Responsibility in Corporate Reputation

How Consumers Evaluate Economic, Legal, and Ethical CSR Practices

Student Name:	Adlan Belkada
Student Number:	343636
Supervisor:	Dr. Vidhi Chaudhri

Master Media Studies - Media & Business
Erasmus School of History, Culture and Communication
Erasmus University Rotterdam

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Abstract

This thesis aims to provide an insight regarding the influence different CSR practices have on the corporate reputation from a consumer perspective. This research analysed six different types of CSR by first dividing the concept into economic, legal, and ethical responsibilities, and then creating both positive and negative stimuli in each of the three domains. Using an online experiment performed among students, this study aimed to create a deeper understanding of the effects of CSR on corporate reputation. The findings show that economic, legal, and ethical CSR practices lead to equally strong corporate reputations. Furthermore, the findings show that legal and ethical CSR practices lead to a corporate reputation that is built from the idea that the company is responsible, whereas economic CSR practices lead to the perception that the company is a good performer. Finally, the findings indicate that the effects of bad CSR practices are not directly opposite to positive CSR practices. The evaluation of the company after a negative CSR practice is different on more attributes than the evaluation after a positive CSR practice, indicating that the horns effect of negative CSR is stronger than the halo effect of positive CSR.

Keywords

corporate social responsibility; corporate reputation; consumer perspective; halo effect; horns effect; three-domain approach; economic responsibility; legal responsibility; ethical responsibility

Acknowledgements

This is my master's thesis. This is the piece that marks the end of my university career, but is just as much a reflection of it. Especially during the last year of my university career, uncertainty has been a dominating theme. The beginning of the thesis poses the uncertainty of the topic. Deciding to select a topic that appeals to me, deciding to perform a research from which it is uncertain what the results will be, and what could be learned from them. On the other hand, being unaware of the difficulties I would encounter down the road. I believe these uncertainties are what make the writing of a thesis so exciting. Managing uncertainties is the experience gained from writing the thesis. Translating the theme of uncertainty to other aspects of the past year, my future beyond university could be called uncertain, as I learned that having a strong desire to plan ahead does not guarantee certainty. Much like the process of the thesis, plans can change and outside forces can throw schedules off-track.

Especially in times of uncertainty, it is important to have reliable support, which I have found in many people around me. I would like to thank my thesis supervisor Vidhi Chaudhri for her guidance. I would also like to thank my colleague students Disi, Emilia, Ilya, Mimi, and Rayna for being open in sharing their perspectives during the group meetings organized by our supervisor, but also for the feedback and discussions outside the meetings.

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1 Introduction

In a modern society characterized by global economy, companies face stronger competition, making it difficult to differentiate. Increasingly so, the focus of companies has shifted to focus more on intangible assets (Schwaiger, 2004). Therefore, companies have engaged in socially responsible behaviour, not only to meet regulatory and public demands, but also to increase competitive advantage (Bansal & Roth, 2000; Drumwright, 1994; Klassen & McLaughlin, 1996; Russo & Fouts, 1997). This focus is reflected in the marketing efforts of various companies, who are increasingly putting emphasis on their corporate social responsibility (CSR) to advance their corporate reputation (Snider, Hill, & Martin, 2003).

Furthermore, CSR has gained a stronger influence in consumer behaviour. In general buying behaviour, consumers pay increasingly more attention to CSR practices besides the product attributes. Also, CSR causes a halo effect on consumer judgements, such as product evaluations (Klein & Dawar, 2004).

By assuming halo effect in the link between CSR and corporate reputation, this research does not claim that CSR is something that stands completely isolated from corporate reputation, but rather corporate reputation is seen as the general evaluation of a company. In the attributes that form corporate reputation, CSR is present, but this study will see if and how CSR can influence the perception of even more attributes that define corporate reputation.

Following these principles, this thesis will answer the following research question:

RQ: How do different domains of CSR practices affect corporate reputation?

