

REFERENCES

- Abu-Bader, S.H. 2011. *Using statistical methods in social science research with a complete SPSS guide*. (2 ed.). Chicago, IL: Lyceum.
- Agle, B.R., Donaldson, T., Freeman, R.E., Jensen, M.C., Mitchell, R.K. & Wood, D.J. 2008. Dialogue: Toward Superior Stakeholder Theory. *Business Ethics Quarterly*, 18(2), 153-190.
- Aitchison, C., Kamler, B. & Lee, A. 2010. *Publishing pedagogies for the doctorate and beyond*. New York, NY: Routledge.
- Akindola, R. 2010. Importance to poverty alleviation of bottom-up approaches to social development. (In Pawar, M.S. & Cox, D.R. eds. *Social development: critical themes and perspectives*. London: Routledge. pp.164-181).
- Aliber, M. 2003. Chronic poverty in South Africa: incidence, causes and policies. *World Development*, 31(3), 473-490.
- Allen, M., Titsworth, S. & Hunt, S.K. 2009. *Quantitative Research in Communication*. <http://knowledge.sagepub.com/view/quantitative-research-in-communication/SAGE.xml?rskey=L8FNzz&row=1>: Sage.
- Altafin, I. 1991. Participatory communication in social development evaluation. *Community Development Journal*, 26(4), 312-314.
- Angelopulo, G.C. 2002. A systems approach to public relations. (In Lubbe, B. & Puth, G. eds. *Public relations in South Africa: a management reader*. Isando: Heinemann. pp.40-52).
- Babarinde, O.A. 2009. Bridging the economic divide in the Republic of South Africa: A corporate social responsibility perspective. *Thunderbird International Business Review*, 51(4), 355-368.
- Babbie, E.R. & Mouton, J. 2001. *The practice of social research*. Cape Town: Oxford.
- Ban, C., Drahnak-Faller, A. & Towers, M. 2003. Human Resource Challenges in Human Service and Community Development Organizations Recruitment and Retention of Professional Staff. *Review of Public Personnel Administration*, 23(2), 133-153.

Barge, J.K. & Craig, R.T. 2009. Practical theory in applied communication scholarship. (In Frey, L.R. & Cissna, K.N. eds. *Routledge handbook of applied communication research*. New York, NY: Routledge. pp.55-78).

Barnard, D. & Molale, A. 2007. *PRODDER directory: NGOs and development in South Africa 2008*. Braamfontein: Southern African NGO Network SANGONeT.

Battilana, J. & Sengul, M. 2006. Interorganisational cooperation between no-for-profit organizations: A relationship analysis. (In Kyriakidou, O. & Özbilgin, M. eds. *Relational perspectives in organizational studies: a research companion*. Northampton, MA: Edward Elgar. pp.197-220).

Bernstein, A. (Ed.). 2005. *The CSI Handbook*. Cape Town: Triologue Publication.

Boafo, K.S.T. 2006. Participatory development communication: an African perspective. (In Bessette, G. ed. *People, land and water: participatory development communication for natural resource management*.

<http://www.idrc.ca/EN/Resources/Publications/Pages/IDRCBookDetails.aspx?PublicationID=112>: IDRC. Accessed on 13 July 2009.

Broom, G.M., Casey, S. & Ritchey, J. 2000. Concept and theory of organization-public relationships. (In Ledingham, J.A. & Bruning, S.D. eds. *Public relations as relationship management: A relational approach to the study and practice of public relations*. Mahwah, NJ: Lawrence Erlbaum. pp.3-22).

Brown, L.D. & Kalegaonkar, A. 2002. Support organizations and the evolution of the NGO sector. *Nonprofit and Voluntary Sector Quarterly*, 31(2), 231-258.

Bruning, S.D. & Galloway, T. 2003. Expanding the organization–public relationship scale: Exploring the role that structural and personal commitment play in organization–public relationships. *Public Relations Review*, 29(3), 309-319.

Bruning, S.D. & Ledingham, J.A. 1999. Relationships between organizations and publics: Development of a multi-dimensional organization-public relationship scale. *Public Relations Review*, 25(2), 157-170.

Bruning, S.D. & Ledingham, J.A. 2000. Organization and key public relationships: Testing the influence of the relationship dimensions in a business to business context. (In

Ledingham, J.A. & Bruning, S.D. eds. *Relationship management: a relational approach to Public Relations*. Mahwah, NJ: Lawrence Erlbaum. pp.159-173).

Bulmer, M. 2004. *Sociological research methods: an introduction*. (3 ed.). Basingstoke: Palgrave Macmillan.

Burger, K.M. 2008. Businesses' social engagement, public relations and social development: a beyond modernist conceptual model. Pretoria: University of South Africa. (DLitt et Phil).

Burger, M. 2009. Businesses' social involvement through public relations: A critical comparison of market-oriented and reflective paradigms of public relations. *Communicatio*, 35(1), 101-118.

Burkey, S. 1993. *People first: A guide to self-reliant participatory rural development*. London: Zed.

Burnhams, W. 2006. Competencies of and challenges to manage in the NGO welfare sector. Port Elizabeth: Nelson Mandela Metropolitan University. (MA).

Burns, T.J. & Deek, F.P. 2010. A Methodology Tailoring Model for Practitioner Based Information Systems Development Informed by the Principles of General Systems Theory, Paper presented at the *Conference on Information Systems Applied Research*, Nashville, TN, <http://proc.conisar.org/2010/pdf/1524.pdf>.

Byrne, E. & Sahay, S. 2007. Participatory design for social development: A South African case study on community-based health information systems. *Information Technology for Development*, 13(1), 71-94.

CABSA (Christian AIDS Bureau of Southern Africa) 2010. Partners and donors. <http://www.cabsa.org.za/content/partners-and-donors>. Date of access: 12 June 2013.

Camay, P. & Gordon, A.J. 1997. *Principles of NGO management*. Johannesburg: CORE.

Carroll, A.B. 1996. *Business and society: ethics and stakeholder management*. (3rd ed.). Cincinnati, OH: South-Western College.

CASE (The Community Agency for Social Enquiry). 2003. *Municipal service delivery partnerships: an evaluation of case studies*. The Community Agency for Social Enquiry. http://www.case.org.za/images/docs/municipal_service_delivery.pdf. Date of access: 12 May 2010.

Catalyst Consortium 2002. *Corporate Social Responsibility in Practice Casebook*. <http://www.pathfinder.org/publications-tools/pdfs/CATALYST-Corporate-Social-Responsibility-in-Practice-Casebook.pdf>: Pathfinder International. Date of access: 2 July 2013.

CCS (Camira Consulting Services) 2011. *Data analysis: using the statistical package SPSS*. Pretoria: Camira.

Cleaver, F. 2006. Institutions, agencies and the limitations of participatory approaches to development. (In Gumucio, D.A. & Tufte, T. eds. *Communication for social change anthology: historical and contemporary readings*. South Orange, NJ: Communication for Social Change Consortium. pp.786-800).

Coffman, S.E. 2005. Nonprofits' three greatest challenges. *Guidestar*, <http://www.guidestar.org/rxa/news/articles/2005/nonprofits-three-greatest-challenges.aspx> Date of access: 12 July 2013.

Collodel, A.G.P. 2011. *Evaluation of the impact of foreign aid on growth and development*. Pretoria: University of South Africa. (MA).

Connolly, P. & York, P. 2002. Evaluating capacity-building efforts for nonprofit organizations. *OD Practitioner*, 34(4), 33-39.

Cook, K.E. 2008. In-Depth interview. (In Given, L.M. ed. *The Sage Encyclopedia of Qualitative Research*. <http://knowledge.sagepub.com/view/research/n209.xml>: Sage. pp.423-424).

Cooke, D. 2010. Building social capital through corporate social investment. *Asia-Pacific Journal of Business Administration*, 2(1), 71-87.

Cooper, S. 2004. *Corporate social performance: a stakeholder approach*. Burlington, VT: Ashgate.

- Deetz, S. 1985. Critical-cultural research: New sensibilities and old realities. *Journal of Management*, 11(2), 121-136.
- Denzin, N.K. 1970. *The research act: A theoretical introduction to sociological methods*. Piscataway, NJ: Transaction.
- Dodd, E.M. 1931. For whom are corporate managers trustees. *Harvard Law Review*, 45, 1145.
- Donaldson, T. & Preston, L.E. 1995. The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of management Review*, 20(1), 65-91.
- DSD (Department of Social Development). 2011. All about nonprofit organisations. http://www.dsd.gov.za/npo/index.php?option=com_content&task=view&id=66&Itemid=114. Date of access: 3 October 2013.
- Du Plessis, N. & Steyn, B. 2005. A strategic approach to development management and development communication, Paper presented at the *International public relations research symposium (BledCom 2005)*, Lake Bled, 1 - 3 July 2005.
- Du Plooy, G.M. 2009. *Communication research: Techniques, methods and applications*. (2nd ed.). Cape Town: Juta.
- Duff, C. 2013. The state of CSI. <http://csimatters.co.za/2013-conference/2013-presentations/>. Date of access: 3 October 2013.
- ECOSOC (United Nations Economic and Social Council). 2008. *Report on measuring sustainable development*. Economic Commission for Europe. Paris.
- Epstein, M.J. & Hanson, K.O. 2005. *The accountable corporation*. Westport, CT: Greenwood.
- Field, A. 2009. *Discovering statistics using SPSS*. Thousand Oaks, CA: Sage.
- Fish, S.L. 1990. Interpretive research: A new way of viewing organizational communication. *Public Administration Quarterly*, 14(1), 66-74.
- Fourie, P. & Meyer, M. 2010. *The politics of AIDS denialism: South Africa's failure to respond*. Farnham: Ashgate.

- Freeman, R.E. 1984. *Strategic management: A stakeholder approach*. Boston, MA: Pitman.
- Freeman, R.E. 1994. The politics of stakeholder theory: Some future directions. *Business Ethics Quarterly*, 4(4), 409-421.
- Freeman, R.E. 2000. Business ethics at the millennium. *Business Ethics Quarterly*, 10(1), 169-180.
- Freeman, R.E. 2001. Stakeholder theory of the modern organization. (In Hoffman, W.M., Frederick, R.E. & Schwartz, M.S. eds. *Business ethical: readings and cases in corporate morality*. Boston, MA: McGraw-Hill. pp.38-48).
- Freeman, R.E., Harrison, J.S. & Wicks, A.C. 2007. *Managing for stakeholders: Survival, reputation, and success*. New Haven, CT: Yale.
- Freeman, R.E., Harrison, J.S., Wicks, A.C., Parmar, B.L. & De Colle, S. 2010. *Stakeholder theory: The state of the art*. Cambridge: Cambridge.
- Freeman, R.E. & Phillips, R.A. 2002. Stakeholder theory: A libertarian defense. *Business Ethics Quarterly*, 12(3), 331-349.
- Freeman, R.E. & Reed, D.L. 1983. Stockholders and stakeholders: A new perspective on corporate governance. *California Management Review*, 25(3), 88-106.
- Freeman, R.E. & Velamuri, S.R. 2006. A new approach to CSR: Company stakeholder responsibility. (In Kakabadse, A. & Morsing, M. eds. *Corporate Social Responsibility: reconciling aspiration with application*. New York, NY: Palgrave Macmillan. pp.9-23).
- Freeman, R.E., Wicks, A.C. & Parmar, B. 2004. Stakeholder theory and “the corporate objective revisited”. *Organization Science*, 15(3), 364-369.
- Freire, P. 1970. *Pedagogy of the oppressed*. London: Continuum.
- Fridlund, B. 2010. The dissertation book; should it be a monograph or a compilation thesis? *European Journal of Cardiovascular Nursing*, 9(3), 144-145.
- Friedman, A.L. & Miles, S. 2002. Developing stakeholder theory. *Journal of Management Studies*, 39(1), 1-21.
- Friedman, M. 1962. *Capitalism and freedom*. Chicago, Ill: University of Chicago.

Garriga, E. & Melé, D. 2004. Corporate social responsibility theories: Mapping the territory. *Journal of Business Ethics*, 53(1-2), 51-71.

Greeff, W.J. 2011. Different salves for different sores: International research remedies for a South African communication context. *Communitas*, 16, 113-129.

Grossman, M. 2011. Redefining the relationship between the environment, society and economy. <http://www.environmentalleader.com/2011/11/14/defining-the-relationship-between-the-environment-society-and-the-economy/>. Date of access: 12 June 2013.

Grunig, J.E. 1993. Image and substance: From symbolic to behavioral relationships. *Public Relations Review*, 19(2), 121-139.

Grunig, J.E. 2002. Qualitative methods for assessing relationships: Between organizations and publics. *Institute for Public Relations*, <http://www.instituteforpr.org/topics/organizations-publics-relationships/> Date of access: 12 November 2013.

Grunig, J.E. & Dozier, D.M. 1992. *Excellence in public relations and communication management*. Mahwah, NJ: Lawrence Erlbaum.

Grunig, J.E. & Dozier, D.M. 2002. *Excellent public relations and effective organizations: A study of communication management in three countries*. Mahwah, NY: Lawrence Earlbaum.

Grunig, J.E. & Grunig, L.A. 1989. Toward a theory of the public relations behavior of organizations: Review of a program of research. *Journal of Public Relations Research*, 1(1-4), 27-63.

Grunig, L.A., Grunig, J.E. & Dozier, D.M. (Eds.). 2002. *Excellent organizations and effective organizations: A study of communication management in three countries*. Mahwah, NJ: Lawrence Erlbaum.

Grunig, L.A., Grunig, J.E. & Ehling, W.P. 1992. What is an effective organization? (In Grunig, J.E. & Dozier, D.M. eds. *Excellence in public relations and communication management*. Mahwah, NJ: Lawrence Erlbaum. pp.66-82).

Grunig, J.E. & Huang, Y. 2000. From organizational effectiveness to relationship indicators: Antecedents of relationships, public relations strategies, and relationship outcomes. (In Ledingham, J.A. & Bruning, S.D. eds. *Public relations as relationship management: A relational approach to the study and practice of public relations*. Mahwah, NJ: Lawrence Erlbaum. pp.23-52).

Grunig, J.E. & White, J. 1992. The effect of worldviews on public relations theory and practice. (In Grunig, J.E. & Dozier, D.M. eds. *Excellence in public relations and communication management*. Mahwah, NJ: Lawrence Erlbaum. pp.31-64).

Guion, L.A., Diehl, D.C. & McDonald, D. 2011. *Triangulation: Establishing the validity of qualitative studies*. Family Youth and Community Sciences. <http://edis.ifas.ufl.edu/fy394>. Date of access: 12 July 2013.

Gumucio Dagron, A. & Tufte, T. 2006. *Communication for social change anthology: Historical and contemporary readings*. South Orange, NJ: Communication for Social Change Consortium.

Habermas, J. & Seidman, S. 1989. *Jürgen Habermas on society and politics: A reader*. Boston: Beacon.

Hager, M.A. & Brudney, J.L. 2004. *Volunteer management practices and retention of volunteers*. The Urban Institute. <http://www.urban.org/publications/411005.html>. Date of access: 22 September 2012.

Hailey, J. 2006. NGO leadership development. *Intrac*, <http://dspace.ciqilibrary.org/jspui/handle/123456789/21770> Date of access: 11 July 2013.

Hair, J.F., Black, W.C., Babin, B.J. & Anderson, R.E. 2010. *Advanced diagnostics for multiple regression: A supplement to multivariate data analysis*. (7th ed.). Upper Saddle, NJ: Pearson.

Hall, M.R. 2006. Corporate philanthropy and corporate community relations: Measuring relationship-building results. *Journal of Public Relations Research*, 18(1), 1-21.

Heath, R.L. 2001. Defining the discipline. (In Heath, R.L. & Vasquez, G. eds. *Handbook of Public Relations*. Thousand Oaks, CA: Sage. pp.1-9).

Helmig, B., Jegers, M. & Lapsley, I. 2004. Challenges in managing nonprofit organizations: A research overview. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 15(2), 101-116.

Henning, E., Van Rensburg, W. & Smit, B. 2004. *Finding your way in qualitative research*. Pretoria: Van Schaik.

Herman, R.D. & Renz, D.O. 2008. Advancing nonprofit organizational effectiveness research and theory: Nine theses. *Nonprofit Management and Leadership*, 18(4), 399-415.

Hodge, M.M. & Piccolo, R.F. 2005. Funding source, board involvement techniques, and financial vulnerability in nonprofit organizations: A test of resource dependence. *Nonprofit Management and Leadership*, 16(2), 171-190.

Holtzhausen, L. & Fourie, L.M. 2010. Employees' perceptions of corporate identity management in relation to relationship management at the North-West University, Paper presented at the SACOMM conference, Johannesburg, 27 September 2010.

Hon, L.C. & Grunig, J.E. 1999. Guidelines for measuring relationships in public relations. *The Institute for PR*,
http://www.instituteforpr.org/wp-content/uploads/Guidelines_Measuring_Relationships.pdf
Date of access: 28 October 2013.

HSF (Helen Suzman Foundation). 2013. Funders, donors, corporate members and partners. <http://hsf.org.za/about-us/our-people/partners>. Date of access: 3 October 2013.

Huesca, R. 2008. Tracing the history of participatory communication approaches to development: A critical appraisal. (In Servaes, J. ed. *Communication for development and social change*. Los Angeles, CA: Sage. pp.180-200).

Human, P. 1996. *Organisational effectiveness in the NGO sector; initial comments*. University of Cape Town. Cape Town.

Hung, C.F. 2007. Toward the theory of relationship management in public relations: How to cultivate quality relationships. (In Toth, E.L. ed. *The Future of Excellence in Public Relations and Communication Management: Challenges for the Next Generation*. Mahwah, NJ: Lawrence Erlbaum. pp.443-476).

IoDSA (Institute of Directors South Africa) 2002. *King Report on Corporate Governance for South Africa, 2002 (King I)*. Johannesburg: Juta.

IoDSA (Institute of Directors South Africa) 2009. *King report on governance for South Africa 2009 (King III)*. Johannesburg: Juta.

IPR (Institute for Public Relations). 1999. Guidelines for measuring relationship in public relations.

<http://www.instituteforpr.org/search/results/2d35d02775ab15298a564b030f9f8906/>. Date of access: 12 November 2010.

Ismael, E. 2005. The stakeholder theory of corporate governance: Revisiting the directors' duty to act in the best interest of the company. Johannesburg: University of Johannesburg. (LLM).

Jacobson, T.L. & Kolluri, S. 1999. Participatory communication as communicative action. (In Jacobson, T.L. & Servaes, J. eds. *Theoretical approaches to participatory communication*. Cresskill, NJ: Hampton. pp.265-280).

Jahansoozi, J. 2002. Public relations and the relational perspective – an exploration of relationship characteristics: Researching an appropriate framework for evaluating the relationships between publics and organisations, Paper presented at the *International public relations research symposium (BledCom 2002)*, Lake Bled.

Jahansoozi, J. 2006. Organization-stakeholder relationships: Exploring trust and transparency. *Journal of Management Development*, 25(10), 942-955.

Jones, T.M., Wicks, A.C. & Freeman, R.E. 2002. Stakeholder theory: The state of the art. (In Bowie, N.E. ed. *The Blackwell guide to business ethics*. Malden, MA: Blackwell. pp.19-37).

JSE (Johannesburg Stock Exchange) 2010. Development of the index. http://www.jse.co.za/AboutUs/SRI/Development_of_Index.aspx. Date of access: 12 November 2010.

Kaplan, R.S. 2001. Strategic performance measurement and management in nonprofit organizations. *Nonprofit management and Leadership*, 11(3), 353-370.

Kim, H.S. 2007. A Multilevel Study of Antecedents and a Mediator of Employee - Organization Relationships. *Journal of Public Relations Research*, 19(2), 167-197.

- Kyriakidou, O. & Özbilgin, M. 2006. *Relational perspectives in organizational studies: A research companion*. Northampton, MA: Edward Elgar.
- Ledingham, J.A. 2003. Explicating relationship management as a general theory of public relations. *Journal of Public Relations Research*, 15(2), 181-198.
- Ledingham, J.A. & Bruning, S.D. 1998. Relationship management in public relations: Dimensions of an organization-public relationship. *Public Relations Review*, 24(1), 55-65.
- Ledingham, J.A. & Bruning, S.D. 2000. *Public relations as relationship management: A relational approach to the study and practice of public relations*. London: Routledge.
- Lee, A. 2010. When the article is the dissertation: Pedagogies for a PhD by publication. (In Aitchison, C., Kamler, B. & Lee, A. eds. *Publishing pedagogies for the doctorate and beyond*. New York, NY: Routledge. pp.12-29).
- Lekorwe, M. & Mpabanga, D. 2007. Managing Non-Governmental Organizations in Botswana. *The Public Sector Innovation Journal*, 12(3), 1-18.
- Lewis, D. 2003. Theorizing the organization and management of non-governmental development organizations: Towards a composite approach. *Public Management Review*, 5(3), 325-344.
- Lichtenstein, D.R., Drumwright, M.E. & Braig, B.M. 2004. The effect of corporate social responsibility on customer donations to corporate-supported nonprofits. *Journal of Marketing*, 68(4), 16-32.
- Lindenberg, M. 2001. Are we at the cutting edge or the blunt edge? Improving NGO organizational performance with private and public sector strategic management frameworks. *Nonprofit Management and Leadership*, 11(3), 247-270.
- Lindlof, T.R. & Taylor, B.C. 2002. *Qualitative communication research methods*. (2nd ed.). Thousand Oaks, CA: Sage.
- Littlejohn, S.W. & Foss, K.A. 2008. *Theories of human communication*. (9th ed.). Belmont, CA: Wadsworth.

- Lomax, R. 2010. Transition to new Companies Act.
http://www.deneysreitz.co.za/index.php/news/transition_to_new_companies_act/. Date of access: 12 November 2010.
- Lubbe, B. & Puth, G. 1996. *Public relations in South Africa: a management reader*. Isando: Heinemann.
- Lundahl, L. 2010. *On the choice of thesis format and on writing the "kappa" of a thesis of publications*.
http://pedagogiskt arbete.educ.umu.se/@api/deki/files/100/=Monografi_eller_sammanlaggning.pdf Date of access: 6 November 2013.
- Matthews, M. (Ed.). 2011. *The CSI Handbook*. Cape Town: Triologue Publication.
- Melkote, S.R. 2001. Theories of development communication. (In Melkote, S.R. & Steeves, H.L. eds. *Communication for development in the Third World: Theory and practice for empowerment*. London: Sage. pp.105-121).
- Miles, M.B. & Huberman, A.M. 1994. *Qualitative data analysis: An expanded sourcebook*. Thousand Oaks, CA: Sage.
- Mitchell, R.K., Agle, B.R. & Wood, D.J. 1997. Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853-886.
- Mohan, G. 2008. Participatory development. (In Desai, V. & Potter, R.B. eds. *The companion to development studies*. London: Hodder Education. pp.45-49).
- Mohan, G. & Stokke, K. 2000. Participatory development and empowerment: the dangers of localism. *Third World Quarterly*, 21(2), 247-268.
- Mouton, J. 1996. *Understanding social research*. Pretoria: Van Schaik.
- Mouton, J. 2001. *How to success in your Master's & Doctoral Studies*. Pretoria: Van Schaik.
- Nair, K.S. & White, S.A. 1993. The development communication process. (In Nair, K.S. & White, S.A. eds. *Perspectives on Development Communication*. New Delhi: Sage. pp.47-70).
- Newell, P. 2005. Citizenship, accountability and community: The limits of the CSR agenda. *International Affairs*, 81(3), 541-557.

Ni, L. 2006. Relationships as organizational resources: Examining public relations impact through its connection with organizational strategies. *Public Relations Review*, 32(3), 276-281.

Nteso, I.T. 2003. The impact of donor financial conditions on the sustainability of the development projects: The case of VW Pretoria. Pretoria: University of South Africa. (MA).

Padaki, V. 2007. The human organisation: Challenges in NGOs and development programmes. *Development in Practice*, 17(1), 65-77.

