered by means of t-tests, ANOVA calculations and correlation coefficients (refer to Chapter 5, paragraph 5.5.1).

In order to determine the relationship between CSR and corporate branding, strategic CSR and the communication of information regarding CSR were divided into constructs, while corporate branding was divided into components and the management thereof into constructs. All of these constructs appear in Table 6.1.

**Table 6.1: Strategic CSR, the quality of information communicated, corporate branding components and the management of corporate branding**

<b>CSR factors</b> <b>Strategic CSR</b> <ul style="list-style-type: none"> <li>• Identification</li> <li>• Identification - the focus of Solidarity Helping Hand</li> <li>• Long-term mutual beneficial relationships</li> <li>• CSR aligned with business strategy</li> </ul> <b>Quality of information communicated</b> <ul style="list-style-type: none"> <li>• Quality of information</li> <li>• Completeness and reliability of information</li> <li>• Materiality of information communicated</li> </ul>	<b>Corporate branding components</b> <ul style="list-style-type: none"> <li>• Subsidiary brands</li> <li>• Communication and products/services</li> <li>• Employees, subsidiary brands and products and services</li> <li>• Products and services</li> <li>• Employee marketing</li> <li>• Physical attributes and subsidiary brands</li> <li>• Strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands</li> <li>• Employees</li> <li>• That which the Solidarity Movement strives to be and do (as contained in the Solidarity Movement Building Plan)</li> <li>• The upliftment undertaken among poor people by the Solidarity Movement.</li> <li>• Solidarity Helping Hand</li> <li>• The internal values and convictions embedded in the origin of the Mine Workers' Union</li> </ul> <b>Management of the corporate brand</b> <ul style="list-style-type: none"> <li>• Managing employees, building of long-term relationships, communication and monitoring of the corporate brand</li> <li>• Top management's involvement and approach</li> <li>• Aligning vision, culture and image</li> </ul>
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The results of the correlation coefficient were surprisingly interesting (refer to Table 5.20).

It was expected that there would be a relationship between the different strategic CSR elements and communication of information regarding Solidarity Helping Hand and communication and products and services; employees, subsidiary brand and products

and services; products and services; that which the Solidarity Movement strives to be and do (as contained in the Solidarity Movement Building Plan). It was also expected that the upliftment undertaken among poor people by the Solidarity Movement and the internal values and convictions embedded in the origin of the Mine Workers' Union would somehow be related to CSR at the Solidarity Movement. It was however evident that none of these corporate branding components had any correlation with any of the CSR factors. Authors (refer to paragraph 3.4) have emphasized the importance of CSR as a component of the corporate brand, but the different components of strategic CSR and the communication of information did not seem to have a link with the different corporate branding components or the management of the corporate brand.

It became clear that there was a strong relationship between the degree to which respondents felt that they could identify with Solidarity Helping Hand and the manner in which they felt part of the corporate brand of the Solidarity Movement.

There was a strong relationship between CSR and the strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands factor. The highest correlation was reported between respondents being able to identify with Solidarity Helping Hand, the focus of Solidarity Helping Hand and their perceptions of the alignment of CSR with the business strategy of the company. If respondents felt that they could identify with Solidarity Helping Hand and its focus, that mutual beneficial relationships were created through Solidarity Helping Hand and that Solidarity Helping Hand was aligned with the business strategy of the Solidarity Movement, they were more likely to perceive the strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands as components of the corporate brand. This indicated that, based on their identification with Solidarity Helping Hand, they strongly felt that they could identify with the company, which results in the alignment of the social interest of the respondents with those of the company.

Although there were correlations between the communication of information regarding Solidarity Helping Hand and the corporate brand components, these correlations were not that strong. The highest correlations between the quality of information communicated regarding Solidarity Helping Hand and the corporate branding components were between the strategic vision and values, corporate moral, corporate

culture and heritage and subsidiary brands factors. The lack of correlations between the other factors indicates that respondents' perceptions regarding the different components of the corporate brand did not relate to their perceptions of the communication of information regarding Solidarity Helping Hand.

With relation to respondents' perceptions regarding strategic CSR and the management of the corporate brand, strong links were reported between strategic CSR and the managing of employees, the building of long-term relationships and the communication and monitoring of the corporate brand. It seemed that if respondents felt that they could identify with Solidarity Helping Hand and its focus, had long-term mutual beneficial relationships and that Solidarity Helping Hand was aligned with the business strategy of the Solidarity Movement, this influenced their perceptions of the management of employees, the management of the corporate brand to build long-term relationships and the continuous communication and monitoring of the corporate brand in a positive manner.