CSR has recently become an important topic in both the academic, as well as the corporate field (Harrison & Freeman, 1999; Sen & Bhattacharya, 2001). However, the recent popularity of CSR leads to strong discussion and much uncertainty (Munilla & Miles, 2005). From an academic perspective, the relationship between CSR and the corporate reputation is generally accepted. However, the exact definition of CSR is still is the basis for much academic debate (Godfrey & Hatch, 2007; Mohr, Webb, & Harris, 2001; Smith & Langford, 2009; van Marrewijk, 2003). Much of the debate regarding the definition of CSR is concerned about the aspects of CSR that should be included in the concept. Davis (1960) defines CSR as "decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interests" (p. 70). Chambers, Chapple, Moon, and Sullivan (2003) define it as "social action […] which is beyond companies' legal requirements" (p. 1). Chambers et al. (2003) also acknowledge that while traditionally, CSR had been defined as practices that take place beyond the for-profit practices of a company, due to the increasing visibility of the economic benefits caused by CSR practices, this definition does no longer stand. This is why this thesis uses the framework developed by Carroll and Schwartz (2003), which is a broad construct that separates CSR into economic, legal, and ethical responsibilities. The economic, legal, and ethical CSR domains are compared across each other; analysing the effect the CSR practices have on the forming of a corporate reputation from a consumer perspective. This study aims to highlight differences between the three CSR domains, as well as compare the effects of CSR on corporate reputation to examine whether positive and negative CSR practices lead to directly opposing effects on corporate reputation.

Analysing corporate reputation as a composite of sympathy, perceived competence, and a set of explanatory attributes, this research aims to establish a detailed overview of the various effects different CSR practices can have on corporate reputation. The experiment examines how consumers construct a corporate reputation using limited information. This limited supply of information about the corporation is likely to instigate halo and horns effects. Shevlin, Banyard, Davies, and Griffiths (2010) describe halo and horns effects as the positive or negative evaluation of an attribute leading to a generalization that leads to similar evaluations of unrelated attributes.

This research takes the approach that CSR practices are opportunities to engage with customers and build and improve on the corporate reputation, possibly using halo and horns effects to manage the customer perception of the company. This research therefore uses a broad interpretation that includes economic responsibilities, legal responsibilities, and ethical responsibilities.

Furthermore, this research focuses on consumer perspective, as the main aim is to find how CSR practices have an influence on the psychological process in generating a corporate reputation in an information-scarce situation. This research therefore stands in contrast with earlier research that mostly focused on the corporate perspective. By focusing on the effects of CSR practices on the consumer, this research aims to find whether different CSR practices lead to different reactions by the consumer. In doing so, the findings could provide arguments for the discussion on the definition of CSR, as well as provide an insight to companies on how to manage corporate reputation through CSR.

Finding out to which extent CSR as a communication tool can effect the perception of other aspects of a company's image is important information for businesses interested in developing CSR practices as a marketing tool. By showing the effects knowledge of CSR practices have on consumer perspective, this research provides arguments for the use of CSR communication in the marketing strategies of companies.

In marketing, businesses have increasingly resorted to CSR in order to influence the market position. Studies show that consumers take into account CSR when evaluating companies and products (Biehal & Sheinin, 2007; Brown & Dacin, 1997; Marin & Ruiz, 2007; Sen & Bhattacharya, 2001). Furthermore, Bhattacharya and Sen (2004) found that when consumers include CSR in their product evaluation, the CSR practices of the company affect the purchase intentions. More specifically, irresponsible behaviour was found to have a particularly strong negative effect on purchase intention. On the other hand, good CSR conduct only has a positive effect when the consumers really case about the CSR practices the company participates in.

1.2 Research Question

In order to assess the relation between different types of CSR and corporate reputation, this paper will answer the following research question:

RQ: How do different domains of CSR practices affect corporate reputation?

To further break down this question, this research will look at the various differences and answer the following subquestions:

RQ1.1: Do economic, legal, and ethical CSR practices lead to differing effects on corporate reputation?
RQ1.2: How do positive and negative CSR practices influence corporate reputation?

Using these subquestions, the research is narrowed down, so that all comparisons analyse stimuli that are constant on one factor. This means that the comparisons in this research either analyse differences between stimuli that are all positive, or all negative. Secondly, the analysis compares between positive and negative stimuli, but in these cases, the CSR domain remains constant.