Palazzo, G. & Scherer, A.G. 2006. Corporate legitimacy as deliberation: A communicative framework. *Journal of Business Ethics*, 66(1), 71-88.

Pawar, M.S. & Cox, D.R. 2010. *Social development: Critical themes and perspectives*. London: Routledge.

PCE (Parliamentary Commissioner for the Environment). 2002. *Creating our future: Sustainable development for New Zealand*. Parliamentary Commissioner for the Environment. <http://www.pce.parliament.nz/publications/all-publications/creating-our-future-sustainable-development-for-new-zealand-3>. Date of access: 13 July 2013.

Pearce, D.W. & Atkinson, G.D. 1993. Capital theory and the measurement of sustainable development: An indicator of "weak" sustainability. *Ecological Economics*, 8(2), 103-108.

Pearce, D. & Atkinson, G. 1998. The concept of sustainable development: An evaluation of its usefulness ten years after Brundtland. *Revue Suisse d'Économie et de Statistique*, 134, 251-270.

Phillips, D. 2006. Relationships are the core value for organisations: A practitioner perspective. *Corporate Communications: An International Journal*, 11(1), 34-42.

Phillips, R., Freeman, R.E. & Wicks, A.C. 2003. What stakeholder theory is not. *Business Ethics Quarterly*, 13(4), 479-502.

Plowman, K.D. 1998. Power in Conflict for Public Relations. *Journal of Public Relations Research*, 10(4), 237-261.

Rawlins, B.L. 2006. Prioritizing stakeholders for public relations. *Institute for Public Relations*, http://www.instituteforpr.org/wp-content/uploads/2006_Stakeholders_1.pdf Date of access: 12 November 2013.

Rensburg, R. & De Beer, E. 2011. Stakeholder engagement: A crucial element in the governance of corporate reputation. *Communitas*, 16, 151-167.

Rockey, V. (Ed.). 2000. *The CSI handbook*. Johannesburg: Trialogue.

Roper, J. 2005. Symmetrical Communication: Excellent Public Relations or a Strategy for Hegemony? *Journal of Public Relations Research*, 17(1), 69-86.

Rossouw, R. 2010. (Personal communication). E-mail correspondence. 12 - 16 September 2010. Information on corporate social investment in South Africa.

Sayer, J. 2005. Guest editor's introduction: Do more good, do less harm: development and the private sector. *Development in Practice*, 15(3-4), 251-268.

Scherer, A.G. & Palazzo, G. 2007. Toward a political conception of corporate responsibility: Business and society seen from a Habermasian perspective. *Academy of Management Review*, 32(4), 1096-1120.

Schiff, J. & Weisbrod, B. 1991. Competition between for-profit and nonprofit organizations in commercial markets. *Annals of public and cooperative economics*, 62(4), 619-640.

Servaes, J. 1995. Development communication – for whom and for what? *Communicatio*, 21(1), 39-49.

Servaes, J. 1999. *Communication for development: One world, multiple cultures*. Cresskill, NJ: Hampton.

Servaes, J. 2008. Introduction. (In Servaes, J. ed. *Communication for development and social change*. Los Angeles, CA: Sage. pp.14-28).

Servaes, J. & Malikhao, P. 2008. Development communication approaches in an international perspective. (In Servaes, J. ed. *Communication for development and social change*. Thousand Oaks, CA: Sage. pp.158-179).

Shumate, M. & O'Connor, A. 2010. The symbiotic sustainability model: Conceptualizing NGO–corporate alliance communication. *Journal of Communication*, 60(3), 577-609.

Skinner, J.C. & Mersham, G. 2008. Corporate social responsibility in South Africa: Emerging trends. *Society and Business Review*, 3(3), 239-255.

Skinner, J.C., Von Essen, L., Mersham, G. & Motau, S. 2011. *Handbook of Public Relations*. (9th ed.). Cape Town: Oxford.

Smillie, I. 1997. NGOs and development assistance: A change in mind-set? *Third World Quarterly*, 18(3), 563-577.

Smith, B. 2007. Finding solutions to complex social problems in South Africa. <http://www.synergos.org/knowledge/07/findingsolutionsinsouthafrica.htm>. Date of access: 21 November 2008.

Smith, N.C. 2003. *Corporate social responsibility: Not whether, but how*. <http://www.london.edu/facultyandresearch/research/docs/03-701.pdf>: Centre for Marketing Working Paper. Date of access: 13 October 2013.

South Africa 1997. Nonprofit Organisations Act 71 of 1997. *Government Gazette*, 29617.

South Africa 2007. Broad-based black economic empowerment codes of good practice 53 of 2003. *Government Gazette*, 29617.

South Africa 2009. Companies Act 71 of 2008. *Government Gazette*, 29617.

Steurer, R. 2006. Mapping stakeholder theory anew: From the 'stakeholder theory of the firm to three perspectives on business–society relations. *Business Strategy and the Environment*, 15(1), 55-69.

Steyn, B. & De Beer, E. 2012a. Conceptualising strategic communication management (SCM) in the context of governance and stakeholder inclusiveness. *Communicare*, 31(2), 29-55.

Steyn, B. & De Beer, E. 2012b. Strategic role of public relations in the process of 'integrated reporting' - An exploratory study. *Sinergie rivista di studi e ricerche*, (88), 53-72.

Steyn, B. & Niemann, L. 2010. Enterprise strategy: A concept that explicates corporate communication's strategic contribution at the macro-organisational level. *Journal of Communication Management*, 14(2), 106-126.

Steyn, B. & Puth, G. 2000. *Corporate communication strategy*. Sandton: Heinemann.

Strine, M.S. 1991. Critical theory and “organic” intellectuals: Reframing the work of cultural critique. *Communications Monographs*, 58(2), 195-201.

Sullivan, L.E. 2009. *The Sage Glossary of the Social and Behavioral Sciences*.
<http://knowledge.sagepub.com/view/behavioralsciences/SAGE.xml>: Sage.

Tandon, R. 2000. Riding high or nosediving: Development NGOs in the new millennium. *Development in Practice*, 10(3-4), 319-329.

Terre Blanche, M.J., Durrheim, K. & Painter, D. 2006. *Research in practice: Applied methods for the social sciences*. (2nd ed.). Cape Town: UCT.

Thomas, P. 1994. Participatory development communication: Philosophical premises. (In White, S.A., Ascroft, J.R. & Nair, K.S. eds. *Participatory communication: Working for change and development*. New Delhi: Sage. pp.49-59).

Dialogue 2012. Dialogue launches its 2012 corporate social investment research.
<http://www.corporatecitizenship.co.za/assets/pdf/The%20CSI%20Handbook%20Launch%20Presentation%20-%2015th%20edition.pdf>. Date of access: 2 September 2013.

Tufte, T. & Mefalopulos, P. 2009. *Participatory communication: A practical guide*. World Bank Publications.
<http://siteresources.worldbank.org/EXTDEVCOMMENG/Resources/Participatorycommunication.pdf>. Date of access: 18 May 2012.

UN (United Nations). 2005. *World Summit Outcome*. United Nations General Assembly.
http://www.un.org/depts/dhl/resguide/r60_en.shtml. Date of access: 19 February 2009.

UNICEF (United Nations Children's Fund). 2008. *The state of Africa's children: Child survival*. UNICEF. <http://www.unicef.org/wcaro/soac08/report/report.php>. Date of access: 24 February 2009.

Van Dyk, L.I. & Fourie, L.M. 2012a. Exploring the communication relationship between corporate donors and social development NPO recipients. *Communitas*, 17, 199-221.

Van Dyk, L.I. & Fourie, L.M. 2012b. Towards contextualising stakeholder relationship indicators for corporate–community relationships. *Communicatio*, 38(3), 349-364.

Veltmeyer, H. 2005. Democratic Governance and Participatory Development: The Role of Development NGOs. *The Whitehead Journal of Diplomacy and International Relations*, 6, 89-109.

Waisbord, S. 2001. *Family tree of theories, methodologies and strategies in development communication*. <http://www.communicationforsocialchange.org/pdf/familytree.pdf>: Communication for Social Change Consortium. Date of access: 4 October 2013.

Walliman, N. 2011. *Your research project: Designing and planning your work*. (3rd ed.). Los Angeles, CA: Sage.

WCED (World Commission on Environment and Development) 1987. *Brundtland Report: Our common future*. United Nations. http://conspect.nl/pdf/Our_Common_Future-Brundtland_Report_1987.pdf. Date of access: 18 October 2013.

White, R. 1994. Participatory development communication as a social-cultural process. (In White, S.A., Nair, K.S. & Ascroft, J.R. eds. *Participatory communication: working for change and development*. New Delhi: Sage. pp.95-116).

White, R. 1984. The need for new strategies of research on the democratization of communication, Paper presented at the *Conference of the National Communications Association*, San Francisco, CA, May.

White, S.A., Nair, K.S. & Ascroft, J.R. 1994. *Participatory communication: Working for change and development*. New Delhi: Sage.

World Bank 1996. *The World Bank participation sourcebook*. <http://documents.worldbank.org/curated/en/1996/02/696745/world-bank-participation-sourcebook>: World Bank. Date of access: 1 November 2013.

ADDENDUM A: DATA ANALYSIS AND FINDINGS

1 INTRODUCTION

Due to the compilation format of this thesis, it is impossible to report all the findings within one or two articles. This addendum contains details of the data analysis and interpretation in support of abbreviated versions found in the articles of the thesis.

For the empirical results of this study, qualitative partially structured interviews and two corresponding surveys were used. The partially structured interviews resulted in initial findings and informed the design of the survey questionnaires. The term 'corresponding surveys' is used because the two surveys set out to measure the stakeholder relationship between corporate donors and the NPOs who receive funding from them by using corresponding items (survey questionnaires included in Addendum B and C), some of which are identical and some similar (specifically where contextual differences made it impossible to use identical items).

The Hon and Grunig (1999) relationship questionnaire was adapted to form two separate questionnaires and the newly formulated items added to each questionnaire. After pilot testing and review by an expert panel, the two corresponding surveys were conducted – one survey among CSI staff members and the second among managers of NPOs. The sample for the NPO survey was randomly drawn from the *Prodder NGO Directory of 2008*. The Prodder NGO Directory was chosen for accessibility reasons – firstly, the directory itself was available to the researcher and secondly, all the NPOs listed in the directory were said to have internet access and e-mail addresses that were necessary for the online completion of the questionnaire.

The sample of CSI representatives proved to be challenging and because of difficulties in accessing this population, the researcher reverted to using both purposive, convenience and snowball sampling methods including accessing contact details from the 2000 and 2012 *Dialogue CSI Handbook*, a client list from a Black Economic Empowerment consultant firm, and internet searches focused on obtaining contact details for CSI representatives of South African organisations listed on the Johannesburg Stock Exchange. A total of 106 NPO respondents and 67 CSI respondents responded to the two surveys.

The data of the two surveys were analysed with two aims in mind, the first being the definition of contextual relationship indicators for this specific relationship and the second being the description of this relationship. Contextual relationship indicators were defined by

means of an exploratory factor analysis at construct level and reliability testing of the factor groupings for both sets of survey results. The factor groupings were named and described as contextual relationship indicators for both parties in the relationship. The relationship was subsequently described using the contextual relationship indicators and the items that measured the perceptions of the survey respondents on those items. The process can be visually displayed as shown in Figure 1.

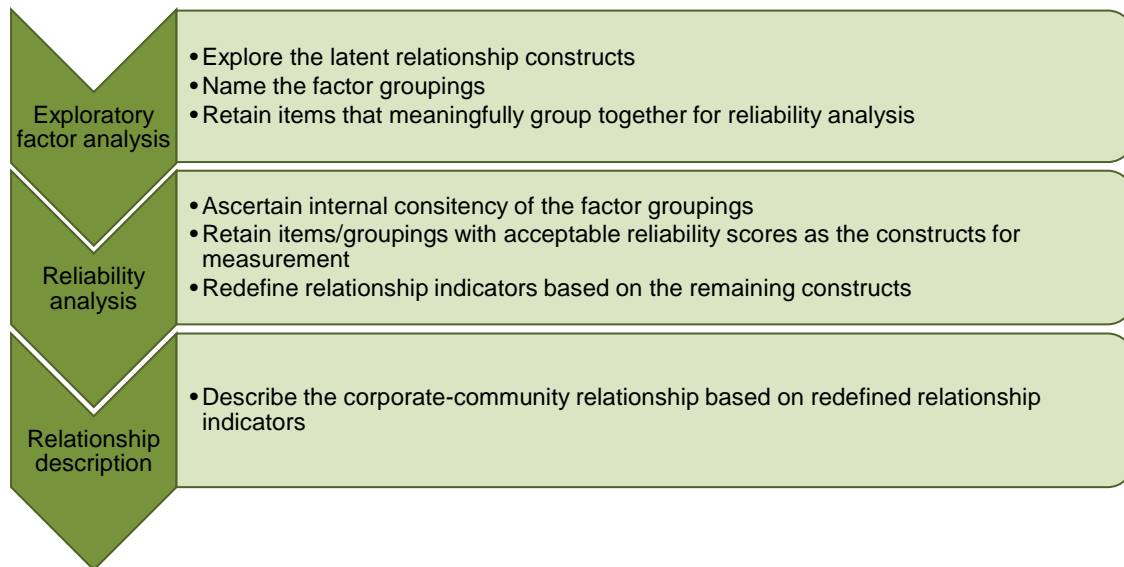


Figure 1: Process of data analysis and interpretation

As the first phase of data analysis and interpretation, exploratory factor analysis was used to explore the latent constructs of control, trust, commitment and other relational realities for corporate-NPO relations within the context of CSI funding. Factor analysis was conducted separately for the two populations (parties in the relationship) and the results used to group together related items/variables about the constructs in the relationship in order to ascertain how the respondents define the relationship constructs.

For each relevant construct (based on relationship theory and the qualitative findings) a separate exploratory factor analysis was conducted. Because the constructs were all latent and interrelated, it is understandable that some variables/items loaded onto more than one factor or were not meaningful where they loaded. The decision where such variables/items would be grouped was done on the basis of meaningfulness in the opinion of the researcher.

Items that cross-loaded onto too many factor groupings or where a decision could not be taken as to where the cross-loading variable should be grouped, such items were removed for the purposes of further analysis (Hair, Black, Rabin & Anderson, 2010:119).

After the first interpretations (naming of the factor groups), the researcher considered literature and the qualitative findings to further explore these named sub-constructs. This done, the researcher proceeded to reliability testing of the newly grouped items before redefining the constructs of control, trust, commitment and other relational realities for this context.

2 FACTOR ANALYSIS: DONOR SURVEY

A factor analysis for the donor survey was done for each of the four relationship indicators relevant to this relationship and the factor groupings were interpreted as the starting point for the redefinition of contextual relationship indicators. The process and findings are discussed in the subsequent sections.

2.1 Perceptions of control

The Kaiser-Meyer-Olkin (KMO) value of 0.738 indicates that the correlations were adequate for conducting factor analysis. Bartlett's test is highly significant at 0.000 indicating that factor analysis is appropriate for this factor. The results from both calculations were acceptable and the factor analysis could commence.

The communalities indicate the degree to which each item/variable contributes to the component solution. All communalities are above 0.5 and are therefore reasonable. The number of factors that could be considered were determined by using those Eigenvalues that were larger than 1.

A principle component analysis was conducted for each construct with an oblique rotation (Promax rotation). The factor analysis yielded 5 factors. These 5 factors cumulatively accounted for 67.225% of the variance. In practice a robust solution should account for at least 50% of the variance, making the solution for the factor *Control* acceptable (Table 1).

Table 1: Pattern matrix for control

Item	Construct: Control				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
43	.918				
42	.868				
41	.693				
44 (Negative item)	.670				
39	.656				
27	.535				
38	.493			.452	
33		.892			
37		.765			
28		.742			
40 (Negative item)		-.656			
34			.888		
29			.777		
32			.591		
30	.538		.440		
36				.810	
35	.413			.706	
26					1.035

Factor 1: Control mutuality

Item 43: We have some sense of control over our relationship with the [NPOs]

Item 42: The [NPOs] provide us with enough say in the decision-making process

Item 41: The [NPOs] really listen to what we have to say

Item 44: The [NPOs] won't cooperate with us

Item 39: The [NPOs] believe that our the opinions are legitimate

Item 27: We have influence on the decision-makers of the [NPOs]

Item 38: The [NPOs] and my company are attentive to what we say to each other

Factor 2: Acceptance of donor dominance

Item 33: We dominate in our relationships with the [NPOs] because we provide the money

Item 37: We dominate in our relationships with the [NPOs] because we must comply with governance regulations

Item 28: We dominate in our relationships with the [NPOs]

Item 40: The [NPOs] have a tendency to throw their weight around

Factor 3: Sustainability and responsibility

Item 34: We try to secure sustainability for the [NPOs]

Item 29: When we interact with the [NPOs], we try to go about our powerful position in a responsible way

Item 32: It is partly our responsibility to make sure that the [NPOs] participate in decision-making in our relationship

Item 30: The [NPOs] hold enough power in their relationships with us for them to be able to raise their concerns

Factor 4: Perceptions on the future independence of [NPOs]

Item 36: Independence from donors is an important long-term goal for the [NPOs]

Item 35: In the future, the [NPOs] will be able to survive without donors like us

The fifth factor loaded with only one item, item 26. This item was removed on the basis that it is an outlier.

The first group is classified as *control mutuality*. In this group all but one of the items/variables of the Hon and Grunig (1999) questionnaire were grouped together to form a general impression of the aspects attentiveness, interest and control within the relationship. This grouping together of previously separate sub-constructs of relational control could indicate that control as previously defined is only one aspect of a much bigger picture when

it comes to corporate-NPO relationships in this context. Both the qualitative findings and literature on the subject indicate the complex nature of this specific relationship (Huesca, 2008:189; Servaes, 2008:15; Van Dyk & Fourie, 2012a:214).

The second group is named *acceptance of donor dominance*. All the items/variables reflect sentiments regarding donor dominance. From the literature, dominance and a power imbalance in favour of donors were reported numerous times (cf. Newell, 2005:543; Padaki, 2007:70; Rossouw, 2010). The dominance of the donor in this relationship was also very clear from the qualitative findings in this study.

The third grouping is named *sustainability and responsibility* as all the items/variables indicate perceptions about the responsibility donors show in their relationships with NPOs and their intention to secure sustainability for NPOs. The importance of sustainability and responsibility is not difficult to argue as sustainable development and the responsibility of corporate companies in this quest are frequently noted in the literature (IoDSA 2009:9; JSE, 2010; Lekorwe & Mpabanga, 2007:6).

The fourth group comprises two items/variables about future independence from donors for the NPOs and was named *perceptions on the future independence of NPOs*. Sustainability (and possible donor independence) has long been a topic of discussion in the development sector, but the topic is a bone of contention without clear indication whether the current economic systems allow for such a possibility (Helmig et al., 2004:108).

2.2 Perceptions of trust

The KMO value of 0.850 indicates that the correlations were adequate for conducting factor analysis. Bartlett's test is highly significant at 0.000 indicating that factor analysis is appropriate for this factor. The results from both calculations were acceptable and the factor analysis could commence.

The communalities indicated the degree to which each item/variable contributes to the component solution. All communalities are above 0.5 and are therefore reasonable. The number of factors that were considered was determined by using those Eigenvalues that are larger than 1.

A principle component analysis was conducted for each construct with an oblique rotation (Promax rotation). The factor analysis yielded 5 factors. These 5 factors cumulatively accounted for 77.093% of the variance. In practice a robust solution should account for at least 50% of the variance, making the solution for the factor *Trust* very acceptable (Table 2).

Table 2: Pattern matrix for trust

Item	Construct: Trust				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
10	.963				
9	.955				
24	.926				
6	.922				
11	.729				
15	.694				.516
14	.663				
20	.611				
13	.609				
8	.554				
21	.401				
18		1.040			
19		.876			
23	.456	.485			
22			.844		
16			.831		
12				.995	
7				.729	
<u>17 (Negative item)</u>					.883

Factor 1: Trust on the basis of integrity and intention

Item 10: The [NPOs] are fair in their relationship with us

Item 9: The [NPOs] are honest with us

Item 24: The [NPOs] do their best to keep their promises to us

Item 6: The [NPOs] treat us fairly and justly

Item 11: The NPOs can be relied on to keep their promises

Item 15: The [NPOs] strive to be successful in their endeavours

Item 14: The [NPOs] do not mislead their donors

Item 20: The [NPOs] have the ability to serve the communities in which they work

Item 13: The actions of the [NPOs] speak of justness in their relationship with us

Item 8: Sound moral principles guide the behaviour of the [NPOs]

Item 21: The [NPOs] have the ability to accomplish what they say they will do

Factor 2: Trust on the basis of skills

Item 18: The [NPOs] can be left to work unsupervised

Item 19: I feel confident about the skills of the [NPOs]

Item 23: The [NPOs] are known to be successful at the things they try to do

Factor 3: Willingness to let the other make decisions

Item 22: We are willing to allow the [NPOs] to take decisions that could affect us

Item 16: I am willing to let the [NPOs] make decisions for us

Factor 4: Consideration of the other party

Item 12: Our donors take our opinions into account when making decisions

Item 7: Whenever the [NPOs] make an important decision, I know it will be concerned with us

The fifth factor loaded with only one item, item 17. This item was removed on the basis of it being an outlier.

The first group was classified as *trust on the basis of integrity and intention*. The group consists of 11 items/variables, but all of the items seem to be about integrity and good intentions. The attempt to 'do good things' was true for both parties in the corporate-NPO relationships in CSI. The corporate company intends to contribute to the community (Rossouw, 2010) and the NPO devotes its existence to doing good (Smillie, 1997:563; Tandon, 2000:319).

The second group related to the theme of *trust on the basis of skills* because the three items/variables were about supervision, skills and ability to be successful. Competence has

been defined by Hon and Grunig (1999) as a sub-construct of trust, but the qualitative findings in this study indicated that the context of NPOs requires an adapted view on the ideas of competence as the skills of NPOs and the competence of the staff cannot be judged on the same level as in the corporate sector. NPOs have limited access to skilled staff (Ban, Drahnak-Faller & Towers, 2003:133; Brown & Kalegaonkar, 2002:238) and are likely to be dependent on volunteers for certain functions (Hager & Brudney, 2004:11).

The third group was classified as *willingness to let the other make decisions* because both items/variables refer to the willingness to surrender some decision-making power to NPOs within this relationship. When considering this grouping with the perceived power imbalances described in the qualitative findings, it is meaningful to consider decision-making power as a sign of trust in this relationship.

The fourth group was named *consideration of the other party*. Once again centred on decision-making, the concern and consideration of the other party are central to both items/variables in this group. Related to relinquishing decision-making power to the other party, consideration for the other party when making decisions is equally meaningful as an indicator of trust.

2.3 Perceptions of commitment

The KMO value of 0.787 indicates that the correlations were adequate for conducting factor analysis. Bartlett's test was highly significant at 0.000, indicating that factor analysis was appropriate for this factor. The results from both calculations looked good and the factor analysis could commence.

The communalities indicated the degree to which each item/variable contributes to the component solution. All but two of the communalities are above 0.5 (the two lower are 0.457 and 0.444) and are therefore reasonable. The number of factors that were considered was determined by using those Eigenvalues that are larger than 1.

A principle component analysis was conducted for each construct with an oblique rotation (Promax rotation). The factor analysis yielded 4 factors. These 4 factors cumulatively accounted for 60.803% of the variance. In practice a robust solution should account for at least 50% of the variance, making the solution for the factor *Commitment* acceptable (Table 3).