## **6.7 GENERAL RESEARCH QUESTION**

In answer to the general research question of this study, namely as to what the relationship between employees' perceptions of the Solidarity Movement's CSR project, Solidarity Helping Hand and their perceptions of the Solidarity Movement's corporate brand is, it is clear that only employees' perceptions of the corporate branding components, employee marketing, strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands, related the strongest to the strategic CSR elements, namely, respondents feeling that they could identify with Solidarity Helping Hand and the focus of the latter, having long-term mutual beneficial relationships with the company and viewing Solidarity Helping Hand as aligned with the business strategy of the Solidarity Movement. Regarding the correlation between the quality of information communicated regarding Solidarity Helping Hand and the corporate branding components there was a strong correlation between quality of information communicated and strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands. The strongest correlations existed between the corporate brand management elements - managing employees, building of long-term relationships, communication and monitoring of the corporate brand and the strategic

CSR elements - identification, identification with the focus of Solidarity Helping Hand and CSR aligned with business strategy.

## **6.8 SCIENTIFIC CONTRIBUTION OF THE STUDY**

This study has contributed to the theory on CSR and corporate branding, indicating the significance of the strategic CSR elements, identification with the company's CSR and the focus of the company's CSR, the creation of long-term mutual beneficial relationships through the CSR and the CSR being perceived as aligned with the business strategy of the company and with the corporate branding components, strategic vision and values, corporate moral, corporate culture and heritage and subsidiary brands on the relationship that exists between employees' perceptions of the company's CSR and their perceptions of the company's corporate brand. It has also indicated that certain CSR elements do not play a significant role in employees' perceptions regarding the corporate branding components.

Within the framework of the literature this study has highlighted that CSR could form a vehicle through which companies can communicate their business strategy to their employees which may well result in a better corporate brand and positive perceptions towards the company. Furthermore this study has highlighted the importance of employees feeling that they can identify with the company's CSR and the focus of the CSR in order to contribute to more positive perceptions of the company's corporate brand. Furthermore it has contributed to a better understanding of managing the said brand within a company such as the Solidarity Movement and the communication of information regarding the company's CSR. To date no such study has been undertaken previously, especially not in the trade union sector, contributing to the theories on CSR and corporate branding in different sectors.

The application of the GRI Guidelines was a further exploration of the theory on the communication of information regarding a company's CSR, specifically within the trade union sector and a company such as the Solidarity Movement.

## **6.9 LIMITATIONS OF THE STUDY**

Since the Solidarity Movement is such a dynamic company, during the course of the study a few changes within the company were made which could have influenced employees' perceptions regarding the corporate brand, particularly with relation to the different brands now falling under the company. Especially the recent mergers that the company went through could have resulted in altering perceptions of the company's corporate brand. Should the study be repeated later opinions might be totally different.

Although examples of some of the Solidarity Movement's corporate brand components were gathered by the researcher's own knowledge of the company, observation and interviews with management, and employees' perceptions regarding the management of these components were measured, the consistent application of these elements was not measured. Not all the components of the corporate brand as identified in literature were relevant with relation to the specific case of the Solidarity Movement; should this study be repeated the researcher should ensure that she determines whether these components are relevant to the specific case and then incorporate these elements, for a more detailed understanding of the corporate brand components and their relationship with CSR.

With regard to future research, it would be interesting to determine to what extent employees' perceptions of the company's corporate brand have an effect on the perceptions of employees towards a company's CSR. It would furthermore be valuable to repeat the same study over a period of time at the Solidarity Movement, t and also to determine if the same results will be obtained in different contexts and industries.



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### **VERKLARING: NASIEN VAN BRONNELYS**

Hiermee verklaar die ondergetekende dat hy die Bronnelys vir die M-studie van me Lydia van der Kooy volgens die nuutste voorskrifte van die Senaat van die Noordwes-Universiteit tegnies nagesien en versorg het.

Die uwe

**Prof CJH LESSING**

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## APPENDIX

# QUESTIONNAIRE

## A. DEMOGRAFIESE PROFIEL

Trek 'n kruisie in die toepaslike blokkie. Slegs een antwoord per vraag tensy anders vermeld.