1.3 Relevance

Answering the above questions from a consumer perspective should lead to findings that will extend the body of research on CSR and focus on how the perception of a company is influenced by CSR information. In this assessment of the consumer perspective, the focus goes to how the CSR information spills over to other domains, exploring the cognitive links in consumers. By defining these connections, as well as measuring the strength, this research tries to provide a better understanding of what effects CSR communication has on consumers.

For society, these findings can have several functions. First of all these findings can aid corporations in decision making regarding CSR practices and CSR communication by highlighting the effects of CSR communication on the consumer's perception of a company. These findings could indicate to a company in which domains of CSR the effect is most pronounced on consumer perception. Secondly, the research seeks to show the psychological halo and horns effects. In defining and communicating these psychological effects, consumers can be made more aware of the effects CSR communication have on the evaluation of a company, and promote consumers to re-evaluate their perceptions when it comes to CSR.

For the academic field, this research will contribute to the fairly new body of CSR research that focuses on a consumer perspective. Additionally, this research distinguishes itself by the use of an experiment design, which is not often seen in historical CSR research. Previous research by Smith, Read, and Lopez-Rodriguez (2010) shows that an experiment design is feasible in this field, showing significant results in their research on halo effect, defining CSR as an ethical responsibility. Using a broad definition of CSR, this thesis project aims to give an overview of CSR practices and the consumer perspective.

The remainder of this thesis will outline the relevant theoretical concepts in the theoretical framework before specifying the design and specifics of the experiment in the methodology section. Then, the findings section reports the findings of the analyses relevant for the research questions. Finally, the discussion and conclusion section provides an interpretation, connecting the findings to the literature, highlighting peculiarities in the findings and provide suggestions for further research.

2 Literature Review

2.1 CSR

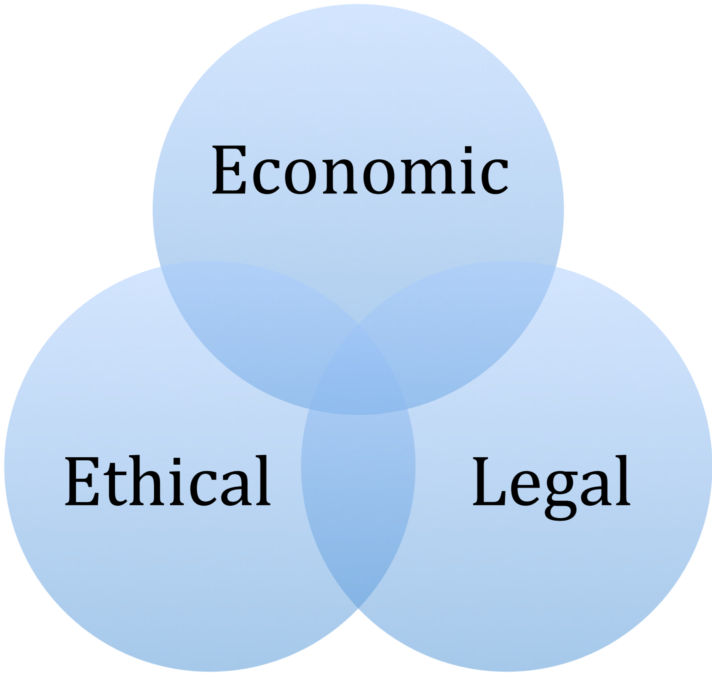
From a broad perspective, CSR includes any activity carried out by a corporation, motivated by the perceived responsibility it has towards society (Bowen, 1953). As mentioned earlier, CSR has been defined and operationalized in a variety of ways, but corporate actions related to the environment are the most often used interpretation of the concept (Bansal & Roth, 2000; Klassen & McLaughlin, 1996). The definition and operationalization of CSR in this paper builds on previous literature dividing CSR into categories. Only by defining and categorizing the wide variety of interpretations on CSR, it is possible to compare the effectiveness of different types of CSR on a macro level.