Table 3: Pattern matrix for commitment

Items	Construct: Commitment			
	Factor 1	Factor 2	Factor 3	Factor 4
61	.922			
53	.776			
51	.625			
49	.439			
46		.800		
47		.674		
58		.629		
57		.627		
50			.798	-.561
55			.703	
59			.582	
52			.557	
54			.460	
48				
56(Negative item)				.918
45	-.513	.498		.570
60 (Negative item)	.446			.510

Factor 1: Desire to relate and maintain the relationship

Item 61: The [NPOs] are trying to maintain a long-term commitment to us

Item 53: The [NPOs] want to maintain a relationship with us

Item 51: I would rather work together with the [NPOs] than not

Item 49: The [NPOs] we fund are committed to their causes

Factor 2: Loyalty and importance of the other party

Item 46: We commit to long-term (longer than three years) funding

Item 47: I feel a sense of loyalty to the [NPOs]

Item 58: Compared to other stakeholders, I value my relationship with the [NPOs] more

Item 57: There is a long-lasting bond between us and the [NPOs]

Factor 3: Obligation to relate

Item 50: We fund the [NPOs] because we try to adhere to governance requirements

Item 55: The causes served by the [NPOs] determine how committed we are

Item 59: When we interact with the [NPOs], we keep compliance to governance requirements in mind

Item 52: It is important to comply with the regulations that guide corporate social investment

Item 54: Corporate companies should contribute to the society in which they operate

Factor 4: Affective commitment

Item 56: I could not care less about the [NPOs]

Item 60: I have no desire to have a relationship with the [NPOs]

Item 48 did not load high enough (higher than 0.4) to be included, and item 45 loaded onto too many factors. Both items were removed for further analysis.

The first group for the construct *Commitment* consisted of 4 items/variables and was classified as *desire to relate and maintain the relationship*. Three of the four items/variables covered the theme of maintaining a long-term relationship. The length of the funding term/commitment proved to be a loaded subject in the qualitative part of this inquiry (especially from the view of NPOs), so it was understandable that these issues would be grouped and separated from other relational sub-constructs. Literature also problematises the limited funding terms of donors (Battilana & Sengul, 2006:198; Tufte & Mefalopulos, 2009:46). This last item (49) was less meaningful with this group than the others and should be removed.

The second group consists of four items/variables and the group was named *loyalty and importance of the other party*. This theme covered in this group was centred on perceptions about the long-lasting bond and commitment, sense of loyalty, and importance of corporate-NPO relationships. Similar to the sub-construct above, views on a long-lasting bond and

loyalty was the theme here. What distinguishes this grouping from the one above is that this covers the perceptions of the donors about their own commitment whereas the first-named group measures their opinion of the NPOs in this regard.

The third group was classified as *obligation to relate*. The themes in this group are adherence to governance requirements and requirements that guide CSI, the need for corporate companies to contribute to society and whether the causes served by the NPOs determine the commitment of the donor. From the literature it was undeniable that obligations towards normative guidelines and legislative requirements leave donors with little choice other than to contribute to their communities (IoDSA, 2009; JSE, 2010; South Africa, 2007; South Africa, 2009). The issue of compliance also generated varied and intense responses in the qualitative inquiry, making this grouping on the theme understandable within this context.

The fourth group consisted of two items/variables and was classified as *affective commitment*. The themes covered in this group are caring about NPOs and the desire to have a relationship with NPOs. Affective commitment is a part of the Hon & Grunig (1999:3) definition of commitment. It could very well have a place in this specific relationship, but the qualitative findings led the researcher to believe that affective commitment will take a back seat to other commitment themes. The entire fourth group (items 56 and 60) was removed for the purposes of further analysis.

2.4 Perceptions of relational realities

The KMO value of 0.623 indicates that the correlations were adequate for conducting factor analysis. Bartlett's test was highly significant at 0.000, indicating that factor analysis was appropriate for this factor. The results from both calculations looked good and the factor analysis could commence.

The communalities indicate the degree to which each item/variable contributes to the component solution. All but one of the communalities are above 0.5 (the one lower was 0.492 was retained because it was very close to 0.5) and are therefore reasonable. The number of factors that were considered was determined by using those Eigenvalues larger than 1.

A principle component analysis was conducted for each construct with an oblique rotation (Promax rotation). The factor analysis yielded 8 factors. These 8 factors cumulatively accounted for 72.381% of the variance. In practice a robust solution should account for at

least 50% of the variance, making the solution for the factor *Relational realities* very acceptable (Table 4).

Table 4: Pattern matrix for relational realities

Items	Construct: Relational realities							
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
69	1.035							
79	.931							
80	.781							
64	.699							
71		.850						
72		.798						
74		.788						
78		-.502						
68			.806					
87			.716					
62			.688					
73			.628					
67			.588			.562		
86		.426	.525					
85			.521			-.458		
70				.911				
65				.879				
83				-.459				
77					.875			
76					.787			
63						.881		
66		.406				.460		
81							.894	
82							.501	
75								.932
84	-.413							.618

Factor 1: Own transparency

Item 69: The [NPOs] are free to access our financial reports

Item 79: We are financially transparent to the [NPOs]

Item 80: We openly share information with the [NPOs]

Item 64: We expect the [NPOs] to disclose other sources of funding to us

Factor 2: Other transparency

Item 71: The [NPOs] are truthful about funding issues

Item 72: The [NPOs] are open about their real situation

Item 74: The [NPOs] share information openly with us

Item 78: The goal of my company and the goal of the [NPOs] are different

Factor 3: Accommodation

Item 68: When we fund a [NPO], we support the goals of that [NPO]

Item 87: The different needs of the [NPOs] are greater than what we can satisfy

Item 62: We try to take the realities of the [NPOs] into account when we interact with them

Item 73: We are open about our situation with the [NPOs]

Item 67: The [NPOs] and funders can work together when it comes to social development

Item 86: We are always truthful with the [NPOs] about funding-related issues

Item 85: The different needs of the [NPOs] seem never-ending

Factor 4: Profit/output demands of the donor

Item 70: The [NPOs] realise the fact that we try to make as much profit as possible

Item 65: The [NPOs] understand that it is important for us to be profit-driven

Item 83: The [NPOs] seem to overpromise on their output in their funding applications

Factor 5: Expenditure reporting requirements

Item 77: We require the [NPOs] to report all the details of how our funding was spent

Item 76: We require the [NPOs] to be transparent regarding their operational expenses

Factor 6: Understanding differences

Item 63: The [NPOs] understand the realities of the corporate world

Item 66: Both parties in a corporate-[NPO] relationship understand the difference in organisational goals between them

Factor 7: Internal constraints for NPOs

Item 81: The [NPOs] themselves are the main cause of time constraints when it comes to implementing funded projects

Item 82: The [NPOs] are slow when acting on promises made to us

Factor 8: Funding cycle constraints

Item 75: Funding cycles influence the time the [NPOs] have when they implement projects

Item 84: Funding cycles hamper the implementation of development programmes by the [NPOs]

The first group was named *own transparency*. Three of the four items/variables in this group cover themes of donor transparency regarding financial and other information. Truth and transparency of financial and other information were themes in the qualitative analysis and the suggested inclusion of the theme in the quantitative instrument stemmed from those qualitative findings. It is understandable and meaningful that donors group items relating to their own transparency and their expectations of transparency together. The last item/variable (64) is about donor expectation for NPOs' transparency. Although item 64 loads high enough, it seems to be grouped here because the respondents interpreted the question differently than intended. The researcher intended this item to show expectations

from donors regarding NPO activities while respondents grouped it with financial transparency issues regarding donors. In order to separate the two parties in the relationship and only retain items pertaining to that, this item was removed.

The second group was classified as *other transparency*. Once again, three of the four items/variables meaningfully grouped around the theme of openness and truthfulness regarding funding and the sharing of information. The qualitative inquiry found that donors perceive NPOs as being rather untruthful. Linking also to the grouping above, it is understandable and meaningful that views on the transparency and truthfulness of NPOs are grouped together as goal differences and items about the 'real' situation of NPOs and openness on the side of NPOs are meaningfully linked, but in an effort to separate the issues of differences between the parties and perceptions about a specific party, item 78 will be removed.

The third group was classified as *accommodation* as the themes of support, consideration and satisfaction of needs were central to most of the items/variables in this group. The literature covers various constraints that could lead to conflict in this relationship and the qualitative findings underline the perception that the corporate organisations and NPOs are 'from two different worlds'. It is, therefore, understandable that accommodation, support and different needs are relevant in this relationship. Two items/variables (73 & 86) that were grouped here were considered as themed similarly to the first group in the factor analysis (donor transparency) and in order to avoid duplicating or clouding the different groups, these items were removed.

The fourth group that was named was *profit/output demands of the donor*. The items/variables that grouped together to form this group all concern the profit-driven nature of the corporate donor and the output of funded projects. Because corporate companies and NPOs are perceived to be worlds apart in terms of context, the for-profit nature and accompanying demands of outputs and results of corporate companies featured in the qualitative findings.

The fifth group centred on *expenditure reporting requirements*. The requirements regarding funding reports and operational expenses are the aspects covered by the items/variables in this group. Relating to the output demands of donors described below, their requirements in terms of reporting (specifically expenditure reporting) are meaningful in the corporate-NPO relationship in the context of CSI.

The sixth group was classified as *understanding differences*. Understanding the differences between the realities of the two parties in this relationship was the main theme of this group. Linking to the grouping *accommodation*, the theme of this group is meaningful for this relationship as the perception conveyed in the qualitative inquiry where NPOs reported feeling mostly misunderstood (their limitations and challenges) and the corporate companies highlighting challenges of working with NPOs.

The seventh group was named *internal constraints for NPOs*. Consisting of two items/variables, this group was named because both variables centred on the theme of constraints in the relationship caused by the NPOs. The resource constraints and limited capacity in terms of human resources (Boafo, 2006; Brown & Kalegaonkar, 2002:235) were mirrored in the qualitative findings where participants (specifically on the part of the donors) reported that NPOs promise outcomes on their funding application without having the capacity to deliver on those promises.

The last group was classified as *funding cycle constraints*. Both items/variables in this group cover the theme of constraints and influence of corporate funding cycles on the implementation of programmes by the NPOs. Just as internal problems on the part of NPOs have been reported in the qualitative work, the limitations set by the donors have been reported by participants in the qualitative inquiry. The limitations of timelines and budget year cycles are also reported in the literature on challenges in the CSI environment (Tandon, 2000:327; Rossouw, 2010).

2.5 Conclusion

Based on the exploratory factor analysis, Table 5 summarises the items in each group and those items that should be considered for removal as the respondents did not meaningfully group them with other factors.

Table 5: Factor groupings after factor analysis (donor survey)

Construct	Sub-construct	Items	Items to be removed
Control	Control mutuality	43, 42, 41, 44, 39, 27, 38	
	Acceptance of dominance	33, 37, 28, 40	
	Sustainability and responsibility	34, 29, 32, 30	
	Perceptions on the future independence of NPOs	36, 35	
	(Unnamed)	26	26
Trust	Trust on the basis of integrity and intention	10,9,24,6,11,15,14,20,13,8,21	
	Trust on the basis of skills	18,19,23	
	Willingness to let the other make decisions	22,16	
	Consideration of the other party	12,7	
	(Unnamed)	17	17
Commitment	Desire to relate and maintain the relationship	61, 53, 51, 49	49
	Loyalty and importance of the other party	46, 47, 58, 57	
	Obligation to relate	50, 55, 59, 52, 54	
	Affective commitment	56, 60	56, 60
	(Did not load)	48	48
	(Loaded onto many)	45	45
Realities	Donor transparency	69, 79, 80, 64	64
	NPO transparency	71, 72, 74, 78	78
	Accommodation	68, 87, 62, 73, 67, 86, 85	73,86
	Profit/output demands of the donor	70, 65, 83	
	Expenditure reporting requirements	77, 76	
	Understanding differences	63, 66	
	Internal constraints for NPOs	81, 82	
	Funding cycle constraints	75, 84	

3 FACTOR ANALYSIS: NPO SURVEY

The factor analysis for the NPO survey was done for each of the four relationship indicators relevant to this relationship and the factor groupings were interpreted as the starting point for the redefinition of contextual relationship indicators. The process of analysis is discussed in the subsequent section.

3.1 Perceptions of control

The KMO value of 0.792 indicates that the correlations were adequate for conducting factor analysis. Bartlett's test was highly significant at 0.000 indicating that factor analysis was appropriate for this factor. The results from both calculations looked good and the factor analysis could commence.

The communalities indicate the degree to which each item/variable contributes to the component solution. All but two communalities are above 0.5 (the lower ones are 0.496 and 0.486 and were accepted because of their closeness to 0.5) and are therefore reasonable. The number of factors that were considered was determined by using those Eigenvalues larger than 1.

A principle component analysis was conducted for each construct with an oblique rotation (Promax rotation). The factor analysis yielded 5 factors. These 5 factors cumulatively accounted for 64.858% of the variance. In practice a robust solution should account for at least 50% of the variance making the solution for the factor *Control* acceptable (Table 6).

Table 6: Pattern matrix for control

Items	Construct: Control				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
43	.837				
41	.830				
39	.799				
30	.767				
42	.704				
27	.693				
44 (Negative item)	.656				
34	.613				
31		.784			
26		.679			
25		.522			.518
29	.639		.503		
28			.745		
33			.590		
40 (Negative item)	.441		-.494		
36				.899	
35		-.473		.692	
32					.777
37			.455		-.495
38					.494

Factor 1: Control mutuality

Item 43: We have some sense of control over our relationship with our donors

Item 41: Our donors really listen to what we have to say

Item 39: Our donors believe that our opinions are legitimate

Item 30: We hold enough power in the relationship to be able to raise our concerns

Item 42: Our donors provide us with enough say in the decision-making process

Item 27: We have influence on the decision makers of our donors

Item 44: Our donors won't cooperate with us

Item 34: Our donors try to secure sustainability for us

Factor 2: Acceptance of donor dependence

Item 31: We cooperate with our donors because we want to secure future funding

Item 26: We are dependent on our donors for survival

Item 25: Our donors hold a powerful position in our relationship

Factor 3: Donor dominance

Item 29: When our donors interact with us, they try to go about their powerful position in a responsible way

Item 28: Our donors dominate their relationship with us

Item 33: Our donors dominate our relationships because they provide the money

Item 40: Our donors have a tendency to throw their weight around

Factor 4: Perceptions on the future independence of [NPOs]

Item 36: Independence from donors is an important long-term goal for us

Item 35: In the future, the [NPOs] will be able to survive without donors like us

Factor 5: Unnamed

Item 37: It is partly the responsibility of our donors to make sure we participate in decision making in our relationship with them

Item 32: Our donors are dominant in our relationships because they must comply with governance regulations

Item 38: We and our donors are attentive to what we say to each other

The first factor grouping for the construct *Control* was classified as *control mutuality*. Here the theme of day-to-day control was covered. It included being attentive to each other, considering the other, giving the other party some power and cooperating with each other. Including many of the Hon and Grunig (1999) items on control mutuality, this grouping

together of previously separate sub-constructs of relational control could indicate that control as previously defined is only one aspect of a much bigger picture when it comes to corporate-NPO relationships in this context. Both the qualitative findings and literature on the subject indicate the complex nature of this specific relationship (Huesca, 2008:189; Servaes, 2008:15; Van Dyk & Fourie, 2012:214).

The second group was classified as *acceptance of donor dependence*. All three items/variables grouped together are about dependence on the donor and power on the side of the donors. From literature about donor relations as well as the qualitative findings of this study, the dependence on donor funding (and resulting dependence on the donors themselves) are a central theme (Newell, 2005:543; Padaki, 2007:70; Rossouw, 2010).

The third group was classified as *donor dominance*. Related to the previous group, the themes that dominate the items/variable in this group are about the dominance of the donor and how the donors are perceived to handle their power in the relationship. All the items/variables reflect sentiments on donor dominance. From the literature, dominance and a power imbalance in favour of donors are reported numerous times (Newell, 2005:543; Padaki, 2007:70). The dominance of the donor in this relationship is also very clear from the qualitative findings in this study.

The fourth group was classified as *perspectives about the future independence of NPOs*. The two items/variables that were grouped together to form this sub-construct are both opinions about future independence. Sustainability (and possible donor independence) has long been a topic of discussion in the development sector. However, the topic is a bone of contention without clear indication whether the current economic systems allow for such a possibility (Helmig et al., 2004:108).

The last group remained unnamed because the aspects cannot be meaningfully grouped for this factor. The reasons for this could be many – most possibly the formulations of all of these issues were unclear and/or double-barrelled, thus causing some inconsistent responses. This matter still needs to be explored in future research.

3.2 Perceptions of trust

The KMO value of 0.873 indicates that the correlations were adequate for conducting factor analysis. Bartlett's test was highly significant at 0.000 indicating that factor analysis was appropriate for this factor. The results from both calculations look good and the factor analysis could commence.

The communalities indicate the degree to which each item/variable contributes to the component solution. All but three communalities are above 0.5 and are therefore reasonable. The three communalities that were lower are 0.252, 0.402 and 0.461. Two of these items were acceptable considering their closeness to 0.5, but the communality of item 18 (0.252) was too low and this item was removed. The number of factors that were considered was determined by using those Eigenvalues larger than 1. In this case 4 factors were retained. These 4 factors cumulatively accounted for 63.607% of the variance.

A principle component analysis was conducted for each construct with an oblique rotation (Promax rotation). The factor analysis yielded 4 factors. These 4 factors cumulatively accounted for 67.225% of the variance. In practice a robust solution should account for at least 50% of the variance, making the solution for the factor *Trust* acceptable (Table 7).

Table 7: Pattern matrix for trust

Items	Construct: Trust			
	Factor 1	Factor 2	Factor 3	Factor 4
10	1.014			
6	.916			
9	.806			
8	.673			
11	.608			
24	.603			
14	.505			
7	.490			
13	.481			
20		.964		
21		.914		
23		.743		
19		.650		
15		.643		
18		.416		
16			.952	
22			.756	
12	.520		.565	
<u>17 (Negative item)</u>				.906

Factor 1: Trust on the basis of integrity and intentions

Item 10: Our donors are fair in their relationship with us

Item 6: Our donors treat us fairly and justly

Item 9: Our donors are honest with us

Item 8: Sound moral principles guide the behaviour of our donors

Item 11: Our donors can be relied on to keep their promises

Item 24: Our donors do their best to keep their promises to us

Item 14: Donors do not mislead [the NPOs] they fund

Item 7: Whenever our donors make an important decision, I know they will be concerned with us

Item 13: The actions of our donors speak of justness in their relationship with us

Factor 2: Competence

Item 20: Our donors have the ability to do well in their business

Item 21: Our donors have the ability to accomplish what they say they will do

Item 23: Our donors are known to be successful at the things they try to do

Item 19: I feel confident about the skills of our donors

Item 15: Our donors strive to be successful in their endeavours

Factor 3: Willingness to let the other make decisions

Item 16: I am willing to let the donors make decisions for us

Item 22: We are willing to allow our donors to take decisions that could affect us

Item 12: Our donors take our opinions into account when making decisions

The fifth factor loaded with only one item, item 17. This item was removed.

The first group was classified as *trust on the basis of integrity and intentions*. The group consisted of 9 items/variables, but all of the items are themed around integrity and good intentions. The attempt to 'do good things' is true for both parties in the corporate-NPO relationships in CSI. The corporate company intends to contribute to the community (Rossouw, 2010) and the NPO devotes its existence to doing good (Smillie, 1997:563; Tandon, 2000:319).

The second group was classified as *competence*. This group was classified as such because the themes covered by the items/variables all relate to the competence of the donors as perceived by the NPOs. Much like the sub-construct *competence* as defined by Hon and Grunig (1999), this grouping represents the perceptions of the skills and overall competence of the donors, since donors, unlike NPOs, have no excuse for incompetence, and it is not surprising that the Hon and Grunig (1999) items/variables were included in this group.

The third group was classified as *willingness to let the other make decisions* because all three items/variables refer to the willingness to surrender some decision-making power and how decision-making is viewed. When considering this grouping with the perceived power imbalances described in the qualitative findings, it is meaningful to consider decision-making power as a sign of trust in this relationship.

3.3 Perceptions of commitment

The KMO value of 0.724 indicates that the correlations were adequate for conducting factor analysis. Bartlett's test was highly significant at 0.000, indicating that factor analysis was appropriate for this factor. The results from both calculations look good and the factor analysis could commence.

The communalities indicate the degree to which each item/variable contributes to the component solution. All of the communalities are above 0.5 and are therefore reasonable. The number of factors that were considered was determined by using those Eigenvalues larger than 1. In this case 5 factors were retained. These 5 factors cumulatively accounted for 65.517% of the variance.

A principle component analysis was conducted for each construct with an oblique rotation (Promax rotation). The factor analysis yielded 5 factors. These 5 factors cumulatively accounted for 65.517% of the variance. In practice a robust solution should account for at

least 50% of the variance, making the solution for the factor *Commitment* acceptable (Table 8).

Table 8: Pattern matrix for commitment

Items	Construct: Commitment				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
61	.956				
57	.784				
46	.725				
53	.697				
48	.621				
<u>56 (Negative item)</u>		.950			
<u>60 (Negative item)</u>		.752			
47		.515			
51		.442			
58			.831		
59			.719		
52			.686		
50			.512		
54				.849	
49				.757	
45					.712
55					.702

Factor 1: Desire to maintain a long-term relationship

Item 61: Our donors are trying to maintain a long-term commitment to us

Item 57: There is a long-lasting bond between us and our donors

Item 46: Our donors commit to long-term (longer than three years) funding

Item 53: Our donors want to maintain a relationship with us

Item 48: Our donors are committed to the causes we promote

Factor 2: Affective commitment and desire to relate

Item 56: I could not care less about our donors

Item 60: I have no desire to have a relationship with our donors

Item 47: I feel a sense of loyalty to our donors

Item 51: I would rather work together with our donors than not

Factor 3: Compliance commitment

Item 58: Compared to other stakeholders, I value my relationship with our donors more

Item 59: When our donors interact with us, they keep compliance to governance requirements in mind

Item 52: It is important for our donors to comply to the regulations that guide corporate social investment

Item 50: Our donors fund us because they try to adhere to governance requirements

Factor 4: Cause commitment

Item 54: Corporate companies should contribute to the society in which they operate

Item 49: We are committed to the causes we promote

Factor 5: Conditions for commitment

Item 45: The funding terms to which our donors commit are determined by our needs

Item 55: The cause we serve determines how committed our donors are

The first group was classified as *desire to maintain a long-term relationship* as all the items/variables covered perspectives on a long-term commitment. The last item/variable (item 48) deviates slightly from the rest, but the perception on commitment from donors to the cause of the NPO can easily be argued to imply a long-term commitment (as the cause will not disappear in one year). The length of the funding term/commitment proved to be a

loaded subject in the qualitative part of this inquiry (especially from the view of NPOs). It is therefore understandable and meaningful that these items were grouped together by respondents.

The second group was named *affective commitment and desire to relate*. The theme covered in this group perceived care from the donors and the desire to work with donors. Affective commitment is a part of the Hon and Grunig (1999) definition of commitment. From literature and the qualitative findings it could be safely deduced that NPOs are dependent on their donors and it is therefore understandable that they display opinions about their desire to relate, as well as the care they take in their donor relationships.

The third group was classified as *compliance commitment* as three of the four items/variables cover the theme of commitment because of compliance to governance/CSI-requirements. The first item/variable covers the aspect of comparative value. It is understandable that respondents linked the value of their relationship with NPOs to issues of compliance and this grouping could be an indication that the value of this relationship lies in the compliance – this sentiment also visible in the qualitative findings – but as a matter of clarity, only the three items pertaining to compliance were retained in this group. Compliance to governance requirements and CSI-related legislation were considered as an important characteristic of this relationship in the qualitative inquiry and the researcher therefore separated compliance matters from that of value.

The fourth group consisted of two items/variables and was classified as *cause commitment* as both items/variables related to the societal contribution/cause that is the goal of this relationship.

The last group within the construct of commitment was classified as *conditions for commitment*. The two items/variables that loaded onto this factor cover two determinants of funding – the needs of NPOs and the causes served by the NPOs. In development literature it is clear that the work NPOs do is driven by the needs of their communities (Du Plessis & Steyn, 2005:4; Jacobson & Kolluri, 1999:268). It is therefore meaningful that they group issues relating to their needs, cause here.