<b>1. Geslag</b>	Manlik	<input type="checkbox"/>	Vroulik	<input type="checkbox"/>
<b>2. Ouderdom</b>	Jonger as 20	<input type="checkbox"/>	40 - 49	<input type="checkbox"/>
	20 - 29	<input type="checkbox"/>	50 - 59	<input type="checkbox"/>
	30 - 39	<input type="checkbox"/>	Ouer as 60	<input type="checkbox"/>
<b>3. U hoogste kwalifikasie?</b>	Laer as matriek	<input type="checkbox"/>	Universiteitsgraad	<input type="checkbox"/>
	Matriek	<input type="checkbox"/>	Sertifikaat	<input type="checkbox"/>
<b>4. Beklee u 'n vol- of deeltydse posisie?</b>	Voltyds	<input type="checkbox"/>	Deeltyds	<input type="checkbox"/>
<b>5. Hoe lank is u werksaam by Solidariteit?</b>	Minder as 'n jaar	<input type="checkbox"/>	11 - 15 jaar	<input type="checkbox"/>
	1 - 5 jaar	<input type="checkbox"/>	Meer as 15 jaar	<input type="checkbox"/>
	6 - 10 jaar	<input type="checkbox"/>		
<b>6. Hoe lank is u werksaam in u huidige posisie</b>	Minder as 'n jaar	<input type="checkbox"/>	11 - 15 jaar	<input type="checkbox"/>
	1 - 5 jaar	<input type="checkbox"/>	Meer as 15 jaar	<input type="checkbox"/>
	6 - 10 jaar	<input type="checkbox"/>		

**7. In watter afdeling is u werksaam? (Meer as een opsie kan gekies word)**

Solidariteit Beweging		Solidariteit					
Solidariteit	1	Uitvoerende Bestuur	1	Distrikskantore		Bedrywe	
Afriforum	2	Kommunikasie	2	Bellville	1	Kommunikasie-, Chemiese-, Lugvaart- en Professionele ledienste- bedryf	1
Helpende Hand	3	Navorsing	3	Bloemfontein	2		
Sol-Tech	4	Regsdienste	4	Boksburg	3		
Ledevoordele	5	Finansies	5	Carletonville	4		
Solidariteit Beleg- gings Maatskappy	6	Bedryfsopleiding en Ontwikkeling	6	Despatch	5	Mynbou-, Landbou-, Medies- en Sement- bedryf	2
				Kathu	6		
Akademia	7	Dienssentrum	7	Klerksdorp	7		
				Lydenburg	8		
Solidariteit Eiendoms maatskappy	8	Gehaltebestuur en ledeadministrasie	8	Newcastle	9	Metaal-, Elektries- en Ingenieurs- bedryf	3
				Pietersburg	10		
Maroela Media	9	Diensburo	9	Pretoria	11		
				Richardsbaai	12		
Kraal Uitgewers	10	Menslike Hulpbronne	10	Rustenburg	13		
FAK	11		Sekunda	14			
			Vaaldriehoek	15			
Solidariteit Finansiële Dienste	12		Witbank	16			
Solidariteit Groei- fonds	13		Welkom	17			
Die Kampus	14						
Solidariteit Navorsingsinstituut	15						