Carroll (1991) and Wood (1991) provided multi-dimensional definitions of CSR, including multiple domains such as economic, legal, ethical and philanthropic domains. Carroll (1991) categorized these domains in a hierarchical manner, in which the economic responsibilities are of primary importance; he argues that in a capitalist society, these are the most fundamental responsibilities of the wellbeing of a company. The second most important corporate responsibilities are the legal responsibilities. Besides operating in order to make profit, society also demands businesses to operate in accordance with the law. Thirdly, Carroll (1991) defines ethical responsibilities. While legal responsibilities are closely connected with ethics, companies are also expected to follow ethical norms and values, also those that are not necessarily defined in law. Finally the philanthropic responsibilities are identified as the corporate responsibilities with the lowest importance of the four categories. These responsibilities include everything that corporations do to be good. Acts include for example participation in humanitarian programs. The difference between ethical and philanthropic responsibilities is whether or not society expects this from a company: ethical is what society expects, philanthropic is what else a company can do extra to exceed expectations.

Several studies have already adopted these domains of CSR to investigate the effects of CSR initiatives on the various positive outcomes, including the attitude of the public towards an organizational image (Wigley, 2008), customer-company identification (Sen & Bhattacharya, 2001), and the effects on corporate financial performance in general (Luo & Donthu, 2006; McGuire, Sundgren, & Schneeweis, 1988)

However, this hierarchical definition of CSR does not correctly account for CSR actions that are not easily categorized, as they involve multiple dimensions. This shortcoming motivated Carroll and Schwartz (2003) to revise the structure. The resulting framework consists only of three domains, instead of four. In this model, the hierarchy of the domains is also discarded, leading to a flat, overlapping structure, and allowing particular CSR practices to be assigned to multiple domains. However, attributing CSR practices to domains is still much dependent on the perception of CSR practices as a whole. Someone who holds an economic perspective on CSR is for example more likely to categorize CSR practices somewhere in economic responsibility domain defined by Carroll and Schwartz (2003).

Figure 2.1: Carroll and Schwartz (2003) CSR Domains



What else is different from Carroll's (1991) original model is that the philanthropic domain has been merged with the ethical domain, slimming down the model to only the economic, legal, and ethical domains. As these domains are overlapping, it is possible that CSR practices fall under multiple categories, and the authors also claim that it is expected that the majority of CSR practices falls somewhere within the economic domain.

However, there have been more multi-dimensional definitions of CSR. For example, Chambers, Chapple, Moon, and Sullivan (2003) proposed the definition of CSR in 3 ‘waves’. These waves represent ‘community involvement’, ‘socially responsible production processes’, and ‘socially responsible employee relations’. In this definition of CSR, community involvement describes the traditional interpretation of CSR being an activity external to the company’s business. Examples are sponsorships, partnerships, or in some cases even collaboration with philanthropic organizations. According to research conducted by Chambers et al. (2003), the community involvement wave also is the most prevalent wave, meaning that companies give more attention to this wave, when compared to socially responsible production processes, and socially responsible employee relations. The shortcoming of this approach is that while it does provide multiple domains, it rather looks at the way in which the CSR practices are performed, rather than the contents and scope of the conduct. This model therefore fails to make implications about the motivation for a company to conduct the practices.

Motivation is especially important since research has shown that besides the CSR actions performed by the company, the perceived motivation for the actions is also very important for consumers. Duncan and Moriarty (1998) have argued that the CSR practices need to be connected to the long-term mission of the organization, and not be treated as a short-term promotional tool to increase sales. In evaluation of a CSR practice, consumers also assess the company’s motivation for the practices. The requirement of a good motivation by the company can also be connected to the consumer perspective. From a consumer perspective, it has been proven that the perceived motivation of the company plays a big moderating role. According to Becker-Olsen, Cudmore, and Hill (2006), consumers do not simply adopt the notion that a CSR practice is sincere, limiting the reward for the company. They argue that a social motivation for conducting CSR practices is essential in order to receive a positive reaction from consumers, whereas economic motivations lead to negative reactions. Ellen, Webb, & Mohr (2006) identified that consumers attribute CSR practices as self-centred, other-centred, or win-win. Other-centred CSR attributions meant that the CSR practices were perceived as practices that were motivated by moral responsibility, whereas self-centred attributions means that the consumer believes the company performs CSR practices for a strategic benefit, for example to increase profits. In the research, the CSR practices attributed as self-centred, lead to negative reactions among the consumers. Another study conducted by Vlachos, Tsamakos, Vrechopoulos, and Avramidis (2009) found that CSR practices believed to be driven by social values have a positive effect on trust, while CSR practices believed to be driven by stakeholder interests, self-interest, or strategic interest, have a negative effect or no effect at all.