3.4 Perceptions of relational realities

The KMO value of 0.737 indicates that the correlations were adequate for conducting factor analysis. Bartlett's test was highly significant at 0.000 indicating that factor analysis was appropriate for this factor. The results from both calculations look good and the factor analysis could commence.

The communalities indicate the degree to which each item/variable contributes to the component solution. All of the communalities are above 0.5 and are therefore reasonable. The number of factors that was considered are determined by using those Eigenvalues larger than 1. In this case 7 factors were retained. These 8 factors cumulatively accounted for 69.983% of the variance.

A principle component analysis was conducted for each construct with an oblique rotation (Promax rotation). The factor analysis yielded 7 factors. These 7 factors cumulatively accounted for 69.983% of the variance. In practice a robust solution should account for at least 50% of the variance, making the solution for the factor *Relational realities* acceptable (Table 9).

Table 9: Pattern matrix for relational realities

Items	Construct: Relational realities						
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
72	.953						
86	.911						
71	.894						
74	.875						
68	.442			.409			
79		.981					
76		.835					
77		.776					
80		.655					
69		.622					
73	.454	.545					
64		.418					.474
65			1.003				
63			.742				
70			.730				
62			.697				
81				-.923			
67				.654			
82				-.648			
83					.755		
87					.693		
85					.490		
75						.844	
84					.530	.423	
78							.757
66							-.407

Factor 1: Other transparency

Item 72: Our donors are open about their real situation

Item 86: Our donors are always truthful with us about funding-related issues

Item 71: Our donors are truthful about funding issues

Item 74: Our donors share information openly with us

Item 68: When donors fund us, they support our goals

Factor 2: Own transparency

Item 79: We are financially transparent to the donors

Item 76: Our donors require us to be transparent regarding our operational expenses

Item 77: Our donors require us to report all the details of how our funding was spent

Item 80: We openly share information with our donors

Item 69: Our donors are free to access our financial reports

Item 73: We are open about our situation with our donors

Item 64: Our donors expect us to disclose other sources of funding to them

Factor 3: Profit/output demands from donors

Item 65: We understand that it is important for our donors to be profit-driven

Item 63: We understand the realities of the corporate world

Item 70: We realise the fact that our donors try to make as much profit as possible

Item 62: We try to take the realities of the corporate world into account when we interact with our donors

Factor 4: Internal constraints for NPOs

Item 81: We are the main cause of time constraints when it comes to implementing funded projects

Item 67: Donors and [NPOs] can work together when it comes to social development

Item 82: We are slow when acting on promises made to our donors

Factor 5: Insatiable needs

Item 83: We overpromise on our output in funding applications

Item 87: Our different needs are greater than what our donors can satisfy

Item 85: Our different needs seem never-ending

Factor 6: Funding cycle constraints

Item 75: Funding cycles influence the time we have when we implement projects

Item 84: Funding cycles hamper the implementation of our development programmes

Factor 7: Understanding goal differences

Item 78: Our goals and the goals of our donors are different

Item 66: Both parties in a corporate-[NPO] relationship understand the difference in organisational goals between them

The last factor loaded only with one item (Item 78). This item was removed.

The first group was classified as *other transparency*. The themes covered by the items/variables in this group are mainly about openness and truthfulness on the side of the donors. Truth and transparency of financial and other information were themes in the qualitative analysis and served as a motivation for the inclusion of the theme in the quantitative instrument. The last item is about donors supporting the cause served by NPOs. It is understandable that the NPOs grouped the characteristic of supportiveness together with characteristics of openness and transparency, but in order to keep the items on donor transparency (as indicated in the qualitative findings) clear, this last item was removed.

The second group was named *own transparency*. All the items/variables in this group are about the openness and transparency of the NPOs or the requirements of openness and transparency of the donors for the NPOs. The qualitative inquiry found that donors perceive NPOs as rather untruthful. Linking to the grouping above, it is understandable and meaningful that views on the transparency and truthfulness of NPOs were grouped together.

The third group consisted of four items/variables and was named *profit/output demands of donors*. This theme is the perceived understanding and accommodation of the profit-driven nature and other realities of the corporate world. The literature covers various constraints

that could lead to conflict in this relationship and the qualitative findings underline the perception that the corporate organisations and NPOs are 'from two different worlds'. It is therefore understandable that accommodation, support and different needs are relevant in this relationship.

The fourth group consisted of three items/variables and was classified as *internal constraints for NPOs*. This group consisted of two items/variables that ask about the perception of NPO regarding internal constraints that are possible causes for the implementation of required development work. The other item/variables state that donors and NPOs can work together. As internal constraints on the part of NPOs emerged as a leading concern of participants in the qualitative inquiry and the literature also suggests that constraints in the environment of NPOs challenge and constrain them (Boafo, 2006; Brown & Kalegaonkar, 2002:235), the items on internal constraints were retained while the item about working together was removed from subsequent analyses.

The fifth group centred on the theme of *insatiable needs* on the side of the NPO and the items/variables in this group cover the aspects of overpromising on funding applications and the vastness of the needs of NPOs. In development literature it is clear that the work NPOs do is driven by the needs of their communities (Du Plessis & Steyn, 2005:4; Jacobson & Kolluri, 1999:268). It is therefore meaningful that they grouped issues relating to their needs here.

The sixth group consisted of two items/variables and covered the theme of *funding constraints*. The two items/variables were meaningfully grouped as the limitations set by the funding cycles on the donor-side were reported by participants in the qualitative inquiry. The limitations of timelines and budget year cycles are also reported in literature on challenges in the CSI environment (Tandon, 2000:327; Rossouw, 2010).

The seventh group was classified as *understanding goal differences*. The two items/variables in this group are about recognising goal differences and giving a general opinion on whether the parties in the relationship realise the goal differences. Linking to the grouping *accommodation*, the theme of this group is meaningful for this relationship as the perception was conveyed in the qualitative inquiry where NPOs reported feeling mostly misunderstood (their limitations and challenges) and the corporate companies highlighted challenges of working with NPOs.

3.5 Conclusion

Based on the exploratory factor analysis, Table 10 summarises the items in each group and those items that should be considered for removal as their grouping are less meaningful.

Table 10: Factor groupings after factor analysis (NPO survey)

Construct	Sub-construct	Items	Items removed
Control	Control mutuality	43, 41, 39, 30, 42, 27, 44, 34	
	Acceptance of donor dependence	31, 26, 25	
	Donor dominance	29, 28, 33, 40	
	Perceptions on the future independence of NPOs	36, 35	
	(Unnamed)	37, 32, 38	37, 32, 38
Trust	Trust on the basis of integrity and intention	10, 6, 9, 8, 11, 24, 14, 7, 13	
	Competence	20, 21, 23, 19, 15, 18	18
	Willingness to let the other make decisions	16, 22, 12	
	(Unnamed)	17	17
Commitment	Desire to maintain a long-term relationship	61, 57, 46, 53, 48	
	Affective commitment and desire to relate	56, 60, 47, 51	
	Compliance commitment	58, 59, 52, 50	58
	Cause commitment	54, 49	
	Conditions for commitment	45, 55	
Realities	Donor transparency	72, 86, 71, 74, 68	68
	NPO transparency	79, 76, 77, 80, 69, 73, 64	
	Accommodation	65, 63, 70, 62	
	Internal constraints for NPOs	81, 67, 82	82
	Insatiable needs	83, 87, 85	
	Funding cycle constraints	75, 84	
	Understanding goal differences	78, 66	
	(Unnamed)	78	78

Based on the groups that emerged from the exploratory factor analysis, reliability testing was conducted to ascertain the internal consistency of the factor groupings for both populations.

Cronbach's Alpha values of 0.6 and upward were considered acceptable internal consistency (Abu-Bader, 2011:12; CCS, 2011:40) specifically because a diversity of constructs made up of mostly latent variables were measured (Field, 2009:675). Also, for some factors that emerged from the exploratory factor analysis, only two items were grouped into a factor. In two of these cases a Cronbach's Alpha value lower than 0.6 was considered acceptable as Field (2009:675) indicated that a reliability analysis on very few items may reveal a lower Cronbach's Alpha value. Field (2009:675) does not specify how low an acceptable Cronbach's Alpha value for a factor grouping of only two items may be, but for the sake of this study, no values lower than 0.5 were accepted. A Cronbach's Alpha of 0.5 (for two items)/0.6 (for three and more) are considered acceptable, a value of more than 0.7 is considered good, more than 0.8 is considered very good and higher than 0.9 is considered excellent.

4 RELIABILITY ANALYSIS FOR THE DONOR SURVEY

Reliability analysis was conducted for each factor grouping that resulted from the exploratory factor analysis.

4.1 Perceptions of control

Group 1: Control mutuality

The Cronbach's Alpha value for the first group (items 43, 42, 41, 44, 39, 27 and 38) was 0.855, indicating a good internal consistency. The item-to-total correlations of all the items are higher than 0.3 indicating that all the items correlate well with the overall scale for this group. The deletion of no items could result in an increased Cronbach's Alpha value.

The reliability analysis confirmed the grouping of the factor analysis.

Group 2: Acceptance of dominance

The Cronbach's Alpha value for the second group (items 33, 37, 28 and 40) was 0.214, indicating a very low internal consistency. The item-to-total correlations of items 33, 37 and 28 are higher than 0.3, indicating that all three these items correlate well with the overall scale for this group. The item-to-total correlation of item 40, however, is negative and this item is removed. The deletion of item 40 increased the Cronbach's Alpha value to 0.770 making it an acceptable internal reliability. The reason item 40 decreased the internal consistency in this group, is the negative phrasing and metaphorical language. The use of the simplest and most straight-forward language should be considered for investigations where complexity is part of the specific context.

The removal of item 40 did not change the grouping of the factor analysis and the three items in this factor grouping still reflect perceptions about donor dominance.

Group 3: Sustainability and responsibility

The Cronbach's Alpha value for the third group (items 34, 29, 32 and 30) was 0.741, indicating an acceptable internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items resulted in an increased Cronbach's Alpha value.

The reliability analysis confirmed the grouping of the factor analysis.

Group 4: Perceptions on the future independence of NPOs

The Cronbach's Alpha value for the fourth group (items 35 and 37) was 0.091, indicating a very low internal consistency. Both items in Group 4 were removed from further analyses.

The formulation of both items 36 and 37 are complex and could be considered double-barrelled. They were formulated in this manner in an attempt to measure perceptions on future independence, but including issue of long-term goals of NPOs (item 36) complicated the item to such an extent that it proves unreliable. For the refinement of this instrument, it should be considered to keep the items as simple as possible and allow the respondents to respond to one clear issue per item.

Group 4 were a valid factor grouping, but proved unreliable as it was formulated for this survey.

4.2 Perceptions of trust

Group 1: Trust on the basis of integrity and intention

The Cronbach's Alpha value for the first group (items 10, 9, 24, 6, 11, 15, 14, 20, 13, 8 and 21) was 0.947, indicating an excellent internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items substantially increased the Cronbach's Alpha value, although the deletion of item 15 could increase the Cronbach's Alpha to 0.950. This increase is not considered dramatic and both values remain excellent.

The reliability analysis confirmed the grouping of the factor analysis.

Group 2: Trust on the basis of skills

The Cronbach's Alpha value for the second group (items 18, 19 and 23) was 0.839, indicating a good internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of item 23 increased the Cronbach's Alpha to 0.855. This increase is not considered dramatic and both values remain good.

The reliability analysis confirmed the grouping of the factor analysis.

Group 3: Willingness to let the other make decisions

The Cronbach's Alpha value for the third group (items 16 and 22) was 0.794, indicating an excellent internal consistency for a group consisting of only two items. The item-to-total correlations of both the items are higher than 0.3 indicating that all the items correlate well with the overall scale for this group.

The reliability analysis confirmed the grouping of the factor analysis.

Group 4: Consideration of the other party

The Cronbach's Alpha value for the fourth group (items 7 and 12) was 0.765, indicating an excellent internal consistency for a group consisting of only two items. The item-to-total correlations of both the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group.

The reliability analysis confirmed the grouping of the factor analysis.

4.3 Perceptions of commitment

Group 1: Desire to relate and maintain the relationship

The Cronbach's Alpha value for the first group (items 61, 53 and 51) was 0.767, indicating an acceptable internal consistency. The item-to-total correlations of all three items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The removal of item 61 will increase the Cronbach's Alpha value to 0.771. However, this increase is not considered dramatic and both values remain acceptable.

The reliability analysis confirmed the grouping of the factor analysis.

Group 2: Loyalty and importance

The Cronbach's Alpha value for the first group (items 46, 47, 58 and 57) was 0.735, indicating an acceptable internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The removal of item 46 will increase the Cronbach's Alpha value to 0.755, but this increase is not considered dramatic and both values remain acceptable.

The reliability analysis confirmed the grouping of the factor analysis.

Group 3: Obligation to relate

The Cronbach's Alpha value for the third group (items 50, 55, 59, 52 and 54) was 0.543, indicating an unacceptably low internal consistency. The item-to-total correlations of two of the items are lower than 0.3, indicating that these items (item 50 and 55) should be removed. The removal of item 50 increased the Cronbach's Alpha value to a more acceptable 0.618. The second reliability analysis determined the Cronbach's Alpha value after the removal of both problematic items was 0.765, indicating an acceptable internal consistency. All the item-to-total correlations of all the items were higher than 0.3, indicating that all the items correlate well with the overall scale for this group. Further removal of items would not have increased the Cronbach's Alpha value.

The formulation of items 50 and 55 is most possibly problematic – it seems that both items simplified a complex matter to the point where the items were not a reliable measure for commitment in this relationship by narrowing reasons for commitment down to two very specific aspects – the cause served by the NPO and compliance with governance requirements. It should be considered in future research to formulate more 'open' statements

such as “Adhering to governance requirements is important when considering CSI spend” or “We are committed to specific causes” when refining the questionnaire for future research.

The removal of items 50 and 55 did not change the grouping of the factor analysis and the three items in this factor grouping still reflected perceptions about the obligation of corporate companies to relate to NPOs as part of CSI.

4.4 Perceptions of relational realities

Group 1: Own transparency

The Cronbach's Alpha value for the first group (items 69, 79 and 80) was 0.856, indicating a good internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items could result in an increased Cronbach's Alpha value.

The reliability analysis confirmed the grouping of the factor analysis.

Group 2: Other transparency

The Cronbach's Alpha value for the second group (items 71, 72 and 74) was 0.800, indicating a good internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The removal of item 71 will increase the Cronbach's Alpha value to 0.825. However, this increase is not considered dramatic and both values remain good.

The reliability analysis confirmed the grouping of the factor analysis.

Group 3: Accommodation

The Cronbach's Alpha value for the third group (items 68, 87, 62, 67 and 85) was 0.684, indicating an acceptable internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The removal of item 85 will increase the Cronbach's Alpha value to 0.700 and although the increase is not dramatic, reaching the 0.700 mark is enough reason to remove item 85. The Cronbach's Alpha value for items 68, 87, 62 and 67 is then 0.700, indicating a better internal consistency than before.

Even though item 85 is not negatively phrased, it is possible that some respondents experienced the item “The different needs of NPOs seem never-ending” as negative, while other experienced it as a positively phrased sentence. The word ‘never’ could be confusing

and for the refinement of this instrument, the item could be reformulated to read “The different needs of NPOs are vast.”

The removal of item 85 does not change the grouping of the factor analysis and the four items in this factor grouping still reflect perceptions about accommodation of the other party in this relationship.

Group 4: Profit/output demands of the donor

The Cronbach’s Alpha value for the fourth group (items 70, 65 and 83) was negative, indicating a problem with one or more of the items in terms of coding or formulation. The item-to-total correlation of item 83 with the overall scale of the group is also negative, indicating that this is the problematic item. Although the formulation of the item is not negative, it is clear that “The NPOs seem to overpromise on their output in their funding applications” is complex and double-barrelled. If item 83 is removed, the Cronbach’s Alpha value increases to an acceptable 0.708 and an item-to-total correlation is found of more than 0.3 for both items.

Item 83 did not correlate well with the overall scale and lessened the Cronbach’s Alpha score, possibly because the item is complex and could be considered double-barrelled. “The NPOs seem to overpromise on their output in their funding applications” contains three different aspects – overpromise, output and funding applications. The respondents were possibly unsure on which aspect they were required to focus.

The removal of item 83 does not change the grouping of the factor analysis (instead it strengthens the interpretation) and the two remaining items in this factor grouping still reflects perceptions about the profit-driven nature of corporate companies.

Group 5: Expenditure reporting requirements

The Cronbach’s Alpha value for the fifth group (items 77 and 76) was 0.601, indicating an acceptable internal consistency considering that the group only consisted of two items. The item-to-total correlations of both the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group.

The reliability analysis confirmed the grouping of the factor analysis.

Group 6: Understanding differences

The Cronbach's Alpha value for the sixth group (items 63 and 66) was 0.526, which is low. However, it is regarded as acceptable internal consistency considering that the group consisted of only two items. The item-to-total correlations of both the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group.

The reliability analysis confirmed the grouping of the factor analysis.

Group 7: Internal constraints for NPOs

The Cronbach's Alpha value for the sixth group (items 81 and 82) was 0.555, which is low. However, it is regarded as an acceptable internal consistency considering that the group consisted of only two items. The item-to-total correlations of both the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group.

The reliability analysis confirmed the grouping of the factor analysis.

Group 8: Funding cycle constraints

The Cronbach's Alpha value for the eighth group (items 75 and 84) was 0.376, indicating an unacceptably low internal consistency. Both items in Group 8 were removed because they were regarded as lengthy and complex. In the refinement of this instrument it should be considered to reformulate these items as shorter and simpler statements about funding cycles, such as "Funding cycles influence the CSI-process", instead of including the implementation of projects as a specific aspect.

Funding cycle constraints were a theme in the qualitative inquiry and Group 8 was a valid factor grouping, but proved unreliable as it was formulated for this survey.

4.5 Conclusion

Based on the exploratory factor analysis, reliability tests and, where necessary, literature and the qualitative results, the final list of retained items and the factor groupings they formed were retained as valid and reliable measures of stakeholder relationships between corporate donors and recipient NPOs (from the perspective of the donors). The factor groupings were used as the sub-constructs for each relationship construct that deductively formed the redefined relationship indicators and contextual elements that define this specific relationship. Table 11 summarises the items, factor groups and constructs.

Table 11: Summary of the constructs, factor groups and items retained in the donor survey

Construct	Groups retained after reliability analysis	Items	Cronbach's Alpha
Control	Group 1: Control mutuality	43, 42, 41, 44, 39, 27, 38	0.855
	Group 2: Acceptance of dominance	33, 37, 28	0.770
	Group 3: Sustainability and responsibility	34, 29, 32, 30	0.741
Trust	Group 1: Trust on the basis of integrity and intention	10,9,24,6,11,15,14,20,13,8,2 1	0.947
	Group 2: Trust on the basis of skills	18,19,23	0.839
	Group 3: Willingness to let the other make decisions	22,16	0.794
	Group 4: Consideration of the other party	12,7	0.765
Commitment	Group 1: Desire to relate and maintain the relationship	61, 53, 51	0.767
	Group 2: Loyalty and importance of the other party	46, 47, 58, 57	0.735
	Group 3: Obligation to relate	59, 52, 54	0.765
Realities	Group 1: Donor transparency	69, 79, 80	0.856
	Group 2: NPO transparency	71, 72, 74	0.800
	Group 3: Accommodation	68, 87, 62, 67	0.700
	Group 4: Profit/output demands of the donor	70, 65	0.708
	Group 5: Expenditure reporting requirements	77, 76	0.601
	Group 6: Understanding differences	63, 66	0.526
	Group 7: Internal constraints for NPOs	81, 82	0.555

5 RELIABILITY ANALYSIS FOR THE NPO SURVEY

5.1 Perceptions of control

Group 1: Control mutuality

The Cronbach's Alpha value for the first group (items 43, 41, 39, 30, 42, 27, 44 and 34) was 0.884, indicating a good internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this

group. The deletion of item 34 could increase the Cronbach's Alpha to 0.891. This increase is not considered dramatic and both values remain good.

The reliability analysis confirmed the grouping of the factor analysis.

Group 2: Acceptance of donor dependence

The Cronbach's Alpha value for the second group (items 31, 26 and 25) was 0.669, indicating an acceptable internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items could result in an increased Cronbach's Alpha value.

The reliability analysis confirmed the grouping of the factor analysis.

Group 3: Donor dominance

The Cronbach's Alpha value for the third group (items 29, 28, 33 and 40) was negative, indicating a problem with one or more of the items in terms of coding or formulation. The item-to-total correlation of item 40 with the overall scale of the group is also negative, indicating that this is the problematic item. Although the formulation of the item is not technically negative, it appears that "Our donors have a tendency to throw their weight around" was formulated in such a way that respondents may have been confused. The use of metaphorical language could have contributed to the low reliability of this item and such language should ideally be avoided. The reliability analysis was conducted a second time (without item 40) and the new values indicated that item 29 also shows a negative correlation with the overall scale (-0.027). However, the removal of item 29 leaves the Cronbach's Alpha at a much higher 0.809. The item-to-total correlations of the remaining two items (item 28 and 33) are both higher than 0.3, indicating a good correlation.

The reason why item 40 decreases the internal consistency in this group is the negative phrasing and possibly metaphorical language. The use of simpler and more straightforward language should be considered when researching complex contexts. Item 29 could be considered double-barrelled with the inclusion of three distinct parts in one statement: "...when our donors interact with us", "powerful position" and "responsible way". Respondents could possibly agree with one part, but not with the other(s). Simplified items should be considered for the refinement of this instrument in future research.

The removal of items 40 and 29 did not change the groupings of the factor analysis (instead, it strengthens the interpretation) and the two remaining items in this factor grouping still reflect perceptions about donor dominance.

Group 4: Perceptions on the future independence of NPOs

The Cronbach's Alpha value for the fourth group (items 35 and 36) was 0.543, which is low, but it is regarded as acceptable internal consistency considering that the group only consisted of two items. The item-to-total correlations of both the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group.

The reliability analysis confirmed the grouping of the factor analysis.

5.2 Perceptions of trust

Group 1: Trust on the basis of integrity and intention

The Cronbach's Alpha value for the first group (items 10, 6, 9, 8, 11, 24, 14, 7 and 13) was 0.888, indicating a good internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items will substantially increase the Cronbach's Alpha value, although the deletion of item 7 could increase the Cronbach's Alpha to 0.889. This increase is not considered dramatic and both values remain good.

The reliability analysis confirmed the grouping of the factor analysis.

Group 2: Competence

The Cronbach's Alpha value for the second group (items 21, 20, 23, 19 and 15) was 0.883, indicating a good internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items will increase the Cronbach's Alpha value.

The reliability analysis confirmed the grouping of the factor analysis.

Group 3: Willingness to let the other make decisions

The Cronbach's Alpha value for the third group (items 16, 22 and 12) was 0.722, indicating an acceptable internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items could result in an increased Cronbach's Alpha value.

The reliability analysis confirmed the grouping of the factor analysis.

5.3 Perceptions of commitment

Group 1: Desire to maintain a long-term relationship

The Cronbach's Alpha value for the first group (items 61, 57, 46, 53 and 48) was 0.811, indicating a good internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items will substantially increase the Cronbach's Alpha value, although the deletion of item 46 could increase the Cronbach's Alpha to 0.819. The deletion of no items could result in an increased Cronbach's Alpha value.

The reliability analysis confirmed the grouping of the factor analysis.

Group 2: Affective commitment and desire to relate

The Cronbach's Alpha value for the second group (items 56, 60, 47 and 51) was 0.782, indicating an acceptable internal consistency. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items could result in an increased Cronbach's Alpha value.

The reliability analysis confirmed the grouping of the factor analysis.

Group 3: Compliance commitment

The Cronbach's Alpha value for the third group (items 59, 52 and 50) was 0.582, indicating a too low internal consistency to be acceptable for 3 items. The item-to-total correlations of all the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group and the deletion of item 50 increased the Cronbach's Alpha value to a more acceptable 0.614 (especially for a group with two items only).