**8. Dui asseblief u huidige posvlak aan.**

Werknemer vlak A(1 - 5) 1

Werknemer vlak B(1 - 5) 2

Professioneel gekwalifiseerd (vlak C1-5) 3

Senior bestuur (vlak D1-5) 4

Topbestuur (vlakke E en F) 5

## B. SOLIDARITEIT HELPENDE HAND

9. Voltooi die volgende afdeling deur die regte antwoorde te selekteer. Slegs een opsie per vraag kan gekies word

		Stem glad nie saam nie	Stem nie saam nie	Stem saam	Stem volkome saam
a	Solidariteit Helpende Hand vorm deel van die Solidariteit Beweging Bouplan vir die volgende 110 jaar.	1	2	3	4
b	Solidariteit Helpende Hand dra by tot wie die Solidariteit Beweging is.	1	2	3	4
c	Solidariteit Helpende Hand is besig met projekte wat 'n verskil maak.	1	2	3	4
d	Christelike waardes word uitgeleef deur die Solidariteit Helpende Hand projekte.	1	2	3	4
e	Ek gee graag 'n maandelikse bydrae aan Solidariteit Helpende Hand.	1	2	3	4
f	Dit is vir my belangrik dat Solidariteit Helpende Hand op die gee van beurse fokus.	1	2	3	4
g	Ek ondersteun Solidariteit Helpende Hand se projekte.	1	2	3	4
h	Dit is vir my belangrik dat Solidariteit Helpende Hand op beroepsleiding fokus.	1	2	3	4
i	Ek stem saam met die fokus van Solidariteit Helpende Hand om mense uit armoede te lei deur opleiding.	1	2	3	4
j	Dit is vir my belangrik dat Solidariteit Helpende Hand op werkplasing fokus.	1	2	3	4
k	Solidariteit Helpende Hand maak my meer posetief teenoor die Solidariteit Beweging.	1	2	3	4
l	Ek is positief teenoor Solidariteit Helpende Hand.	1	2	3	4
m	Ek sien myself as deel van Solidariteit Helpende Hand.	1	2	3	4
n	Dit is vir my belangrik dat die Solidariteit Beweging opheffing in die gemeenskap doen.	1	2	3	4
o	Solidariteit Helpende Hand dra by dat ek oor die langtermyn by die Solidariteit Beweging wil werk.	1	2	3	4
p	Die strategie van die Solidariteit Beweging bepaal waarmee Solidariteit Helpende Hand hom besig hou.	1	2	3	4
q	Die Solidariteit Beweging trek voordeel uit die implementering van die Solidariteit Helpende Hand projekte.	1	2	3	4

**10. Dui aan tot watter mate word inligting deur Solidariteit Beweging oor Solidariteit Helpende Hand aan jou gekommunikeer. Slegs een opsie per vraag kan gekies word.**

		Stem glad nie saam nie	Stem nie saam nie	Stem saam	Stem volkome saam
a	Ek ontvang voldoende inligting oor die impak van die opheffing deur opleiding wat deur Solidariteit Helpende Hand gedoen word.	1	2	3	4
b	Ek ontvang voldoende inligting oor die beurse wat Solidariteit Helpende Hand gee.	1	2	3	4
c	Ek ontvang voldoende inligting oor die beroepsleiding wat Solidariteit Helpende Hand doen.	1	2	3	4
d	Ek ontvang voldoende inligting oor die werkplasing wat Solidariteit Helpende Hand doen.	1	2	3	4
e	Voldoende inligting oor wat ek graag oor Solidariteit Helpende Hand se projekte wil hoor word gekommunikeer.	1	2	3	4
f	Die Solidariteit Beweging kommunikeer inligting oor Solidariteit Helpende Hand wat vir hulle belangrik is om te kommunikeer.	1	2	3	4
g	Ek ontvang genoegsame inligting oor die belangegroepe wat deur die Solidariteit Helpende Hand projekte geraak word.	1	2	3	4
h	Ek ontvang genoegsame inligting oor hoe belangegroepe se behoeftes aangespreek word deur die Solidariteit Helpende Hand projekte.	1	2	3	4
i	Ek ontvang voldoende inligting oor hoe ek as werknemer 'n bydrae kan lewer tot die onderskeie Solidariteit Helpende Hand projekte.	1	2	3	4
j	Ek ontvang voldoende inligting oor hoe die onderskeie Solidariteit Helpende Hand projekte bydrae tot die strategie van die Solidariteit Beweging.	1	2	3	4
k	Ek ontvang voldoende inligting oor die besteding aan gemeenskapsontwikkeling deur Solidariteit Helpende Hand in vergelyking met ander Suid-Afrikaanse organisasies.	1	2	3	4
l	Ek ontvang voldoende inligting oor die impak wat die gemeenskapontwikkeling op die verligting van armoede in die gemeenskap het.	1	2	3	4
m	Ek ontvang voldoende inligting oor die bydrae van elke organisasie onder die Solidariteit Beweging tot die projekte van Solidariteit Helpende Hand.	1	2	3	4
n	Ek ontvang volledige inligting oor die onderskeie projekte van Solidariteit Helpende Hand.	1	2	3	4