The ways in which many definitions and operationalizations of CSR also fall short are the legal and economic responsibilities. According to Davis (1960), CSR are all the responsibilities of a company with the exception of economic responsibilities. Chambers et al. (2003) disagree with this definition by claiming that in the current situation in which CSR practices increasingly play an important role in the market position of a company, this statement is hard to defend. Instead, Chambers et al. (2003) suggest that CSR are the responsibilities of a company, excluding the legal requirements of a company. Due to the disagreement, this research strives to include as many practices as possible in the definition of CSR by adopting the definition and framework developed by Carroll and Schwartz (2003), which includes economic, legal and ethical responsibilities. According to Ramasamy and Yeung (2008), this framework is broad enough to include multiple concepts of CSR. Furthermore, the decision to include the economic and legal domains in this research has been built on the assumption that consumers do care about these responsibilities. Research by Ramasamy and Yeung (2008) shows that in a Chinese consumer sample, the economic responsibilities of a company are most important, while philanthropic responsibilities rank as being least important, further indicating that also from a consumer perspective, the economic responsibilities are deemed important to include in the definition of CSR. While the structure by Carroll is mostly constructed from a corporate perspective, assessing the importance of the responsibilities for a company, the findings from Ramasamy and Yeung (2008) do show that the public shares the importance given to the responsibilities, and they agree that for a company, the economic responsibilities are most important prior to other responsibilities.

Furthermore, CSR is generally defined from a positive approach. Economic and legal responsibilities are regularly excluded from the definition, as they are generally perceived as requirements, rather than responsibilities. On the other hand, performing the economic and legal requirements is still a corporate decision, and the public might perceive unlawful behaviour by a company as irresponsible behaviour.

Because this research looks at both positive and negative CSR practices, the operationalization of CSR is deliberately broad, in order to account for CSR defined from a positive perspective, as well as that of a negative perspective.

2.2 Reputation

As explained, CSR is an increasingly important element of business. Customers demand more responsibility from companies, and are voicing the demand through protests and advocate campaigns (Maignan, 2001; Snider, Hill, & Martin, 2003). On the corporate side, businesses are increasing their emphasis on CSR for multiple reasons. One of the motivations is that CSR can act as a marketing tool, as research has shown that CSR leads to favourable market results. CSR has for example been identified to have a positive effect on purchase intentions (Brown & Dacin, 1997; Mohr & Webb, 2005; Sen & Bhattacharya, 2001). Furthermore, stronger competition in a global economy has lead companies to look for ways to increase their competitive advantage. This pressure has pushed the search beyond tangible attributes, to include intangible assets such as corporate reputation (Schwaiger, 2004).

The term corporate reputation is used in various different contexts. According to Fombrun (as cited in Schwaiger, 2004), “reputation is characterized as: the result of a corporate branding in the area of marketing; a signal about future actions and behaviour […]; the manifestation of a corporate identity in the field of organization theory; and a potential market entry barrier in the field of management” (p. 48). This definition tells that corporate reputation is the manifestation of a company towards many different stakeholders, but more importantly, that the corporate reputation is an identity created by the company, for example through marketing communication. Furthermore, corporate reputation has a strong relation to the performance of the company in a market. Connecting the corporate reputation to CSR, Cho and Kim (2012) argue that many companies conduct CSR practices with the aim of instigating positive reactions in local communities through hosting, sponsoring, or participating in local community activities or organizations. Also in the academic field, the practice of engaging in CSR practices in order to improve the corporate reputation is supported through empirical evidence showing a positive causal relationship between CSR conduct and corporate reputation (Balmer, 2001; Benoit, 1997; Brown & Dacin, 1997; Heath & Ryan, 1989; Lee, 2004). Furthermore, research has shown that a strong corporate reputation is a positive indicator for higher confidence in products, services, and advertising claims, as well as the buying decision (Creyer & Ross Jr., 1997; Ellen, Mohr, & Webb, 2000; Folkes & Kamins, 1999; Fombrun & van Riel, 1997; Murray & Vogel, 1997; Sen & Bhattacharya, 2001). The favourable buying decision, as well as better customer retention creates a preferable financial position for a company. Therefore, it is clear that companies have a strong interest in creating a strong corporate reputation.