The removal of item 50 did not change the grouping of the factor and the two remaining items in this factor grouping still reflect perceptions about the compliance-driven commitment from donors.

Group 4: Cause commitment

The Cronbach's Alpha value for the fourth group (items 54 and 49) was 0.504, which is low, but is regarded as acceptable internal consistency considering that the group consists of only two items. The item-to-total correlations of both the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group.

The reliability analysis confirmed the grouping of the factor analysis.

Group 5: Conditions for commitment

The Cronbach's Alpha value for the fifth group (items 45 and 55) was 0.409, indicating an unacceptably low internal consistency. Both items in Group 5 were removed for the purposes of further analysis.

The formulation of items 45 and 55 is most possibly problematic. It seems that both items simplified a complex matter to the point where the items are not a reliable measure for commitment in this relationship by narrowing reasons for commitment down to two very specific aspects: the cause served by the NPO and the needs of NPOs. It should be considered to formulate more 'open' statements such as "Our donors adapt to our needs" or "The causes we serve are important to our donors."

Perceptions about the determinants of funding would have reflected a characteristic of this relationship as reported on in literature and although the grouping was valid in this context, the formulation was not reliable.

5.4 Perceptions of relational realities

Group 1: Other transparency

The Cronbach's Alpha value for the first group (items 72, 86, 71 and 74) was 0.902, indicating an excellent internal consistency. The item-to-total correlations of both the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items could result in an increased Cronbach's Alpha value.

The reliability analysis confirmed the grouping of the factor analysis.

Group 2: Own transparency

The Cronbach's Alpha value for the second group (items 79, 76, 77, 80, 69, 73 and 64) was 0.831, indicating a good internal consistency. The item-to-total correlations of both the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items will substantially increase the Cronbach's Alpha value, although the deletion of item 64 could increase the Cronbach's Alpha to 0.840. This increase is not considered dramatic and both values remain good.

The reliability analysis confirmed the grouping of the factor analysis.

Group 3: Profit/output demands of donors

The Cronbach's Alpha value for the third group (items 65, 63, 70 and 62) was 0.804, indicating a good internal consistency. The item-to-total correlations of both the items are higher than 0.3, indicating that all the items correlate well with the overall scale for this group. The deletion of no items could result in an increased Cronbach's Alpha value.

The reliability analysis confirmed the grouping of the factor analysis.

Group 4: Internal constraints for NPOs

The Cronbach's Alpha value for the fourth group (items 81 and 67) was negative, indicating a problem with the formulation or coding of the items. Both items in Group 4 were removed for the purposes of further analysis.

Item 81 is most possibly double-barrelled as two aspects: "We are the main cause of time constraints" and "constraints in implementing projects" are included in the item. It is possible that respondents could not have known what was required. A simplified version of this item or two items should be considered when refining this instrument.

Internal constraints on the side of NPOs are reported in the literature on NPO management and were also evident from the qualitative inquiry. Although this factor grouping was valid in this context, the items proved to be unreliable in measuring this aspect.

Group 5: Insatiable needs (new Group 4)

The Cronbach's Alpha value for the fifth group (items 83, 87 and 85) was 0.518, indicating a too low internal consistency to be acceptable for 3 items. The item-to-total correlations of item 83 are not above 0.3 and deleting this item will also increase the Cronbach's Alpha value to a slightly higher 0.536 (especially for a group with only two items).

Item 83 did not correlate well with the overall scale and lessened the Cronbach's Alpha value. The reason is possibly that the item is complex and could be considered double-barrelled. "The NPOs seem to overpromise on their output in their funding applications" contain three different aspects – overpromise, output and funding applications. The respondents were possibly unclear on which to respond.

The removal of item 83 does not change the grouping of the factor analysis (instead, it strengthens the interpretation) and the two remaining items in this factor grouping still reflect perceptions of the needs of NPOs.

Group 6: Funding cycle constraints

The Cronbach's Alpha value for the sixth group (items 75 and 84) was 0.333, indicating an unacceptably low internal consistency. Both items in Group 6 were removed from further analyses.

The above-mentioned could be due to these items being lengthy and complex. In the refinement of this instrument in future studies, it should be considered to reformulate these items as shorter and simpler statements about funding cycles such as: "Funding cycles influence the CSI process" instead of including the implementation of projects as a specific aspect.

Funding cycle constraints were a theme in the qualitative inquiry and this grouping was a valid factor grouping, but the items formulated for this survey were unreliable.

Group 7: Understanding goal differences

The Cronbach's Alpha value for the seventh group (items 78 and 66) was negative, indicating a problem with the formulation or coding of the items. Both items in Group 7 were removed for further analyses.

Item 66 is possibly the problematic item in this group with a long and complex statement, "Both parties in a corporate-NPO relationship understand the difference in organisational goals between them." This item leaves room for agreeing or disagreeing with one or more parts in the statement. Using more than one statement or simplifying the statement to clarify meaning should be considered in the refinement of this questionnaire.

The importance of understanding the differences between the contexts of the two parties was evident in the qualitative inquiry and although the factor grouping was valid, the formulation of the items made the group an unreliable measure.

5.5 Conclusion

Based on the exploratory factor analysis, reliability tests and, where necessary, the literature and the qualitative results, a list of items was retained as valid and reliable for the measurement of stakeholder relationships between corporate donors and the NPOs that receive their funding (from the perception of the NPOs). The factor groupings formed the sub-construct for each relationship construct that formed the redefined relationship indicators and contextual elements of each such indicator. Table 12 summarises the items, factor groups and constructs.

Table 12: Summary of the constructs, factor groups and items retained in the NPO survey

Construct	Groups retained after reliability analysis	Items	Cronbach's Alpha
Control	Group 1: Control mutuality	43, 41, 39, 30, 42, 27, 44, 34	0.884
	Group 2: Acceptance of donor dependence	31, 26, 25	0.669
	Group 3: Donor dominance	28, 33	0.809
	Group 4: Perceptions on the future independence of NPOs	36, 35	0.543
Trust	Group 1: Trust on the basis of integrity and intention	10, 6, 9, 8, 11, 24, 14, 7, 13	0.888
	Group 2: Competence	20, 21, 23, 19, 15	0.883
	Group 3: Willingness to let the other make decisions	16, 22, 12	0.722
Commitment	Group 1: Desire to maintain a long-term relationship	61, 57, 46, 53, 48	0.811
	Group 2: Affective commitment and desire to relate	56, 60, 47, 51	0.782
	Group 3: Compliance commitment	59, 52	0.614
	Group 4: Cause commitment	54, 49	0.504
Realities	Group 1: Donor transparency	72, 86, 71, 74	0.902
	Group 2: NPO transparency	79, 76, 77, 80, 69, 73, 64	0.831
	Group 3: Accommodation	65, 63, 70, 62	0.804
	Group 4: Insatiable needs	87, 85	0.536

6 REDEFINED RELATIONSHIP INDICATORS BASED ON RETAINED ITEMS

Based on the exploratory factor analysis and reliability analysis, 60 items were retained in the donor survey and 62 items were retained from the survey amongst NPOs. In the donor survey, the 60 remaining items represent 4 factors and 17 sub-factors and the 62 items in the NPO survey represent 4 factors and 15 sub-factors. These factors and sub-factors are used to redefine the relationship dimensions for this relationship context.

6.1 Control and power

Control and power as an element in the corporate-NPO relationship is in some respects similar to the generalised idea of stakeholder relationships and in other respects unique to this context. The first contextual element of the indicator *control and power* is *control mutuality*. Simultaneously illustrating the differences and similarities, *control mutuality* is defined here in the same way as for other stakeholder relationships. However, while this aspect forms the total picture for the general stakeholder relationship it is only an element of *control and power* in this context.

Mirroring the qualitative findings and literature on donor-recipient relations, the *dominance* of the donor and the *dependence* on those donors are discernible contextual elements of the indicator *control and power* in this relationship. The level of *acceptance of their dominance* by the donors and the *acceptance of donor dependence* by the NPOs describes a part of the control and power within this context.

For donors, concern with *sustainability and responsibility* in their relationship with NPOs forms part of their perception of *control and power*. This contextual element centres on the donors' intention to help secure sustainability for the NPOs; the responsibility in terms of their own power as well as their responsibility to ensure participation by the NPOs, forms part of the element.

Linking to the donor-specific element of *sustainability and responsibility*, NPOs define the control and power by also referring to perspectives on their possible future independence from donors. This contextual element is unique to the view of NPOs and revolves around their perception on donor independence.

6.2 Trust

Trust in this relationship is also a mixture of general stakeholder ideas and context-specific aspects. The first contextual element to define the trust in this relationship is *trusting on the basis of integrity and intention*. For both parties in the relationship it is important to consider their own and the other party's attempt at 'doing good'.

The second contextual element of trust is *trust based on the skills or competence* of the other party. The perception that the other party can work independently and has the ability to be successful forms part of this element. While the competence of donors is defined similarly to the description by Hon and Grunig (1999), the skills of NPOs are not viewed in the same light, because the limitations in terms of access to skilled staff and infrastructure are different for NPOs than for other stakeholders.

The willingness to surrender decision-making power to the other party is another contextual element of trust in this relationship. In addition, this *willingness to let the other party make decisions* in the relationship is important to both parties for trust in the relationship.

For the donors, *consideration and concern* with the opinion of the other party is a distinct contextual element of trust in the relationship. *Consideration of the other party* is also centred on attitude during decision-making and links to the willingness to let the other party make decisions.

6.3 Commitment

Unlike many elements of the indicators *control and power* and *trust*, the indicator *commitment* was viewed differently by the two parties. While some similarities are evident, the contextual elements for each party are unique. While donors seemed to view the *desire to have a relationship and the desire to maintain that relationship* for a longer term as the same element and appear to link loyalty to the importance of the other party, the NPOs view the desire to have a long-term relationship as a separate element and other desires as part of a more affective commitment. This difference goes to show that the dependence on donor funding makes the NPOs more sensitive to the funding term while other aspects are considered to be niceties.

Perceptions on the obligation to relate to NPOs constitute another contextual element of overall commitment of the donors. The duty of corporate organisations to contribute to their societies and adherence to governance requirements are at the core of the contextual element *obligation to relate*.

For NPOs, on the other hand, the compliance of corporates to governance requirements and commitment to their causes are viewed as separate issues of commitment.

6.4 Relational realities

The definition of the realities of this relationship by the two parties involved shows some similarities as well as differences. Transparency is especially important in the donor-NPO relationship and is demanded from both sides. However, both the perceptions each party has of their *own transparency* and the *transparency of the other party* define the relational realities.

The profit-making nature of the corporate donors is a unique, but characteristic aspect and is specifically important when contrasted with the non-profit nature of the NPOs. The pressure on NPOs resulting from the *profit-driven demands* of the donor is a reality for corporate-NPO

relations and dissonance about these demands could be the cause of conflict. Related to the profit/output-demands donors see as part of the realities of the relationship are their *requirements as to how funding was spent* by NPOs as well as their perceptions regarding the shortcomings of NPOs – internal constraints due to lacking infrastructure and resources.

Contextual realities experienced by donor organisations include *accommodation* in the relationship. With accommodation, aspects like feelings of support, consideration and satisfaction are included. Linking to *accommodation*, donors also use the level of *understanding of the differences* between the parties, to distinguish a good corporate-NPO relationship from a bad one.

Further highlighting the context of corporate-NPO relationships, NPOs perceive their own *insatiable needs* as one reality that defines their relationship with donors. The vast needs of NPOs tie in with many other realities, such as understanding and accommodating differences and the contrasting profitable nature of corporate donors.

7 DESCRIPTION OF THE RELATIONSHIP BETWEEN CORPORATE DONORS AND THE NPOs THEY FUND

7.1 Introduction

After conducting an exploratory factor analysis and reliability testing, 60 items were retained in the donor survey and 62 items were retained from the survey amongst NPOs. In the donor survey, the 60 remaining items represent 4 factors and 17 sub-factors and the 62 items in the NPO survey represent 4 factors and 15 sub-factors. These factors and sub-factors will be used as the relationship dimensions and contextual elements of these dimensions for describing the relationship between corporate donors and the NPOs who receive funding from them.

In order to understand the relationship between corporate donors and the NPOs funded by their CSI spending as experienced by the respondents of the two surveys, the frequencies in response to each retained item in both questionnaires are discussed. The discussion is presented based on the relationship dimensions and contextual elements for each dimension for both parties in the relationship.

7.2 Relationship dimension: Control

The relationship dimension *control* is described in the following section. The discussion is organised according to the contextual elements of control that emerged from the factor analysis and reliability analysis of the data from the two corresponding surveys. The findings are supplemented with qualitative data and relevant literature.

7.2.1 Control mutuality (as a contextual element of control)

The element *control mutuality* emerged as an element of relational control from both surveys. This element is similar to the definition of control by Hon and Grunig (1999:4) and other stakeholder relationship theorists indicating that the conventional definition of *control mutuality* is still relevant within this relationship, but that is not the only relevant element of the more complex dimension of control (Table 13 and 14).

Table 13: Results from the donor survey for the contextual element; control mutuality

Rank	Item	N	SD	D	N	A	SA
1	The [NPOs] won't cooperate with us (Reversed)	n	—	3	15	27	17
		%	—	4.8	24.2	43.5	27.4
2	The [NPOs] believe that our the opinions are legitimate	n	1	2	15	39	4
		%	1.6	3.3	24.6	63.9	6.6
3	The [NPOs] and my company are attentive to what we say to each other	n	—	3	19	35	5
		%	—	4.8	30.6	56.5	8.1
4	The [NPOs] really listen to what we have to say	n	—	5	21	33	3
		%	—	8.1	33.9	53.2	3.8
5	The [NPOs] provide us with enough say in the decision-making process	n	—	6	22	34	—
		%	—	9.7	35.5	54.8	—
6	We have influence on the decision-makers of the [NPOs]	n	3	17	21	20	—
		%	4.9	27.9	34.4	32.8	—

The top-ranked items on control mutuality with a level of agreement (Agree and Strongly Agree) of more than 70% are:

- The [NPOs] won't cooperate with us (Reversed) – 70.9%
- The [NPOs] believe that our the opinions are legitimate – 70.5%

The lowest-ranking item on control mutuality with 32.8% of the respondents in disagreement (Disagree and Strongly Disagree) is:

- We have influence on the decision-makers of the [NPOs]

In their responses to the survey questionnaire, 54.8% (N = 62) of donors agreed that they have enough say in decision making, 57% (N = 62) were in agreement that the NPOs listen to their opinions and 70.5% (N = 61) perceived the NPOs to regard their opinions as legitimate. The majority of donors also agreed that they and the NPOs they fund are attentive to each other and that NPOs are cooperative (70.9% / N = 62).

Notwithstanding the general agreement with statements about control mutuality, the donors were divided in their opinions about their influence on the decision-makers in NPOs with 32.8% in disagreement, the exact same number 32.8% in agreement and a large proportion (34.4%) indicating neutral feelings about their influence on decision-makers.

The qualitative findings indicated a need for corporate donors to exert control in their relationship with funded NPOs in order to comply with governance guidelines. Their separated response to this one item could be an indication that they do not necessarily see their control as influence, but rather as doing what is needed to realise their objectives. On the whole, the donor respondents displayed positive perceptions of *control mutuality* within the corporate-NPO relationships of CSI. Although it is only part of the more complex notion of control within this relationship, the feeling of control mirrors the qualitative findings of this study (Van Dyk & Fourie, 2012b:205). The divided response to the perception of donors regarding their influence on NPOs reflects the perception that NPOs are autonomous to some extent.

Table 14: Results from the NPO survey for the contextual element; control mutuality

Rank	Item	N	SD	D	N	A	SA	
1	Our donors won't cooperate with us (Reversed)	88	n	1	1	13	43	30
			%	1.1	1.1	14.8	48.9	34.1
2	Our donors believe that our opinions are legitimate	87	n	0	3	12	62	10
			%	0	3.4	13.8	71.3	11.5
3	We hold enough power in the relationship to be able to raise our concerns	87	n	1	4	14	62	7
			%	1.1	4.5	15.9	70.5	8
4	Our donors really listen to what we have to say	87	n	1	10	18	51	7
			%	1.1	11.5	20.7	58.6	8
5	We have some sense of control over our relationship with our donors	88	n	2	8	31	44	3
			%	2.3	9.1	35.2	50	3.4
6	Our donors provide us with enough say in the decision-making process	87	n	1	13	30	41	2
			%	1.1	14.9	34.5	47.1	2.3
7	We have influence on the decision-makers of our donors	88	n	2	19	32	33	2
			%	2.3	21.6	36.4	37.5	2.3
8	Our donors try to secure sustainability for us	87	n	9	23	20	35	—
			%	10.3	26.4	23	40.2	—

The top-ranked items on control mutuality with a level of agreement of more than 70% are:

- Our donors won't cooperate with us (Reversed) – 83%
- Our donors believe that our opinions are legitimate – 82.8%
- We hold enough power in the relationship to be able to raise our concerns – 78.5%

The lowest-ranking items on control mutuality with a level of disagreement higher than 20% are:

- Our donors try to secure sustainability for us – 36.7%
- We have influence on the decision-makers of our donors – 23.9%

In response to the survey given to them, the NPOs were generally in agreement with statements about *control mutuality* within their relationship with corporate donors. Of the

respondents, 66.6% (N = 87) were in agreement that their donors listen to what they say and 82.8% (N = 87) believe that their opinions are regarded as legitimate. The majority felt that their donors cooperate with them (83% / N = 88) and a large proportion were in agreement that donors provide them with enough say during decision making (49.4% / N = 87).

The largest proportion believed that they have influence on the decision-makers (39.8% / N = 88) and experience some sense of control (53.4% / N = 88) while a majority felt that they have at least enough power to raise their concerns within this relationship (78.5% / N = 88). Only 40.2% (N = 87) agreed that donors try to secure sustainability for them.

It is clear that the largest proportion of NPOs that responded to this survey have a generally positive perception of *control mutuality* within their relationship with their corporate donors, yet a comparatively large proportion of respondents were in disagreement with some of the statements; 36.7% were in disagreement that donors attempt to secure the sustainability of NPOs and 25% felt that they do not have an influence on the decision-makers of their donors.

7.2.2 Acceptance of donor dominance (as a contextual element of control)

The element *acceptance of donor dominance* emerged as an element of relational control from both surveys. This element reflects literature on donor-recipient relationships and opinions about the implied dominance of the corporate donors were also evident in the qualitative findings (Table 15 and 16).

Table 15: Results from the donor survey for the contextual element; acceptance of donor dominance

Rank	Item	N	SD	D	N	A	SA
1	We dominate in our relationships with the [NPOs] because we must comply with governance regulations	n	6	29	12	13	—
		%	10	48.3	20	21.7	—
2	We dominate in our relationships with the [NPOs] because we provide the money	n	2	22	23	14	1
		%	3.2	35.5	37.1	22.6	1.6
3	We dominate in our relationships with the [NPOs]	n	3	33	16	10	—
		%	4.8	53.2	25.8	16.1	—

All three items showed high levels of disagreement:

- We dominate in our relationships with the [NPOs] because we provide the money – 58.3%
- We dominate in our relationships with the [NPOs] – 58%
- We dominate in our relationships with the [NPOs] because we must comply with governance regulations – 38.7%

All three items also showed 20% or more neutral reactions:

- We dominate in our relationships with the [NPOs] because we provide the money – 37.1%
- We dominate in our relationships with the [NPOs] – 25.8%
- We dominate in our relationships with the [NPOs] because we must comply with governance regulations – 20%

The corporate donors who responded to the relationship survey indicated varying perceptions about their dominant position with the NPOs they fund. The largest proportions were in disagreement with the statement that they as donors dominate their relationship with NPOs (58% /N = 62), that they dominate because they provide money to NPOs (58.3% /N = 60) or that they dominate because they are compelled by governance requirements (38.7% / N=62). It can, however, not be ignored that more than 20% of respondents indicated a neutral stance towards all the statements in this group.

The ambivalent survey results point to a difference in opinion about power and control within the relationship and echo the problem of power relations in this context, as seen in the qualitative results and literature (cf. Byrne & Sahay, 2007:71; Helmig et al., 2004:107; Hodge & Piccolo, 2005:175).

Table 16: Results from the NPO survey for the contextual element; donor dominance

Rank	Item	N	SD	D	N	A	SA	
1	Our donors dominate our relationships because they provide the money	86	n	5	27	22	26	6
			%	5.8	31.4	25.6	30.2	7
2	Our donors dominate their relationship with us	88	n	4	30	33	17	4
			%	4.5	34.1	37.5	19.3	4.5

Both items from the NPO respondents also showed high levels of disagreement:

→ Our donors dominate our relationships because they provide the money – 38.6%

→ Our donors dominate their relationship with us – 37.2%

The largest proportion of NPOs (37.5% / N = 88) responded neutrally to the statement, “Our donors dominate their relationship with us” while 34.1% were in disagreement and 23.8% were in agreement. The exact same percentage of respondents (37.2% / N = 86) were in agreement that donors dominate because they provide the money. From these responses it is evident that the dominant position of donors was not accepted completely by NPOs. Furthermore, the varied responses reflect the problematic nature of dominance and power in the relationship as found in the qualitative findings in literature on donor relations (Van Dyk & Fourie, 2012a:205; Van Dyk & Fourie, 2012b:360).

7.2.3 Acceptance of donor dependence (as a contextual element of control)

Apart from perceptions on the dominant position of donors in the donor-recipient relationships, NPOs grouped together items referring to their perceptions on donor dependence (Table 17).

Table 17: Results from the NPO survey for the contextual element; acceptance of donor dependence

Rank	Item	N	SD	D	N	A	SA	
1	We are dependent on our donors for survival	88	n	2	6	7	45	28
			%	2.3	6.8	8.0	51.1	31.8
2	We cooperate with our donors because we want to secure future funding	88	n	—	10	15	43	20
			%	—	11.4	17	48.9	22.7
3	Our donors hold a powerful position in our relationship	87	n	—	6	19	47	15
			%	—	6.9	21.8	54	17.2

All three items about donor dependence had high levels of agreement from respondents:

- We cooperate with our donors because we want to secure future funding – 82.9%
- We are dependent on our donors for survival – 71.6%
- Our donors hold a powerful position in our relationship – 71.2%

Unlike the varied responses on statements regarding *donor dominance*, the vast majority of NPOs (82.9% / N = 88) believed that they depend on their donors for survival and the majority (71.2 / N = 87) were in agreement that their donors hold a powerful position in their relationship with them. The dependence on donors and perceived power of donors in the relationship with those they fund are also reflected in the 72.1% (N = 88) of NPOs who cooperate with their donors in order to secure future funding.

When considering the findings for the element *donor dependence* and perceptions on *donor dominance* it is concluded that these two concepts were viewed separately and distinguished from each other by NPO respondents. Whereas they perceived themselves to be dependent on donors and perceived donors to be powerful, they did not perceive the donors as absolutely dominant in the relationship. The grouping together of items relating to *donor dependence* is found only in the results of the NPO survey and not in the results of the

corresponding donor survey. Dependence on donors is thus a distinguishable element of control, based on the perception of NPOs, but not necessarily based on the perception of donors.

7.2.4 Sustainability and responsibility (as a contextual element of control)

A contextual element that was viewed by the donor respondents as important for describing control in their relationship with NPOs is concerned with *sustainability and responsibility* in the relationship. This element was not defined in the same way by NPOs and it is argued that this element is unique in the way donors described the relationship.