o	Ek ontvang voldoende inligting oor die negatiewe impak wat Solidariteit Helpende Hand projekte op die gemeenskap kan hê.	1	2	3	4
p	Ek ontvang voldoende inligting oor die positiewe impak wat Solidariteit Helpende Hand projekte op die gemeenskap kan hê.	1	2	3	4
q	Ek ontvang inligting wat ek maklik verstaan.	1	2	3	4
r	Voldoende inligting in vergelyking met wat verlede jaar deur Solidariteit Helpende Hand gedoen is, word verskaf.	1	2	3	4
s	Voldoende inligting oor hoe resultate van die impak van die projekte gemeet word word gekommunikeer.	1	2	3	4
t	Akkurate inligting oor die projekte van Solidariteit Helpende Hand word voldoende gekommunikeer.	1	2	3	4
u	Inligting oor die projekte van Solidariteit Helpende Hand word gekommunikeer.	1	2	3	4
v	Ek ontvang tydige inligting oor die projekte van Solidariteit Helpende Hand.	1	2	3	4
w	Ek ontvang gereeld inligting oor die projekte van Solidariteit Helpende Hand.	1	2	3	4
x	Inligting oor Solidariteit Helpende Hand projekte is maklik bekombaar.	1	2	3	4
y	Voldoende inligting word gekommunikeer sodat ek jaarliks 'n vergelyking kan maak van dit wat Solidariteit Helpende Hand in die verlede gedoen het.	1	2	3	4
z	Ek ontvang te veel inligting oor dit wat Solidariteit Helpende Hand doen.	1	2	3	4

## C. SOLIDARITEIT BEWEGING KORPORATIEWE HANDELSNAAM

**11. Vorm die volgende deel van die Solidariteit Beweging handelsnaam volgens jou? Beantwoord elke vraag met 'n ja of 'n nee.**

a	Die Solidariteit Beweging logo, fisiese voorkoms van die geboue, die briefhoofde, webblad en interne nuusbriëf.	Ja	Nee
b	Die Solidariteit vakbond	Ja	Nee
c	Die Solidariteit-Beweging naam	Ja	Nee
d	Solidariteit Navorsingsinstituut	Ja	Nee
e	Maroela Media	Ja	Nee
f	Dit waarna die Solidariteit Beweging streef om te wees en om te doen (soos in die Solidariteit Beweging Bouplan vervat).	Ja	Nee
g	Akademia	Ja	Nee
h	Elke werknemer van die Solidariteit Beweging.	Ja	Nee
i	Die Solidariteit Eiendomsmaatskappy	Ja	Nee
j	Die produkte/dienste wat deur die Solidariteit Beweging gelewer word.	Ja	Nee

k	Die Kampus	Ja	Nee
l	Kraal Uitgewers	Ja	Nee
m	FAK	Ja	Nee
n	AfriForum	Ja	Nee
o	Solidariteit Groeifonds	Ja	Nee
p	Die beurse, beroepsleiding en werkplasing wat deur Solidariteit Helpende Hand gedoen word.	Ja	Nee
q	Die Solidariteit Beleggingsmaatskappy	Ja	Nee
r	Die opheffing wat deur die Solidariteit Beweging onder arm mense gedoen word.	Ja	Nee
s	Sol-Tech	Ja	Nee
t	Solidariteit Finansiële Dienste	Ja	Nee
u	Solidariteit Helpende Hand	Ja	Nee
v	Die interne waardes en oortuigings wat in die oorsprong van die Mynwerker-sunie geleë is.	Ja	Nee
w	Virseker Trust	Ja	Nee
x	Alle verbale en nie-verbale kommunikasie wat van die organisasie uitgaan.	Ja	Nee
y	Dit wat eksterne belangegroepes oor die Solidariteit Beweging sê.	Ja	Nee
z	Solidariteit Ledevoordele	Ja	Nee

**12. Wat is jou opinie oor die volgende stellings? Merk slegs een antwoord per vraag in die gepaste blokkie.**

		Stem glad nie saam nie	Stem nie saam nie	Stem saam	Stem volkome saam
a	Ek is trots daarop om klere/items te dra met die Solidariteit Beweging logo op.	1	2	3	4
b	Die Solidariteit Beweging logo wys vir my wie die Solidariteit Beweging is.	1	2	3	4
c	Ek hou van die Solidariteit Beweging logo.	1	2	3	4
d	Ek assosieer met die Solidariteit Beweging naam.	1	2	3	4