Table 18: Results from the donor survey for the contextual element; sustainability and responsibility

Rank	Item	N		SD	D	N	A	SA
1	It is partly our responsibility to make sure that the [NPOs] participate in decision making in their relationships with us	62	n	—	3	17	36	6
			%	—	4.8	27.4	58.1	9.7
2	We try to secure sustainability for the [NPOs]	62	n	—	3	21	30	8
			%	—	4.8	33.9	48.4	12.9
3	The [NPOs] hold enough power in their relationships with us, for them to be able to raise their concerns	61	n	—	4	20	33	4
			%	—	6.6	32.8	54.1	6.6
4	When we interact with the [NPOs], we try to go about our powerful position in a responsible way	62	n	2	4	22	30	4
			%	3.2	6.5	35.5	48.4	6.5

Though the largest proportion of respondents was in agreement with all of the statements in this group, no items show agreement levels higher than 70% while for all items the neutral option were selected by more than 20% of respondents:

- When we interact with the [NPOs], we try to go about our powerful position in a responsible way – 35.5%
- We try to secure sustainability for the [NPOs] – 33.9%
- The [NPOs] hold enough power in their relationships with us, for them to be able to raise their concerns – 32.8%

→ It is partly our responsibility to make sure that the [NPOs] participate in decision making in their relationships with us – 27.4%

The largest proportion of donors was in agreement with statements about their responsibility in the relationship and their opinions about sustainability and participation of NPOs. The two statements that refer to power and control in the relationship (but are less strongly stated than in previous elements) also yielded agreement by the largest proportion of respondents, indicating that the donors felt that they are managing the power they have in this relationship in a responsible way.

Although comparatively many respondents indicated neutrality, the largest proportion were still in agreement with the statements, “When we interact with the NPOs, we try to go about our powerful position in a responsible way” and “The NPOs hold enough power in their relationships with us, for them to be able to raise their concerns.” The majority of the donors (67.8% / N = 62) were in agreement that some of the responsibility of including NPOs in decision making rests with them as the donors. Linking to the responsibilities donors agreed on having in the context of this relationship, the majority of donors (61.3%/ N = 62) agreed that donors try to secure sustainability for NPOs, thereby recognising their bigger responsibility towards the developing society of South Africa (IoDSA, 2009:11).

7.2.5 Perspectives on the future independence of NPOs (as a contextual element of control)

The value placed on, and the confidence in the possibility of future independence forms the last contextual element of control according to the NPOs (Table 19).

Table 19: Results from the NPO survey for the contextual element; perspectives on the future independence of NPOs

Rank	Item	N	SD	D	N	A	SA
1	Independence from donors is an important long-term goal for us	n	4	15	18	30	21
		%	4.5	17	20.5	34.1	23.9
2	In the future, the [NPOs] will be able to survive without donors like us	n	13	36	23	11	3
		%	15.1	41.9	26.7	12.8	3.5

Although the reactions from respondents were varied, large proportions of respondents were in disagreement with the statements:

→ In the future, the [NPOs] will be able to survive without donors like us – 57%

→ Independence from donors is an important long-term goal for us – 21.5%

Statements about independence from donors also solicited varied responses from NPO respondents. While 58% (N = 88) were in agreement that independence from donors is an important long-term goal, only 16.3% (N = 86) believed that they will be able to survive without donors in the future. It is concluded that the NPOs would like to be independent from donors, but do not believe that it is possible.

7.3 Relationship dimension: Trust

In this section the relationship dimension trust is explicated on the basis of responses of the two corresponding surveys in order to describe the relationship between corporate donors and the NPOs which they fund. The discussion is structured according to the contextual elements of trust that emerged from the factor analysis and reliability analysis of the data. These findings will be supplemented with qualitative data and relevant literature.

7.3.1 Trust on the basis of integrity and intention (as a contextual element of trust)

Within the well-known relationship *dimension of trust*, both the NPOs and donors grouped items relating to integrity and intentions together. The items reflect a combination of Hon and Grunig's (1999) items on integrity, as well as newly formulated items on intentions as part of trust in this relationship (Table 20 and 21).

Table 20: Results from the donor survey for the contextual element; trust on the basis of integrity and intention

Rank	Item	N	SD	D	N	A	SA	
1	The [NPOs] strive to be successful in their endeavours	67	n	1	2	13	43	8
			%	1.5	3	19.4	64.2	11.9
2	The [NPOs] treat us fairly and justly	67	n	—	1	18	39	9
			%	—	1.5	26.9	58.2	13.4
3	The [NPOs] have the ability to serve the communities in which they work	67	n	—	5	18	37	7
			%	—	7.5	26.9	55.2	10.4
4	The [NPOs] treat us fairly and justly	67	n	—	4	20	37	6
			%	—	6	29.9	55.2	9
5	The [NPOs] are fair in their relationship with us	67	n	—	5	20	33	9
			%	—	7.5	29.9	49.3	13.4
6	The [NPOs] are honest with us	67	n	1	9	21	30	6
			%	1.5	13.4	31.3	44.8	9
7	The [NPOs] have the ability to accomplish what they say they will do	67	n	—	4	27	33	3
			%	—	6	40.3	49.3	4.5
8	Sound moral principles guide the behaviour of the [NPOs]	67	n	—	9	22	28	8
			%	—	13.4	32.8	41.8	11.9
9	The [NPOs] can be relied on to keep their promises	67	n	—	5	27	30	5
			%	—	7.5	40.3	44.8	7.5
10	The actions of the [NPOs] speak of justness in their relationship with us	67	n	—	6	29	29	3
			%	—	9	43.3	43.3	4.5

The top-ranked items on control mutuality with a level of agreement of more than 70% are:

- The [NPOs] strive to be successful in their endeavours – 76.1%
- The [NPOs] treat us fairly and justly – 71.6%

Despite the above agreement of a large proportion of respondents, for all but one item more than 20% of respondents were neutral:

- The actions of the [NPOs] speak of justness in their relationship with us – 43.3%

- The [NPOs] can be relied on to keep their promises – 40.3%
- The [NPOs] have the ability to accomplish what they say they will do – 40.3%
- Sound moral principles guide the behaviour of the NPOs – 32.8%
- The [NPOs] are honest with us – 31.3%
- The [NPOs] are fair in their relationship with us – 29.9%
- The [NPOs] treat us fairly and justly – 29.9%
- The [NPOs] have the ability to serve the communities in which they work – 26.9%
- The [NPOs] treat us fairly and justly – 26.9%

The integrity of NPOs was largely perceived by donors to be intact, considering their relationship with each other. NPOs were generally perceived as being fair (62.9% / N = 67), honest (53.8% / N = 67), just (47.8% / N = 67) and guided by moral principles (53.7% / N = 67). Although the largest proportions of respondents were in agreement with the statement, the large number of respondents who indicated the neutral option that is interpreted as an indication that the donors are not completely convinced of the integrity and intention of NPOs.

Integrity, further explicated by perceiving the other party as being trustworthy in terms of keeping promises (Hon & Grunig, 1999), also solicited agreement overall (although 29.9% and 40.3% of respondents respectively reacted neutrally). The majority of donor respondents, 64.2% (N = 67), were in agreement that NPOs do their best to keep promises and 52.3% (N = 67) agreed that they can be relied on to keep promises. The latter is possibly lower because it reflects actual reliability while the former reflects intended reliability.

The intention and ability of NPOs were also regarded in a positive light by their donors as 76.1% (N = 67) were in agreement that NPOs strive to be successful, 65.6% (N = 67) were in agreement that they have the ability to serve their communities and 53.8% (N = 67) agreed that NPOs have the ability to accomplish what they promise to do.

Table 21: Results from the NPO survey for the contextual element; trust on the basis of integrity and intention

Rank	Item	N	SD	D	N	A	SA	
1	Our donors treat us fairly and justly	97	n	1	2	12	66	16
			%	1	2.1	12.4	68	16.5
2	Our donors are fair in their relationship with us	97	n	1	6	10	75	5
			%	1	6.2	10.3	77.3	5.2
3	Our donors do their best to keep their promises to us	95	n	1	2	14	66	12
			%	1.1	2.1	14.7	69.5	12.6
4	Our donors are honest with us	97	n	1	4	19	65	8
			%	1	4.1	19.6	67	8.2
5	Donors do not mislead [NPOs] they fund	94	n	1	2	26	56	9
			%	1.1	2.1	27.7	59.6	9.6
6	The actions of our donors speak of justness in their relationship with us	96	n	1	5	29	51	10
			%	1	5.2	30.2	53.1	10.4
7	Our donors can be relied on to keep their promises	97	n	2	8	26	54	7
			%	2.1	8.2	26.8	55.7	7.2
8	Sound moral principles guide the behaviour of our donors	97	n	1	8	27	50	11
			%	1	8.2	27.8	51.5	11.3
9	Whenever our donors make an important decision, I know they will be concerned with us	95	n	2	13	31	44	5
			%	2.1	13.7	32.6	46.3	5.3

The top-ranked items on control mutuality with a level of agreement of more than 70% are:

- Our donors treat us fairly and justly – 84.5%
- Our donors are fair in their relationship with us – 82.5%
- Our donors do their best to keep their promises to us – 82.1%
- Our donors are honest with us – 75.2%

The lowest ranking four items all show more than 20% neutrality:

- Whenever our donors make an important decision, I know they will be concerned with us – 32.6%
- The actions of our donors speak of justness in their relationship with us – 30.2%
- Sound moral principles guide the behaviour of our donors – 27.8%
- Donors do not mislead [NPOs] they fund – 27.7%
- Our donors can be relied on to keep their promises – 26.8%

The NPOs generally perceive their corporate donors to be trustworthy on the basis of integrity; 82.5% (N = 97) perceived their donors as being fair; 82.5% (N = 97) believed their donors treat them fairly and justly; 75.2% (N = 97) believed that their donors are honest; 62.8% (N = 97) felt that their donors are guided by sound moral principles and 69.2% (N = 94) felt that their donors do not mislead them.

Regarding keeping promises, 62.9% (N = 97) of NPOs were in agreement that their donors can be relied on to keep promises and 82.1% (N = 95) believed that their donors do their utmost to keep promises that they have made.

These findings mirror the qualitative finding that when compared to other funders such as government, corporate donors are reliable and are known for keeping to payment schedules and other arrangements.

Although the majority – 51.6% (N = 95) – of NPOs at least agreed that donors consider them in decision making, a large proportion (32.6%) reacted neutrally, indicating an uncertainty whether they believed their donors will consider them when making important decisions.

The varied responses could serve as a confirmation of the qualitative findings that indicated trust to be a much individualised dimension and that every relationship is unique in this regard.

7.3.2 Trust on the basis of competence (as a contextual element of trust)

Another element that both donors and NPO respondents regarded as important enough to define the indicator of trust is *competence*. Hon and Grunig (1999) also identified competence as an element of trust, but some items included by both donors and NPOs refer to ability and striving for success as well (Table 22 and 23).

Table 22: Results from the donor survey for the contextual element; trust on the basis of skills

Rank	Item	N		SD	D	N	A	SA
1	The [NPOs] are known to be successful at the things they try to do	67	n	—	5	25	34	3
			%	—	7.5	37.3	50.7	4.5
2	I feel confident about the skills of the [NPOs]	67	n	1	12	31	30	3
			%	1.5	17.9	31.3	44.8	4.5
3	The [NPOs] can be left to work unsupervised	67	n	2	17	18	27	3
			%	3	25.4	26.9	40.3	4.5

The largest proportion of respondents was in agreement with the statements, but comparatively large proportions were neutral:

- The [NPOs] can be left to work unsupervised – 37.3%
- I feel confident about the skills of the [NPOs] – 31.3%
- The [NPOs] are known to be successful at the things they try to do – 26.9%

For one item, more than 20% of the respondents were in disagreement:

- The [NPOs] can be left to work unsupervised – 28.4%

The largest proportion of donor respondents was generally confident about the skills/competence of NPOs, with 49.3% (N = 67) in agreement with the statement. The majority of donors (55.2% / N = 67) also felt NPOs are successful at their endeavours and 48.8% (N = 67) thought NPOs can be left to work unsupervised. It is interesting that a large proportion of the respondents reacted neutrally or negatively to statements pertaining to the skills of the NPOs. Therefore, while few respondents strongly disagreed, some ambivalence is clear in the responses and it could not be concluded that the donors trust the skills of the NPOs.

The ambiguity in survey results echoed certain qualitative findings, namely that donors sometimes question the competence and dependability of NPOs and this confirms literature that identified the lacking infrastructure and other disparities between the corporate and social development sectors (Boafo, 2006).

Table 23: Results from the NPO survey for the contextual element; competence

Rank	Item	N	SD	D	N	A	SA	
1	Our donors strive to be successful in their endeavours	95	n	—	1	11	63	20
			%	—	1.1	11.6	66.3	21.1
2	Our donors have the ability to do well in their business	95	n	—	2	23	51	19
			%	—	2.1	24.2	53.7	20
3	Our donors have the ability to accomplish what they say they will do	93	n	1	3	22	57	10
			%	1.1	3.2	23.7	61.3	10.8
4	Our donors are known to be successful at the things they try to do	95	n	1	3	23	58	10
			%	1.1	3.2	24.2	61.1	10.5
5	I feel confident about the skills of our donors	96	n	1	10	32	42	11
			%	1	10.4	33.3	43.8	11.5

In four of the five items, more than 70% of respondents were in agreement with the statements:

- Our donors strive to be successful in their endeavours – 87.4%
- Our donors have the ability to do well in their business – 73.2%
- Our donors have the ability to accomplish what they say they will do – 72.1%
- Our donors are known to be successful at the things they try to do – 71.6%

The success, ability and skill of donors represent their competence, and judged by the NPOs, donors were largely perceived to be competent. Of the respondents of the NPO survey, 73.7% (N = 95) were in agreement that donors are able to do well at their business and 72.1% (N = 93) were in agreement that they can accomplish what they say they will. Furthermore, 87.4% (N = 95) of NPO respondents were of the opinion that donors strive to be successful in their endeavours and 71.6% (N = 95) perceived donors as being known to be successful at the things they attempt. Of the NPO respondents, 55.3% (N = 95) were confident about the skills of their donors.

The perceived confidence in the competence of donors is also visible in the qualitative findings and while the qualitative findings question the competence of NPOs, donors were generally regarded as being competent.

7.3.3 Willingness to let the other make decisions (as a contextual element of trust)

Willingness to let the other party make decisions is another element of trust that emerged from both surveys. Hon and Grunig (1999) included the item, “I am very willing to let this organisation make decisions for people like me.” Formulations with a softer tone were included to allow respondents to exhibit their willingness to allow the other party some decision-making power without the finality of the initial formulation (Table 24 and 25).

Table 24: Results from the donor survey for the contextual element; willingness to let the other make decisions

Rank	Item	N	SD	D	N	A	SA
1	I am willing to let the [NPOs] make decisions for us	n	8	26	19	11	2
		%	12.1	39.4	28.8	16.7	3
2	We are willing to allow the [NPOs] to take decisions that could affect us	n	5	32	17	12	—
		%	7.6	48.5	25.8	18.2	—

The majority of respondents were in disagreement with both statements:

- We are willing to allow the [NPOs] to take decisions that could affect us – 56.1%
- I am willing to let the [NPOs], make decisions for us – 51.5%

From the responses of donors it is clear that they are unwilling to let NPOs make decisions on their part (51.5% / N = 66) or take decisions that may affect them as donors (56.1% / N = 66). A large proportion of respondents (25.8% and 28.8% respectively) responded neutrally to the statements, but generally the donors indicated that they are not willing to let NPOs take important decisions in the relationship.

The responses make it clear the donors do not trust NPOs with decision-making power even if that decision-making power is not absolute, as per the definition of Hon and Grunig (1999).

Table 25: Results from the NPO survey for the contextual element; willingness to let the other make decisions

Rank	Item	N	SD	D	N	A	SA	
1	Our donors take our opinions into account when making decisions	94	n	2	14	32	41	5
			%	2.1	14.9	34	43.6	5.3
2	We are willing to allow our donors to take decisions that could affect us	95	n	15	28	39	13	—
			%	15.8	29.5	41.1	13.7	—
3	I am willing to let the donors make decisions for us	93	n	17	45	26	4	1
			%	18.1	47.9	27.7	4.3	2.1

The lowest ranking statements showed large proportions of the respondents in disagreement:

- I am willing to let the donors make decisions for us – 66%
- We are willing to allow our donors to take decisions that could affect us – 45.3%

Relatively large proportions of the respondents also indicated a neutral stance:

- We are willing to allow our donors to take decisions that could affect us – 41.1%
- I am willing to let the donors make decisions for us – 34%
- Our donors take our opinions into account when making decisions – 27.7%

Linking to the donor responses to similar items, NPOs judged trust in their relationship with their donors based on the willingness of parties to let the other take decisions. From the survey responses it is clear that NPOs are not willing to let donors make decisions for them – 66% (N = 93), while fewer respondents (45.3% / N = 95) are unwilling to let donors make decisions that may affect them. On the positive side, almost half of NPO respondents (48.9% / N = 94) felt that donors take their opinions into account when making decisions.

These results further emphasise the importance that some degree of autonomy is demanded by the NPOs although it poses problems for the relationship with their donors.

7.3.4 Consideration of the other party (as a contextual element of trust)

Whether the NPOs are concerned with the opinions of their donors when making decisions was deemed important enough to distinguish from other elements of trust in the relationship by the donor respondents (Table 26).

Table 26: Results from the donor survey for the contextual element; willingness to let the other make decisions

Rank	Item	N	SD	D	N	A	SA
1	The [NPOs] take our opinions into account when making decisions	n	1	12	22	27	4
		%	1.5	18.2	33.3	40.9	6.1
2	Whenever the [NPOs] make an important decision, I know it will be concerned with us	n	2	9	35	19	2
		%	3	13.4	52.2	28.4	3

The largest proportion of respondents was in agreement with the first items, but both items indicated neutral responses:

- Whenever the [NPOs] make an important decision, I know it will be concerned with us – 52.2%
- The [NPOs] take our opinions into account when making decisions – 33.3%

The donor respondents revealed varied reactions to statements concerning consideration in the relationship. Of the 67 respondents, 47% were in agreement that NPOs take their opinions into account when making decisions, but only 31.4% perceived NPOs to be concerned with their donors when making important decisions. The majority of respondents (52.2%) responded neutrally to the latter statement while 33.3% responded neutrally to the former. Based on the findings it is clear that the donors do not specifically feel disregarded by the NPOs, but they also do not feel confident about the consideration they are given from NPOs.

7.4 Relationship dimension: Commitment

From the factor analysis and reliability analysis it was evident that the two parties in this stakeholder relationship view the dimension commitment differently. Although there are some similarities, none of the elements that the two parties grouped together are directly comparable. The discussion that follows is presented according to the contextual elements as seen by the respondents of the two surveys. Even before interpreting the descriptive data

relating to the dimension of commitment, the fact that the two parties view this dimension in different ways indicated a potential challenge in the relationship. As Hon and Grunig (1999:38) predict, differences in perception by the two parties indicate gaps or problems in the relationship, which would need to be addressed.

7.4.1 Desire to relate and maintain the relationship (as a contextual element of commitment)

The perceptions of donors about the NPOs' desire to relate to them as donors and maintain the relationship with them emerged as the first contextual element of trust in the donor survey (Table 27).

Table 27: Results from the donor survey for the contextual element; desire to relate and maintain the relationship

Rank	Item	N	SD	D	N	A	SA
1	The [NPOs] want to maintain a relationship with us	n	—	3	12	37	10
		%	—	4.8	19.4	59.7	16.1
2	The [NPOs] are trying to maintain a long-term commitment to us	n	—	2	18	34	7
		%	—	3.3	29.5	55.7	11.5
3	I would rather work together with the [NPOs] than not	n	—	1	20	34	7
		%	—	1.6	32.3	54.8	11.3

For one of the items, more than 70% of respondents were in agreement:

→ The [NPOs] want to maintain a relationship with us – 75.8%

Based on the survey responses, it is evident that donors generally regard NPOs as being committed to relating to their donors and to maintaining their relationship. NPOs were perceived by 75.8% (N = 62) of the donors as seeking to maintain a relationship with their donors and 67.2% (N = 61) were in agreement that NPOs try to maintain a long-term commitment to their donors. Judging the donor's desire to relate to NPOs, 66.1% (N = 62) were in agreement that they would rather work together with NPOs than not.

Within the context of this relationship (NPOs receiving life-giving funding from donors) is it not surprising that NPOs are committed to working with and maintaining a relationship with their donors.

7.4.2 Loyalty and importance (as a contextual element of commitment)

A sense of loyalty from the NPOs, a feeling of loyalty (when comparing NPOs to other stakeholders) and perceptions about the long-term nature of the relationship were combined by the donor survey respondents to define this contextual element of the relationship dimension *commitment* (Table 28).

Table 28: Results from the donor survey for the contextual element; loyalty and importance

Rank	Item	N	SD	D	N	A	SA	
1	I feel a sense of loyalty to the [NPOs]	62	n	—	3	14	36	9
			%	—	4.8	22.6	58.1	14.5
2	There is a long-lasting bond between us and the [NPOs]	61	n	1	5	17	31	7
			%	1.6	8.2	27.9	50.8	11.5
3	We commit to long-term (longer than three years) funding	61	n	4	17	11	23	6
			%	6.6	27.9	18	37.7	9.8
4	Compared to other stakeholders, I value my relationship with the [NPOs] more	62	n	—	9	29	18	6
			%	—	14.5	46.8	29	9.7

More than 70% of respondents were in agreement with this item:

→ I feel a sense of loyalty to the [NPOs] – 72.6%

More than 20% of respondents indicated their disagreement with this item:

→ We commit to long-term (longer than three years) funding – 33.5%

For the following three items, a reasonable proportion of respondents were neutral:

→ Compared to other stakeholders, I value my relationship with the [NPOs] more – 46.8%

→ There is a long-lasting bond between us and the [NPOs] – 27.9%

→ I feel a sense of loyalty to the [NPOs] – 22.6%

This element of commitment, importance of the stakeholders and a sense of loyalty to them solicited wide-ranging responses from donor respondents. Though the largest proportion (37.7% / N = 61) of donors agreed that they commit to long-term funding, 27.9% disagreed

and 18% were neutral. This goes to show that many donors do commit to long-term funding, but many do not. Despite varied responses regarding long-term funding, the majority of donors (62.3% / N = 61) were in agreement that there is a long-lasting bond between them and the NPOs.

The responses to these two items combined indicated that the donors distinguish between long-term funding and a long-term bond, indicating that some may not commit to long-term funding, but do see the relationship with NPO as a long-term plan. Perceptions about the loyalty of NPOs are mainly positive with 72.6% (N = 62) in agreement that they experience loyalty from them. Although they largely feel a long-term bond with NPOs and experience loyalty from them, the largest proportion of respondents (46.8% / N = 62) responded neutrally, indicating that they do not specifically value the relationship more or less than other relationships.

The duration of the funding term was a divisive issue in the qualitative interviews, where parties agreed that funding cycles are generally annual and that funding for longer than three years is unusual. The NPOs argued that funding terms hamper any possibility of sustainability and corporate donors argued that the funding cycles are based on tax years.

7.4.3 Obligation to relate (as a contextual element of commitment)

The context of donor-NPO relationships implies the obligation to contribute to society and that compliance to corporate governance codes and principles have a bearing on the perceived commitment in the relationship (Table 29).

Table 29: Results from the donor survey for the contextual element; obligation to relate

Rank	Item	N	SD	D	N	A	SA
1	Corporate companies should contribute to the society in which they operate	n	—	1	5	28	28
		%	—	1.6	8.1	45.2	45.2
2	It is important to comply with the regulations that guide corporate social investment	n	—	1	5	39	17
		%	—	1.6	8.1	62.9	27.4
3	When we interact with the [NPOs], we keep compliance to governance requirements in mind	n	—	2	11	39	10
		%	—	3.2	17.7	62.9	16.1

All of the items showed agreement from more than 70% of the respondents:

- Corporate companies should contribute to the society in which they operate – 90.4%
- It is important to comply with the regulations that guide corporate social investment – 90.3%
- When we interact with the [NPOs], we keep compliance to governance requirements in mind – 79%

From the responses of donors the importance of corporate governance and the social responsibilities of corporate companies became apparent. A large proportion (90.4% / N = 62) of the respondents was in agreement that corporate companies should contribute to the society in which they operate and 90.3% (N = 62) of the respondents were in agreement that it is important to comply with regulations and codes of corporate social investment. Slightly less, but still a majority (79% / N = 62) of donors felt that they keep these governance and social investment guidelines in mind when interacting with the NPOs they fund.

The survey results supported the qualitative findings that indicated the obligation to relate to each other features in the perceptions of commitment within this relational context.

7.4.4 Desire to maintain a long-term relationship (as a contextual element of commitment)

Unlike the donor respondents who grouped together issues of loyalty and long-term commitment, the NPO respondents grouped items on long-term commitment with the desire to commit NPOs and the causes they promote (Table 30).

Table 30: Results from the NPO survey for the contextual element; desire to maintain a long-term relationship

Rank	Item	N	SD	D	N	A	SA	
1	Our donors are committed to the causes we promote	85	n	—	1	14	50	20
			%	—	1.2	16.5	58.8	23.5
2	Our donors want to maintain a relationship with us	85	n	—	—	16	56	13
			%	—	—	18.8	65.9	15.3
3	There is a long-lasting bond between us and our donors	85	n	—	2	20	56	7
			%	—	2.4	23.5	65.9	8.2
4	Our donors are trying to maintain a long-term commitment to us	84	n	2	8	25	44	5
			%	2.4	9.5	29.8	52.4	6
5	Our donors commit to long-term (longer than three years) funding	85	n	14	32	20	18	1
			%	16.5	37.6	23.5	21.2	1.2

In response to the top ranked items, more than 70% of respondents indicated their agreement:

- Our donors are committed to the causes we promote – 82.3%
- Our donors want to maintain a relationship with us – 81.2%
- There is a long-lasting bond between us and our donors – 74.1%

The lowest ranked items showed that the majority of respondents (54.1%) were in disagreement with the statement, “Our donors commit to long-term (longer than three years) funding.”

Of the NPOs that responded to the survey, 51.4% (N = 85) were in disagreement with the statement about their donors committing to funding for longer than 3 years while 58.4% (N = 84) at least agreed that donors are trying to maintain long-term commitment and 74.1% (N = 85) believed that there is a long-lasting bond between them and their donors. As with the donors, the NPOs also seemed to distinguish between a long-term funding and a long-lasting bond. Further aspects relating to the maintenance of the donor-NPO relationship were perceived as being positive by the NPOs – 81.2% (N = 85) felt that donors want to maintain the relationship with them and 82.3% (N = 85) were in agreement that their donors are committed to the causes they promote.

7.4.5 Affective commitment and desire to relate (as a contextual element of commitment)

Whereas all four items for this contextual element were included in the Hon and Grunig (1999) questionnaire, only two items of affective commitment and two items that reflect the desire to relate to donors were included. Based on this grouping by NPO respondents, the contextual element of affective commitment and the desire to relate are discussed (Table 31).

Table 31: Results from the NPO survey for the contextual element; affective commitment and the desire to relate

Rank	Item	N	SD	D	N	A	SA
1	I have no desire to have a relationship with our donors (Reversed)	n	—	—	3	22	59
		%	—	—	3.6	26.2	70.2
2	I could not care less about our donors (Reversed)	n	—	1	4	19	58
		%	—	1.2	4.9	23.2	70.7
3	I would rather work together with our donors than not	n	—	1	5	44	34
		%	—	1.2	6	52.4	40.5
4	I feel a sense of loyalty to our donors	n	—	5	8	55	17
		%	—	5.9	9.4	64.7	20

All the items had an agreement level of more than 70%:

- I have no desire to have a relationship with our donors (Reversed) – 96.4%
- I could not care less about our donors (Reversed) – 93.9%
- I would rather work together with our donors than not – 92.9%
- I feel a sense of loyalty to our donors – 84.7%

When considering affective commitment from and towards their donors, 93.9% (N = 82) of NPO respondents reacted that they care about their donors and 96.4% (N = 84) indicated that they desire a relationship with their donors. Further showing their affective commitment and desire to relate to their donors, the vast majority of NPO respondents (92.9% / N = 84) were in agreement that they would rather work with donors than not. NPO respondents clearly indicated that they feel a sense of loyalty on the part of their donors (84.7% / N = 85).

Considering the position of NPOs within this relationship it comes as no surprise that NPOs prefer to work with donors and feel a strong affection towards them.

7.4.6 Compliance commitment (as a contextual element of commitment)

Similar to the contextual element *obligation to relate* from the donor survey, the bearing compliance to governance and CSI-guidelines has on the commitment of donors featured in the responses of the NPO respondents (Table 32).

Table 32: Results from the NPO survey for the contextual element; compliance commitment

Rank	Item	N	SD	D	N	A	SA
1	It is important for our donors to comply to the regulations that guide corporate social investment	n	—	1	14	44	23
		%	—	1.2	17.1	53.7	28
2	When our donors interact with us, they keep compliance with governance requirements in mind	n	—	2	26	48	8
		%	—	2.4	31	57.1	9.5

In response to the first items, respondents indicated a level of agreement higher than 70%:

→ It is important for our donors to comply with the regulations that guide corporate social investment – 81.7%

Although the largest proportion of respondents were in agreement, a relatively large proportion of respondents were neutral about the second item:

→ When our donors interact with us, they keep compliance to governance requirements in mind – 31%

Based on the two items grouped together to establish the NPO respondents' views on compliance-related matters, it is clear that they believed their corporate donors keep compliance to governance requirements in mind when interacting with them (66.6% of 84 respondents in agreement) and that compliance to those requirements is important (81.7% of 82 respondents in agreement). The context of this relationship in the South African CSI environment as well as the qualitative findings is in line with the majority of responses that commitment from the donors is partly dependent on their obligation to comply.

7.4.7 Cause commitment (as a contextual element of commitment)

Two items were grouped together to form this contextual element of the dimension *commitment*. One of these two items reflects perceptions of the commitment of NPOs to their causes and the other reflects perceptions on the need for corporate donors to contribute to societal causes (Table 33).

Table 33: Results from the NPO survey for the contextual element; cause commitment

Rank	Item	N	SD	D	N	A	SA	
1	We are committed to the causes we promote	83	n	—	1	1	15	66
			%	—	1.2	1.2	18.1	79.5
2	Corporate companies should contribute to the society in which they operate	84	n	—	4	2	30	48
			%	—	4.8	2.4	35.7	57.1

For both items, the level of agreement from respondents was higher than 70%:

→ We are committed to the causes we promote – 97.6%

→ Corporate companies should contribute to the society in which they operate – 92.8%

There was general agreement among NPO respondents that corporate companies should contribute to the societies in which they operate with 92.8% (N = 84) of the respondents in agreement. The vast majority (97.6% / N = 83) of respondents saw themselves as being committed to their own causes. If these two items are seen in unison it is apparent that NPOs see themselves as committed and believe that commitment to their causes is an obligation for corporate companies.

7.5 Relationship dimension: relational realities

The relationship dimension about the realities of this relationship and its context are described in the following section. The discussion is presented according to the contextual elements of relational realities that emerged from the factor analysis and reliability analysis of the data from the two corresponding surveys. The findings are supplemented with qualitative data and relevant literature.

7.5.1 Own transparency (as a contextual element of relational realities)

The element *own transparency* emerged as an element of relational realities from both surveys. It is interesting that both parties in the donor-NPO relationship chose to group together items that reflect perceptions of their own transparency and then items about the transparency of the other party (Table 34 and 35).

Table 34: Results from the donor survey for the contextual element; own transparency

Rank	Item	N	SD	D	N	A	SA
1	The [NPOs] are free to access our financial reports	n	8	16	7	22	7
		%	13.3	26.7	11.7	36.7	11.7
2	We openly share information with the [NPOs]	n	1	12	22	23	3
		%	1.6	19.7	36.1	37.7	4.9
3	We are financially transparent to the [NPOs]	n	2	12	20	24	3
		%	3.3	19.7	32.8	39.3	4.9

For all of the items, more than 20% of respondents indicated their disagreement:

- The [NPOs] are free to access our financial reports – 40%
- We are financially transparent to the [NPOs] – 23%
- We openly share information with the [NPOs] – 21.3%

For two items, a large proportion of respondents also were neutral:

- We openly share information with the [NPOs] – 36.1%
- We are financially transparent to the [NPOs] – 32.8%

Close to 50% of the donors (48.4% / N = 60) were in agreement that NPOs are free to access their financial reports, while a substantial 40% were in disagreement that this is possible. Mirroring the respondents' reaction on the openness of their financial statements, 44.2% (N = 61) believed that they (as donors) are financially transparent and 42.6% (N = 61) felt that they share information openly with the NPOs while 32.8% and 36.1% were neutral regarding these items.

Based on the findings above, it is concluded that no outright claim of transparency on the part of the donors was made by the respondents as substantial numbers for each item responded neutrally or disagreed with statements about financial transparency (Table 35).

Table 35: Results from the NPO survey for the contextual element; own transparency

Rank	Item	N	SD	D	N	A	SA
1	Our donors are free to access our financial reports	n	—	—	0	29	49
		%	—	—	0	37.2	62.8
2	Our donors require us to be transparent regarding our operational expenses	n	—	—	2	43	33
		%	—	—	2.6	55.1	42.3
3	We openly share information with our donors	n	—	2	2	38	35
		%	—	2.6	2.6	49.4	45.5
4	Our donors require us to report all the details of how our funding was spent	n	—	—	7	41	30
		%	—	—	9	52.6	38.5
5	We are open about our situation with our donors	n	—	1	6	42	29
		%	—	1.3	7.7	53.8	37.2
6	We are financially transparent to the donors	n	—	2	5	39	32
		%	—	2.6	6.4	50	41
7	Our donors expect us to disclose other sources of funding to them	n	—	5	11	48	16
		%	—	6.3	13.8	60	20

More than 70% of respondents were in agreement for all the items in this group:

- Our donors are free to access our financial reports – 100%
- Our donors require us to be transparent regarding our operational expenses – 97.4%
- We openly share information with our donors – 94.9%
- Our donors require us to report all the details of how our funding was spent – 91.1%
- We are open about our situation with our donors – 91%
- We are financially transparent to the donors – 91%
- Our donors expect us to disclose other sources of funding to them – 80%

The NPO respondents also responded to items pertaining to their perception of their own openness and the requirements of transparency and truthfulness of their donors. As could be expected, the majority of NPO respondents – 91% (N = 78) – believed that they are financially transparent, 94.9% (N = 77) thought that they share information openly with their donors, 100% (N = 78) of respondents indicated that their donors are free to access their financial reports and 91% (N = 78) believed that they are open about their situation when interacting with their donors. Regarding the expectations of transparency and truthfulness from their donors, 97.4% (N = 78) of respondents were in agreement that their donors expect them to be transparent about their operational expenses and 91.1% (N = 78) of NPOs perceived their donors to require of them to report on all funding spent and 80% (N = 80) said their donors expect them to disclose other sources of funding to them.

It is therefore concluded that the NPO respondents seemed very clear on their own transparency and the vast majority perceived themselves to be totally open and transparent with their donors.

7.5.2 Other transparency (as a contextual element of relational realities)

The element *other transparency* also emerged as an element of relational realities from both surveys, indicating the need for both NPOs and donors to reflect on the truthfulness and openness of the other party separately from their perceptions on their own transparency (Table 36 and 37).

Table 36: Results from the donor survey for the contextual element; other transparency

Rank	Item	N	SD	D	N	A	SA
1	The [NPOs] share information openly with us	n	—	6	27	27	1
		%	—	9.8	44.3	44.3	1.6
2	The [NPOs] are open about their real situation	n	—	7	28	24	2
		%	—	11.5	45.9	39.3	3.3
3	The [NPOs] are truthful about funding issues	n	1	7	29	24	—
		%	1.6	11.5	47.5	39.3	—

For two items in this group, the largest proportion of respondents reacted neutrally about the statements:

- The [NPOs] are truthful about funding issues – 47.5%
- The [NPOs] are open about their real situation – 45.9%

For the third item, the largest proportion of respondents was in agreement (45.6%), whereas the proportion of respondents who reacted neutrally was also comparatively large; 44.3%.

Regarding the transparency of NPOs as perceived by their donors, the majority were neutral when asked to respond to the statement, “The NPOs are truthful about funding issues” while only 39.3% agreed with the statement. Almost the same majority as for the first statement (45.9% / N = 61) reacted neutrally about the openness of NPOs about their real situation and whether they feel the NPOs shares information openly (44.3% reacted neutrally). The responses of the donors reflect that they are generally unconvinced that the NPOs are open and truthful and the NPOs are possibly regarded as suspicious in this regard. These responses contradict the transparency which NPOs claim to exhibit in their relationship with donors.

Table 37: Results from the NPO survey for the contextual element; other transparency

Rank	Item	N	SD	D	N	A	SA
1	Our donors are truthful about funding issues	n	1	3	26	40	8
		%	1.3	3.8	33.3	51.3	10.3
2	Our donors share information openly with us	n	2	7	21	39	8
		%	2.6	9.1	27.3	50.6	10.4
3	Our donors are truthful about funding issues	n	2	4	31	33	8
		%	2.6	5.1	39.7	42.3	10.3
4	Our donors are always truthful with us about funding-related issues	n	2	9	32	32	3
		%	2.6	11.5	41	41	3.8

The largest portions of the respondents were in agreement with all of the statements, but relatively large proportions were neutral:

- Our donors are always truthful with us about funding-related issues – 41%
- Our donors are open about their real situation – 39.7%

→ Our donors are truthful about funding issues – 33.3%

→ Our donors share information openly with us – 27.3%

When asked about the truthfulness of their donors, the majority of NPO respondents (52.6% / N = 77) believed that their donors are open about their real situation and 61% (77) thought that their donors openly share information with them. It is worth noting that 61.6% (N = 78) perceived their donors to be truthful about funding issues, while 48% (N = 78) felt that donors are truthful at all times, implying that slightly more than 10% felt that donors are generally, but not always, truthful. These results show that NPOs generally seem to believe that their donors are truthful to some extent, but the majorities are certainly not overwhelming, indicating that transparency from donors could pose problems for NPOs.

7.5.3 Profit/output demands from donors (as a contextual element of relational realities)

Accommodation of the other party is specifically important in this relationship because of the divergent natures of the two parties involved. It is therefore not surprising that the respondents of both the donor and the NPO surveys grouped items about the profit-making nature of corporate donors together. The findings are supplemented with qualitative data and relevant literature (Table 38 and 39).

Table 38: Results from the donor survey for the contextual element; profit/output demands of the donor

Rank	Item	N	SD	D	N	A	SA
1	The [NPOs] understand that it is important for us to be profit-driven	n	2	11	26	20	2
		%	3.3	18	42.6	32.8	3.3
2	The [NPOs] realise the fact that we try to make as much profit as possible	n	6	9	28	16	2
		%	9.8	14.8	45.9	26.2	3.3

For both items, the largest proportion of respondents was neutral about the statements:

→ The [NPOs] realise the fact that we try to make as much profit as possible – 45.9%

→ The [NPOs] understand that it is important for us to be profit-driven – 42.6%

As accommodating differences is an important aspect of donor-NPO relationships, the perceptions on the profit-making nature of corporate companies, specifically the perceived

understanding from NPOs, is an important part of this stakeholder relationship. The donor respondents indicated that they generally cannot agree or disagree that NPOs understand their profit-driven nature with 45.9% (N = 60) and 42.6% (N = 61) selecting the neutral option.

Table 39: Results from the NPO survey for the contextual element; profit/output demands of the donor

Rank	Item	N		SD	D	N	A	SA
1	We try to take the realities of the corporate world into account when we interact with our donors	80	n	1	2	6	60	11
			%	1.3	2.5	7.5	75	13.8
2	We understand the realities of the corporate world	80	n	—	4	7	58	11
			%	—	5	8.8	72.5	13.8
3	We understand that it is important for our donors to be profit-driven	79	n	—	6	6	51	16
			%	—	7.6	7.6	64.6	20.3
4	We realise the fact that our donors try to make as much profit as possible	78	n	—	5	11	44	18
			%	—	6.4	14.1	56.4	23.1

Responses to all of the items showed a level of agreement higher than 70%:

- We try to take the realities of the corporate world into account when we interact with our donors – 88.8%
- We understand the realities of the corporate world – 86.3%
- We understand that it is important for our donors to be profit-driven – 84.9%
- We realise the fact that our donors try to make as much profit as possible – 79.5%

In the NPO survey respondents were also asked about their understanding of the profit-making nature of their donors. NPOs generally believed that they understand the realities of the corporate donors; 84.9% (N = 76), were in agreement that they understand the importance for donors to be profit-driven, 86.3% (N = 80) felt that they understand the realities of the corporate world, 79.5% (N = 78) realised that their donors try to make maximum profit and 88.8% (N = 80) said they try to take the realities of the corporate world into account when interacting with their donors. It is concluded that NPOs, just like the donor

respondents, believe they understand their donors and take their realities into account during interactions.

7.5.4 Accommodation (as a contextual element of relational realities)

The donors grouped together various items about how they accommodate NPOs in the relationship. Items about the needs of NPOs, supporting their goals, working together and taking realities into account make up this contextual element of relational realities (Table 40).

Table 40: Results from the donor survey for the contextual element; accommodation

Rank	Item	N	SD	D	N	A	SA
1	The [NPOs] and funders can work together when it comes to social development	n	—	—	11	39	11
		%	—	—	18	63.9	18
2	We try to take the realities of the [NPOs] into account when we interact with them	n	—	—	11	37	13
		%	—	—	18	60.7	21.3
3	When we fund a [NPO], we support the goals of that [NPO]	n	—	2	10	41	8
		%	—	3.3	16.4	67.2	13.1
4	The different needs of the [NPOs] are greater than what we can satisfy	n	—	—	18	29	14
		%	—	—	29.5	47.5	23

All of the items showed a level of agreement higher than 70%:

- The [NPOs] and funders can work together when it comes to social development – 82.9%
- We try to take the realities of the [NPOs] into account when we interact with them – 82%
- When we fund a [NPO], we support the goals of that [NPO] – 80.3%
- The different needs of the [NPOs] are greater than what we can satisfy – 70.5%

Donor respondents largely agreed with the statement that their funding of a NPO implies their support of that organisation's goals (80.3% / N = 61). The majority (82% / N = 61) were in agreement that they try to take the realities of NPOs into account and 81.9% (N = 61) were in agreement that NPOs and funders can work together for social development. It seems as if donors try to accommodate, support and work together with NPOs, but the

majority (70.5% / N = 61) think that the needs of NPOs are greater than what they can satisfy. Overall, the majority of donors felt that they accommodate the NPOs by claiming to support their goals, taking realities into account and working together with NPOs.

7.5.5 Expenditure reporting requirements (as a contextual element of relational realities)

Donor respondents also grouped together items relating to their requirements of how NPOs spent their funding. Accountability, transparency and detailed reporting are included in this contextual element (Table 41).

Table 41: Results from the donor survey for the contextual element; expenditure reporting requirements

Rank	Item	N	SD	D	N	A	SA
1	We require the [NPOs] to be transparent regarding their operational expenses	n	—	—	8	42	10
		%	—	—	13.3	70	16.7
2	We require the [NPOs] to report all the details of how our funding was spent	n	—	5	16	28	12
		%	—	8.2	26.2	45.9	19.7

One item had an agreement level of more than 70%:

→ We require the [NPOs] to be transparent regarding their operational expenses – 86.7%

One item solicited a level of neutral responses of more than 20%:

→ We require the [NPOs] to report all the details of how our funding was spent – 26.2%

Of the donor respondents, 86.7% (N = 60) were in agreement that they demand transparency from NPOs about their operational requirements and a smaller but still substantial majority of 65.6% (N = 61) were in agreement that they require reports on the details of funding spent. It is not surprising that donors require the NPOs to be honest about their operational expenses and how funding was spent.

7.5.6 Understanding differences (as a contextual element of relational realities)

Another contextual element that was formed when the donor respondents grouped two items together seems to centre on understanding differences between the two parties as part of the dimension *relational realities*. The perception of donors about the NPOs' understanding of the corporate world and a general impression whether both parties understand each other's realities were included here (Table 42).

Table 42: Results from the donor survey for the contextual element; understanding differences

Rank	Item	N	SD	D	N	A	SA
1	Both parties in a corporate-[NPO] relationship understand the difference in organisational goals between them	n	—	12	22	25	2
		%	—	19.7	36.1	41	3.3
2	The [NPOs] understand the realities of the corporate world	n	1	17	30	10	3
		%	1.6	27.9	49.2	16.4	4.9

Both items show varied reaction from respondents, with the relatively large proportions of respondents reacting neutrally:

- The [NPOs] understand the realities of the corporate world – 49.2%
- Both parties in a corporate-[NPO] relationship understand the difference in organisational goals between them – 36.1%

Also, responses to one item indicated that more than 20% of respondents disagreed:

- The [NPOs] understand the realities of the corporate world – 29.5%

As in the case with previously discussed aspects about understanding and accommodating differences, close to half of the donors (49.2% / N = 61) responded neutrally to the statement, "The NPOs understand the realities of the corporate world" with a substantial 27.9% disagreeing. The majority of donors at least agreed that both parties in the donor-NPO relationship understand the differences between them; a large proportion (36.1% / N = 61) reacted neutrally. From these responses it is clear that the donors are not convinced that the NPOs understand their reality, neither are they confident about their own understanding (considering the second item asked about understanding in both directions).

These results support the qualitative findings of this study, which indicated that the two parties are *worlds apart* and show limited understanding for each other's situations.

7.5.7 Internal constraints for NPOs (as a contextual element of relational realities)

Literature on NPOs indicates that they are hampered by various challenges such as limited resources (Boafo, 2006), financial unsustainability (Hodge & Picollo, 2005:175) and exposure to complex environments (Helmig et al., 2004:101). It is expected that the donors indicate internal constraints of NPO to be one of the realities of this stakeholder relationship (Table 43).

Table 43: Results from the donor survey for the contextual element; internal constraints for NPOs

Rank	Item	N	SD	D	N	A	SA
1	The [NPOs] are slow when acting on promises made to us	n	2	23	27	8	1
		%	3.3	37.7	44.3	13.1	1.6
2	The [NPOs] themselves are the main cause of time constraints when it comes to implementing funded projects	n	4	14	27	15	—
		%	6.7	23.3	45	25	—

For both items, the largest proportion of respondents indicated the neutral option:

- The [NPOs] themselves are the main cause of time constraints when it comes to implementing funded projects – 45%
- The [NPOs] are slow when acting on promises made to us – 44.3%

Relatively large proportions of respondents to both items also indicated their disagreement:

The [NPOs] are slow when acting on promises made to us – 41%

The [NPOs] themselves are the main cause of time constraints when it comes to implementing funded projects – 30%

From the qualitative data, the finding that NPOs themselves cause many of their operational problems emerged. The survey responses indicate divergent views on this issue with the majority (45% / N = 61) reacting neutrally to the statement about the NPOs being the main cause of time constraints when it comes to implementing funded projects. Moreover, more respondents were in disagreement than in agreement with the statement, showing that there

was no clear consensus. Similarly, the largest proportion (44.3% / N = 61) of donors responded neutrally when indicating whether they perceive NPOs as slow when acting on promises made. A large proportion (41%) indicated that they do not feel that NPOs are slow.

7.5.8 Insatiable needs (as a contextual element of relational realities)

The dependence on donor funding and the inherent financial unsustainability imply that the needs of NPOs are diverse. Their own perception of their various needs featured as a contextual element of the dimension *relational realities* with two related items grouped together in the factor analysis (Table 44).

Table 44: Results from the NPO survey for the contextual element; insatiable needs

Rank	Item	N		SD	D	N	A	SA
1	Our different needs are greater than what our donors can satisfy	78	n	2	10	19	31	16
			%	2.6	12.8	24.4	39.7	20.5
2	Our different needs seem never-ending	77	n	2	14	15	33	13
			%	2.6	18.2	19.5	42.9	16.9

In response to one of the two items, more than 20% of respondents disagreed (although the largest proportions of respondents indicated their agreement):

→ Our different needs seem never-ending – 20.8%

When considering their own needs, 60.2% (N = 78) respondents thought that their needs are greater than what donors can satisfy and 59.8% (N = 77) perceived their needs to be never-ending. A relatively large proportion of NPO respondents (24.4% and 19.5% for the two statements respectively) reacted neutrally.