e	Die Solidariteit Beweging naam dra positief by tot die korporatiewe handelsnaam van die organisasie.	1	2	3	4
f	Al die organisasies onder die Solidariteit Beweging lewer 'n positiewe bydrae tot die Solidariteit Beweging handelsnaam.	1	2	3	4
g	Die Solidariteit Beweging se bouplan word in die handelsnaam van die organisasie weerspieël.	1	2	3	4
h	Die Solidariteit Beweging is gegrond op Christelike waardes.	1	2	3	4
i	Ek is deel van die Solidariteit Beweging se korporatiewe handelsnaam.	1	2	3	4
j	Ek speel 'n belangrike rol om die strategie en waardes van die Solidariteit Beweging na die belangegroepe van die organisasie te kommunikeer.	1	2	3	4
k	Dit is 'n prioriteit vir die topbestuur van die Solidariteit Beweging om werknemers deel te laat voel van die korporatiewe handelsnaam.	1	2	3	4
l	Ek bemark die organisasie aan my vriende en familie.	1	2	3	4
m	Ek verstaan tot watter mate ek bydra tot die sukses van die organisasie.	1	2	3	4
n	My kollegas deel dieselfde Christelike waardes as die organisasie.	1	2	3	4
o	Ek is positief oor die organisasiekultuur.	1	2	3	4
p	Die korporatiewe handelsnaam wys dat die Solidariteit Beweging sy oorsprong in die Mynwese Unie gehad het.	1	2	3	4
q	Die produkte en dienste wat deur die afdelings en organisasies onder die Solidariteit Beweging gelewer word, dra by tot wie die Solidariteit Beweging is en wil wees.	1	2	3	4
r	Dit wat Solidariteit Helpende Hand in die gemeenskap doen wys vir my wie die Solidariteit Beweging is.	1	2	3	4
s	Ek beveel vriende en familie aan om deel te word van die Solidariteit Beweging.	1	2	3	4
t	Ek dra in my alledaagse werksaamhede by tot die Solidariteit Beweging handelsnaam.	1	2	3	4

**13. Wat is jou opinie oor die volgende stellings? Merk slegs een antwoord per vraag in die gepaste blokkie.**

		Stem glad nie saam nie	Stem nie saam nie	Stem saam	Stem volkome saam
a	Die topbestuur is verantwoordelik vir die ontwikkeling, instandhouding en rigting van die Solidariteit Beweging handelsnaam.	1	2	3	4
b	Mnr Flip Buys is die hoofbestuurder van die Solidariteit Beweging handelsnaam.	1	2	3	4
c	Topbestuur verseker dat elke afdeling insette lewer tot die ontwikkeling van die Solidariteit Beweging handelsnaam.	1	2	3	4
d	Topbestuur sien toe dat alle afdelings 'n bydrae lewer in die uitdra van die handelsnaam.	1	2	3	4
e	Topbestuur verseker dat die strategie van die Solidariteit Beweging handelsnaam sigbaar is deur dit wat die organisasie doen.	1	2	3	4
f	Die Christelike waardes van die Solidariteit Beweging is sigbaar in alles wat die organisasie <b>sê</b> .	1	2	3	4
g	Die Christelike waardes van die Solidariteit Beweging is sigbaar in alles wat die organisasie <b>doen</b> .	1	2	3	4
h	Topbestuur evalueer voortdurend die Solidariteit Beweging handelsnaam.	1	2	3	4
i	Slegs die Kommunikasie-afdeling is verantwoordelik vir die uitdra van die Solidariteit Beweging handelsnaam.	1	2	3	4
j	Topbestuur sien toe dat Solidariteit Beweging se organisasiekultuur, strategie en beeld belyn is.	1	2	3	4
k	Topbestuur verseker dat die Solidariteit Beweging handelsnaam aan werknemers gekommunikeer word.	1	2	3	4
l	Werknemers word so bestuur dat hulle deel vorm van die Solidariteit Beweging handelsnaam.	1	2	3	4
m	Topbestuur spandeer tyd daaraan om te verseker dat werknemers se waardes met die organisasie se waardes ooreenstem.	1	2	3	4
n	Wie die organisasie is word duidelik gekommunikeer in alles wat die Solidariteit Beweging <b>sê</b> .	1	2	3	4
o	Wie die organisasie is word duidelik gekommunikeer in alles wat die Solidariteit Beweging <b>doen</b> .	1	2	3	4
p	Topbestuur verseker dat die Solidariteit Beweging handelsnaam relevant is.	1	2	3	4
q	Die Solidariteit Beweging handelsnaam word so bestuur dat ek 'n langtermyn verhouding met die organisasie wil hê.	1	2	3	4

**14. In welke mate dink u dra Solidariteit Helpende Hand by om die korporatiewe handelsnaam van die Solidariteit Beweging te vestig en te bevorder?  
Skryf asseblief u antwoord in die spasie daarvoor gelaat.**


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