These responses are in line with literature that suggests an implied unsustainability because of dependence on outside funding. In addition, they also support the qualitative findings that emerged from questions addressing various limitations in funding cycles and the working of CSI to illustrate that the needs are often greater than the funding.

7.6 CONCLUSION

In order to show the detailed process of data analysis and interpretation, specifically from the quantitative survey data of two corresponding surveys, this addendum forms the background to the arguments as reported in the articles of this thesis.

Exploratory factor analysis and reliability testing was used to test the initial findings from the qualitative partially structured interviews and the researcher arrived at the contextual elements that make up the relationship indicators for this specific relationship. The indicators and contextual elements emerged as a mixture of existing relationship ideas and context-specific measures that, when combined, give an indication of how this relationship should be approached and measured.

Once the relationship indicators and contextual elements were confirmed, the relationship was described, based on those indicators and elements. This description provides insight into the relationship, as viewed by the parties in that relationship who participated in the survey. Due to small samples selected by means of nonprobability sampling methods, the results are not generalizable. However, the contextualised description of the relationship (provided in this addendum) completes the interpretivist inquiry into the nature and realities of the stakeholder relationship between corporate donors and the NPOs they fund.

ADDENDUM B: DONOR SURVEY QUESTIONNAIRE

Louise van Dyk - Donor survey

Introduction: Instructions and clarification of terms

Thank you very much for your willingness to complete this questionnaire!

The questionnaire consists of two sections. The first section covers demographic information. The second section contains statements about your relationship with community organisations.

Complete the questionnaire by clicking in the one space that represents your choice. A dot will appear in the space once your choice has been made.

Remember the following points when you complete the questionnaire:

- There are NO right or wrong options
- If you cannot answer or are uncomfortable with a specific statement, you may leave it and continue with the next statement
- The questionnaire is about YOUR PERCEPTION and should reflect YOUR VIEW

In the questionnaire you will see that various terms/phrases used. If you are unsure of what the term/phrase means in the specific context of this survey, you can refer to the clarification below:

Donors: In this survey the term 'donor' refers to a company who provides funding/financial assistance to a community organisation as part of their corporate social investment practices.

My company (also: we, us, our, I): For the purposes of this questionnaire the 'we/us/our/I' refer to you and the company you represent in this questionnaire. Although the opinions contained in your responses are YOUR views as an individual, you hold these views because of your work experiences and because of your involvement with the company for which you work.

Community organisations: In the context of this survey the phrase 'community organisations' includes, but is not limited to, non-profit organisations, non-government organisations, charity organisations and faith-based organisations who receive funding from your company as part of your company's social development contribution.

Corporate social investment: Although many related terms exist, corporate social investment (in this context) could also mean corporate social responsibility, sustainability, community affairs and corporate governance practices among others.

Louise van Dyk - Donor survey

Section A: Demographic information

Please click in the appropriate space or type your answer in the allocated box.

1. What is your gender?

Female

Male

Other

2. Which category below includes your age?

20 or younger

30-39

50-59

21-29

40-49

60 or older

3. What is your position in the company?

4. In which department do you work?

5. How long have you been employed by the company?

Louise van Dyk - Donor survey

SECTION B

The following list of statements represents perceptions about the relationship between the company you work for and the community organisations funded by your company's corporate social investment activities.

Please indicate the extent of agreement or disagreement by clicking in the one space that represents your choice.

Remember that:

- There are NO right or wrong choices
- You can only select one (1) option per statement
- You should indicate your view in general, so avoid focusing on only one community organisation

6. Section B1

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The community organisations treat us fairly and justly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whenever the community organisations make an important decision, I know it will be concerned with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sound moral principles guide the behaviour of the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations are honest with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations are fair in their relationship with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations can be relied on to keep their promises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations take our opinions into account when making decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The actions of the community organisations speak of justness in their relationship with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations do not mislead their donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations strive to be successful in their endeavours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am willing to let the community organisations, make decisions for us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important to watch the community organisations closely so that they do not take advantage of us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations can be left to work unsupervised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel confident about the skills of the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations have the ability to serve the communities in which they work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations have the ability to accomplish what they say they will do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are willing to allow the community organisations to take decisions that could affect us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations are known to be successful at the things they try to do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations do their best to keep their promises to us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Louise van Dyk - Donor survey

7. Section B2

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
We hold a powerful position in our relationship with the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations are dependent on us for survival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have influence over the decision-makers of the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We dominate in our relationship with the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When we interact with the community organisations, we try go about our powerful position in a responsible way	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations hold enough power in their relationships with us, for them to be able to raise their concerns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations cooperate with us because they want to secure future funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is partly our responsibility to make sure that the community organisations participate in decision-making in their relationships with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We dominate in our relationship with the community organisations because we provide the money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We try to secure sustainability for the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the future, the community organisations will be able to survive without donors like us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independence from donors is an important long-term goal for the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We dominate in our relationships with the community organisations because we must comply with governance regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations and my company are attentive to what we say to each other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations believe that our opinions are legitimate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations have a tendency to throw their weight around	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations really listen to what we have to say	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations provide us with enough say in the decision-making process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have some sense of control over our relationship with the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations won't cooperate with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Louise van Dyk - Donor survey

8. Section B3

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The funding terms to which we commit are determined by the needs of the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We commit to long-term (longer than three years) funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a sense of loyalty to the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are committed to the causes promoted by the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations we fund are committed to their causes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We fund the community organisations because we try to adhere to governance requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would rather work together with the community organisations than not	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important to comply to the regulations that guide corporate social investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations want to maintain a relationship with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate companies should contribute to the society in which they operate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The causes served by the community organisations determine how committed we are	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I could not care less about the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a long-lasting bond between us and the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to other stakeholders, I value my relationship with the community organisations more	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When interacting with the community organisations, we keep compliance to governance requirements in mind	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have no desire to have a relationship with the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations are trying to maintain a long-term commitment to us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Louise van Dyk - Donor survey

9. Section B4

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
We try to take the realities of the community organisations into account when we interact with them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations understand the realities of the corporate world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We expect the community organisations to disclose other sources of funding to us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations understand that it is important for us to be profit-driven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Both parties in a corporate-community organisation relationship understand the difference in organisational goals between them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations and donors can work together when it comes to social development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When we fund a community organisation, we support the goals of that community organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations are free to access our financial reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations realise the fact that we try to make as much profit as possible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations are truthful about funding issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations are open about their real situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are open about our situation with the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations openly shares information about our relationship with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding cycles influence the time the community organisations have when they implement projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We require the community organisations to be transparent regarding their operational expenses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We require the community organisations to report all the details of how our funding was spent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The goal of my company and the goal of the community organisations are different	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are financially transparent to the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We openly share information with the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations themselves are the main cause of time constraints when it comes to implementing funded projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations are slow when acting on promises made to us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations seem to overpromise on their output in their funding applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding cycles hamper the implementation of development programmes by the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The various needs of the community organisations seem never ending	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are always truthful with the community organisations about funding-related issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The different needs of the community organisations are greater than what we can satisfy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Louise van Dyk - Donor survey

10. Section B5

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am happy with the community organisations we fund	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most donors are happy in their interactions with community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Generally speaking, I am pleased with the relationship community organisations have established with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most donors enjoy dealing with the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Both the community organisations and we benefit from the relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations fail to satisfy the needs of donors like us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donors are important to the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I believe that nothing of value has been accomplished between the community organisations and us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community organisations do not especially enjoy giving others aid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community organisations are very concerned about our welfare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community organisations take advantage of donors' goodwill	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community organisations succeed by stepping on other people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community organisations help donors without expecting anything in return	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community organisations are not particularly complicit with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community organisations try to get the upper hand on their donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whenever the community organisations give or offer something, they generally expect something in return	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Even though we have had a relationship with the community organisations for a long time, they still expect something in return whenever they offer us a favour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations will compromise with us when they know that they will gain something	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community organisations take care of donors who are likely to reward them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Louise van Dyk - Donor survey

THANK YOU!

Thank you for participating in this research, your willingness and time are highly appreciated.

Kind regards
Louise van Dyk

ADDENDUM C: NPO SURVEY QUESTIONNAIRE

Louise van Dyk - Community organisation survey

Introduction: Instructions and clarification of terms

Thank you very much for your willingness to complete this questionnaire!

The questionnaire consists of two sections. The first section covers demographic information. The second section contains statements about your relationship with your corporate donors.

Complete the questionnaire by clicking in the one space that represents your choice. A dot will appear in the space once your choice has been made.

Remember the following points when you complete the questionnaire:

- There are NO right or wrong choices
- If you cannot answer or are uncomfortable with a specific statement, you may leave it and continue with the next statement
- The questionnaire is about YOUR PERCEPTION and should reflect YOUR VIEW

In the questionnaire you will see that various terms/phrases used. If you are unsure of what the term/phrase means in the specific context of this survey, you can refer to the clarification below:

Donors (also: our donors) - In this survey the term 'donor' refers to a company who provides funding/financial assistance to the community organisation you represent in completing this questionnaire and community organisations in general.

Community organisations (also: us, we, our, I) - In the context of this survey the phrase 'community organisations' (also: us, we, our, I) represents the community organisation you work for or represent in completing this questionnaire. Although the opinions contained in your responses are YOUR views as an individual, you hold these views because of your work experiences and because of your involvement with this specific community organisation. 'Community organisations' include, but is not limited to, non-profit organisations, non-government organisations, charity organisations and faith-based organisations who receive funding from corporate donors as part of that donor's social development contribution.

Corporate social investment - Although many related terms exist, corporate social investment (in this context) could also mean corporate social responsibility, sustainability, community affairs and corporate governance practices among others.

Louise van Dyk - Community organisation survey

Section A: Demographic information

Please tick in the appropriate space or type your answer in the allocated box.

1. What is your gender?

Female

Male

Other

2. Which category below includes your age?

20 or younger

30-39

50-59

21-29

40-49

60 or older

3. What is your position in the organisation?

4. In which department do you work?

5. How long have you been employed by the organisation?

Louise van Dyk - Community organisation survey

SECTION B

The following list of statements represents perceptions about the relationship between the community organisation you represent in completing this questionnaire and the corporate donors that fund your activities by means of their social investment.

Please indicate the extent of agreement or disagreement by clicking in the one space that represents your choice.

Remember that:

- There are NO right or wrong answers
- You can only select one (1) option
- You should indicate your view in general, so try not to think of only one donor if you have more

6. Section B1

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our donors treat us fairly and justly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whenever our donors make an important decision, I know they will be concerned with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sound moral principles guide the behaviour of our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are honest with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are fair in their relationship with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors can be relied on to keep their promises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors take our opinions into account when making decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The actions of our donors speak of justness in their relationship with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donors do not mislead community organisations they fund	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors strive to be successful in their endeavours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am willing to let the donors make decisions for us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important to watch the donors closely so that they do not take advantage of us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donors can be left to work unsupervised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel confident about the skills of our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors have the ability to do well in their business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors have the ability to accomplish what they say they will do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are willing to allow our donors to take decisions that could affect us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are known to be successful at the things they try to do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors do their best to keep their promises to us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Louise van Dyk - Community organisation survey

7. Section B2

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Our donors hold a powerful position in our relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are dependent on our donors for survival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have influence on the decision-makers of our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors dominate their relationship with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When our donors interact with us, they try to go about their powerful position in a responsible way	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We hold enough power in the relationship to be able to raise our concerns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We cooperate with our donors because we want to secure future funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is partly the responsibility of our donors to make sure we participate in decision-making in our relationship with them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors dominate our relationships because they provide the money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors try to secure sustainability for us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the future, we will be able to survive without our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independence from donors is an important long-term goal for us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are dominant in our relationships because they must comply to governance regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We and our donors are attentive to what we say to each other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors believe that our opinions are legitimate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors have a tendency to throw their weight around	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors really listen to what we have to say	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors provide us with enough say in the decision-making process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have some sense of control over our relationship with our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors won't cooperate with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Louise van Dyk - Community organisation survey

8. Section B3

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The funding terms to which our donors commit are determined by our needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors commit to long-term (longer than three years) funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a sense of loyalty to our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are committed to the causes we promote	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are committed to the causes we promote	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors fund us because they try to adhere to governance requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would rather work together with our donors than not	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important for our donors to comply with the regulations that guide corporate social investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors want to maintain a relationship with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate companies should contribute to the society in which they operate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The cause we serve determines how committed our donors are	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I could not care less about our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a long-lasting bond between us and our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to other stakeholders, I value my relationship with our donors more	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When our donors interact with us, they keep compliance to governance requirements in mind	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have no desire to have a relationship with our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are trying to maintain a long-term commitment to us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Louise van Dyk - Community organisation survey

9. Section B4

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
We try to take the realities of the corporate world into account when we interact with our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We understand the realities of the corporate world	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors expect us to disclose other sources of funding to them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We understand that it is important for our donors to be profit-driven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Both parties in a corporate-community relationship understand the difference in organisational goals between them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donors and community organisations can work together when it comes to social development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When donors fund us, they support our goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are free to access our financial reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We realise the fact that our donors try to make as much profit as possible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are truthful about funding issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are open about their real situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are open about our situation with our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors openly share information about our relationship with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding cycles influence the time we have when we implement projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors require us to be transparent regarding our operational expenses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors require us to report all the details of how our funding was spent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our goals of and the goals of our donors are different	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are financially transparent to the community organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We openly share information with our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are the main cause of time constraints when it comes to implementing funded projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are slow when acting on promises made to our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We overpromise on our output in funding applications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding cycles hamper the implementation of our development programmes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our various needs seem never ending	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are always truthful with us about funding-related issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our different needs are greater than what our donors can satisfy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Louise van Dyk - Community organisation survey

10. Section B5

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I am happy with our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most community organisations are happy in their interactions with their donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Generally speaking, I am pleased with the relationship we have established with our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most community organisations enjoy dealing with their donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Both us and our donors benefit from the relationship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors fail to satisfy the needs of community organisations like us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community organisations are important to their donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I believe that nothing of value has been accomplished between us and our donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donors do not especially enjoy giving others aid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are very concerned about our welfare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donors take advantage of community organisations' goodwill	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors succeed by stepping on other people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donors help community organisations without expecting anything in return	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors are not particularly complicit with us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors try to get the upper hand on us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whenever our donors give or offer something, they generally expect something in return	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Even though we have had a relationship with our donors for a long time, they still expect something in return whenever they offer us a favour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors will compromise with us when it knows that it will gain something	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our donors take care of community organisations who are likely to reward them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Louise van Dyk - Community organisation survey

THANK YOU!

Thank you for participating in this research, your willingness and time are highly appreciated.

Kind regards
Louise van Dyk

ADDENDUM D: INTERVIEW SCHEDULE

INTERVIEW SCHEDULE – 2010/2011

- adapted from interview schedule by Grunig (2002) -

Introduction

- Introduction (name and surname, planned duration of the interview)
- Purpose of the interview (part of a PhD study at the North-West University)
- Confidentiality (the respondents name and institutional affiliation will not be mentioned and in no way the responses will be linked to the organisation/NPO, if they feel uncomfortable with a question they can choose not to respond)
- Permissions (recording device, that by responding to the interview they give permission that their responses may be used in this study)
- Urge to be truthful and open
- Clarification – When I refer to funders, I specifically mean corporate organisations, not government, parastatals or international aid agencies. When I refer to NPOs, I specifically refer to South African NPOs who work in social development.
- There is about 40 questions, so if you limit your answers to 1 minute per answer, we should be finished within 40 minutes. Feel free to elaborate a bit more, I do not mind, but just for your own comfort. I will also tell you when we are half-way.

1. Grand tour questions

- 1.1 Firstly, please tell me how this industry works. How do NPOs get a hold of funders? How do funders decide who to fund?
- 1.2 Would you begin by telling me what are the first things that come into your mind when you hear 'corporate-NPO partnerships'.
- 1.3 What else do you know about partnerships between NPOs and their funding partners?
- 1.4 Do you feel that the connection between corporate companies and NPOs they fund can be called a relationship?
- 1.5 Why or why not?

1.6 Please describe this relationship.

2. Philosophical background questions

2.1 Please describe the role of Next Generation Consultants in social development.

2.2 Now that you have mentioned the role of Next Generation, what about the role of corporates in social development? And NPOs?

2.3 How according to your perception do corporate view social investment?

2.4 How does NPOs fit into the corporate social investment of those funders?

2.5 What is your view on communication between corporate companies and NPOs?

2.6 Do you think it is any different from communication with other stakeholders such as suppliers? Why?

2.7 Do you think the relationship between the two is different from other stakeholders? Why?

3. Control mutuality

3.1 To what extent do you believe that funders are attentive to what NPOs say? And the other way around?

3.2 Why?

3.3 Can you provide any examples that show that funders actually has taken NPOs' interest into account in this decisions and behaviours or that show it has failed to take those interest into account?

3.4 To what extent do you feel either party has control over what the other does that affects them?

3.5 What makes you feel this way?

4. Trust

4.1 Would you describe actions that funders take to treat NPOs fairly and justly, or unfairly and unjustly? And the actions NPOs take to be fair and just to their funders? (integrity)

4.2 Would you describe actions funders have done that indicate it can be relied on to keep its promises or that it does not keep its promises? And do you find NPOs to be dependable? (dependability)

4.3 How confident are you that funders have the ability to accomplish what it says it will do? And NPOs? (competence)

4.4 Can you give me any examples of why you feel that way?

HALFWAY

5. Commitment

5.1 Can you provide me with any examples that suggest that funders want to maintain a long-term commitment to a relationship with NPOs or do not want to maintain such a relationship?

6. Satisfaction

6.1 How satisfied do you believe corporate funders and NPOs are with their relationship?

6.2 Please explain why you say that.

7. Communal relationship

7.1 Do you feel that your funders would be concerned about the welfare of NPOs even if they get nothing in return? What do they expect in return? And NPOs would they care if they did not get anything from the deal?

8. Exchange relationship

8.1 Do you feel that funders give or offer something to you because they expect something in return?

8.2 Can you provide any examples that show why you reach this conclusion?

9. Relationship specific questions

9.1 Can you think of anything special that characterises the relationship between corporate funders and the NPOs they fund?

9.2 How would you say time is managed when it comes to the relationship funders and NPOs?

9.3 Please provide examples of time constraints/time management/views on timeliness in this relationship.

- 9.4 Would you say that this relationship is characterised by constraints regarding financial resources?
Please elaborate on your reasons.
- 9.5 What is your opinion on funders' accountability regarding expectations/performance on agreed actions?
- 9.6 What about the accountability of NPOs?
- 9.7 How do funders keep NPOs accountable for their actions in their relationship?
- 9.8 What are your opinions regarding the financial transparency of funders displayed regarding your relationship and projects you embark on as partners?...and the financial transparency of NPOs?
- 9.9 Please describe the monitoring and evaluation measures implemented to monitor and evaluate projects in this specific relationship.
- 9.10 How well do you think the monitoring and evaluation is done?

Conclusion

→ Thanks! (their time, their openness)

→ Share contact details

ADDENDUM E: PERMISSIONS

From: [Fourie, Pieter](#)
To: [Van Dyk, Louise](#)
Subject: Kopierge - proefskrif
Date: 15 April 2013 08:41:47

Dag Louise

Ek hoop dit gaan goed met jou.

Ek was Woensdag by 'n vergadering waar ek met Mnr Peyper (van Unisa se regsadviseurs) oor jou proefskrif gepraat het. Hy se jy moet sonder bekommernis voortgaan. Op die ou einde sal Noordwes verantwoordelikheid vir enige kopieregkwessies moet aanvaar - indien daar hoegenaamd iets is. Dus, gaan jy net aan. Waaroor ek net wonder is die aanvaarding van artkels vir 'n proefskrif as daar 'n mede-ouetur is. Het julle dit uitgeklaar?

Groete

PJF

Prof Pieter J Fourie
Dept of Communication Science/Kommunikasiewetenskap
University of South Africa/Universiteit van Suid-Afrika
Pretoria
Tel: 012-429-6025/ 082-3498111
Fax: 012-429-3346

Communicatio: South African Journal for Communication Theory and Research
<http://www.tandf.co.uk/journals/RCSA>
<http://www.tandfonline.com/toc/rcsa20/37/1>

From: [Johann De Wet](#)
To: [Van Dyk, Louise](#)
Subject: Re: Communitas - Kopieregnavraag
Date: 11 April 2013 10:40:18
Attachments: [ATT00001](#)
[ATT00002](#)
[ATT00003](#)
[ATT00004](#)
[ATT00005.png](#)
[ATT00006.png](#)
[ATT00007.png](#)
[ATT00008](#)
[ATT00009](#)
[ATT00010](#)
[ATT00011](#)

Hallo Louise

Dis reg. Ek gee jou kopiereg.

Groete
Johann de Wet
Redakteur: Communitas



Johann de Wet

Professor: Communication Science
Professor: Kommunikasiewetenskap
PO Box / Posbus 339, Bloemfontein 9300, Republic of South Africa /
Republiek van Suid-Afrika

☎ 051 4012867

☎ 051 4013218

✉ dewetjc@ufs.ac.za

www.ufs.ac.za



UNIVERSITY OF THE FREE STATE

UNIVERSITEIT VAN DIE VRYSTAAT

YUNIVESITHI YA FREISTATA

>>> "Van Dyk, Louise" <vdykli@unisa.ac.za> 2013/03/22 11:09 AM

>>>

This message (and attachments) is subject to restrictions and a disclaimer. Please refer to <http://www.unisa.ac.za/disclaimer> for full details.

Goeiemore Prof de Wet

Ek is 'n PhD-student by die Noordwes-Universiteit (onder leiding van Prof Lynnette Fourie) en 'n dosent by Unisa se Departement van Kommunikasiewetenskap. My PhD-studie doen ek in die artikel-formaat waar 5 artikels saam die kern van die proefskrif word.

Een van die artikels wat deel vorm van my studie, is in die 2012 uitgawe van *Communitas* gepubliseer. Ek plak die verwysing hieronder.

Van Dyk, LI & Fourie, LM. 2012. Exploring the communication relationship between corporate donors and social development NPO recipients. *Communitas* 17 (2012):199 - 216.

Ek wil graag hierdie artikel by my proefskrif insluit, maar ek is nie seker hoe om met my kopieregnavraag te werk te gaan nie. Is Prof die aangewese persoon om mee te gesels?

Die idee is breedweg om die betrokke artikel in die .pdf-formaat te gebruik (soos deur Willemien aan my gestuur) met 'wrap-around' inleiding en slot om die plek van die artikel in die groter studie te verduidelik. Die artikel plus inleiding en slot vorm dan 'n hoofstuk in die proefskrif. Vir die res van die proefskrif verwys ek na die artikel deur die verwysing hierbo te gebruik.

Ek hoor graag van Prof.

Groete
Louise

Louise van Dyk
Department of Communication Science
TvW Building 6-84
e-mail: vdykli@unisa.ac.za
Telephone: 012 429 2148
Fax: 012 429 3346

University of the Free State: This message and its contents are subject to a disclaimer. Please refer to <http://www.ufs.ac.za/disclaimer> for full details.

Universiteit van die Vrystaat:
Hierdie boodskap en sy inhoud is aan 'n vrywaringsklousule onderhewig. Volledige besonderhede is by <http://www.ufs.ac.za/vrywaring> beskikbaar.

ADDENDUM F: AUTHOR CONTRIBUTIONS

DECLARATION OF AUTHOR CONTRIBUTIONS

I hereby confirm that I co-authored with Louise van Dyk the five articles included in her thesis in my capacity as Promotor. I gave my full consent for her to use the articles in her thesis. Conceptually the work is hers, I only acted in a supervisory capacity and my input was what would normally be expected from a supervisor.



LM Fourie: Promotor

27 November 2013