In order to operationalize corporate reputation from a consumer perspective, this research shares Hall's (1992) approach by defining corporate reputation as a construct created by a stakeholder, combining both knowledge and emotions in relation to the company. This research will therefore examine the effects of CSR practices on both the cognitive dimension, labelled as "competence", and the emotional dimension as labelled "sympathy". In addition to these two dimensions, this research will evaluate the effect of the CSR practices on various explanatory items that can hint at the how the two reputation domains can be managed.

Corporate image and corporate reputation are two closely related concepts. Schwaiger (Schwaiger, 2004) defines image as: "a central nervous arousal pattern combined with perception, goal-oriented behaviour, and cognitive object evaluation" (p. 50). In the operationalization of a corporate image, the reasons are not always explainable. Therefore, this research avoids connotative attributes, and favours evaluation based on denotative attributes, hereby opting to analyse the impact of CSR practices on the corporate reputation, rather than the corporate image (Schwaiger, 2004). Corporate reputation is generally considered an intangible asset that is useful in creating a strategic advantage for a company, yet is difficult to recreate. However, building a strong corporate reputation is a long process, and the advantages might not be immediately visible.

2.3 Halo and Horns Effects

In the development of an intangible asset such as corporate reputation, psychological processes play a significant role on the customer side. In the creation of an evaluation, of either an individual or a corporate identity, halo and horns effects are important attributing factors. Halo effect is a relatively old and widely known psychological phenomenon first described by Thorndike (1920). Halo effect occurs when people are unable to objectively evaluate individual attributes. Rather, the judgment of individual attributes is influenced by another attribute, which should rationally be unrelated. (Nisbett & Wilson, 1977) In this paper, it is interpreted as the spillover of an attribute to another attribute, or multiple attributes (Beckwith & Lehmann, 1975; Thorndike, 1920). The halo effect is especially interesting when the affected attributes are unrelated. The halo effect can therefore explain for effects that have no other logical explanation. In this research, however, there is a differentiation between positive effects and negative effects. Labelled the halo effect, these effects occur when a positive attribute has an impact on another unrelated attribute to be perceived more positively as well. The opposite effect is labelled horns effect, which occurs when a negative attribute leads to a more negative perception of another unrelated attribute (Shevlin, Banyard, Davies, & Griffiths, 2010). Since the first conceptualization by Thorndike (1920), halo effect has been defined without disagreement, as the inability of an evaluator to identify and distinguish independent attributes, rather opting to evaluate based on generalization and consistency. This means that when the general opinion of a person or a company is positive, the evaluator is more likely to rate individual, unrelated attributes higher as well. The influence of a negative overall perception leading to lower evaluation of individual attributes is referred to as horns effect.

While in psychology these terms have originally been used to identify person-to-person evaluations, these theories have also been confirmed in the field of business, and research has shown that halo and horns effects are also existent when evaluating brands or companies (Leuthesser, Kohli, & Harich, 1993). The outcomes of halo effect caused by a favourable corporate image can even mean businesses are prevented from damage in the case of negative events or crises (Ulmer, 2001). Furthermore, Coombs and Holladay (2006) have even gone as far as considering that reputation effect of itself is a halo effect. Moreover, the belief that a good corporate image causes stakeholders to ignore or devalue negative news about the company has been confirmed through prior research (Coombs & Holladay, 2006; Dean, 2004).

Klein and Dawar (2004) have found that generally, CSR has an effect on consumer judgement. However, this thesis strives to go more into detail into the particular effects caused by different domains of CSR practices. Using the halo and horns theories to explain the effects of CSR communication on other corporate reputation attributes, this study separates economic, legal, and ethical CSR practices, while assessing not only the strength of positive CSR leading to halo effect, but also the strength of bad CSR practices leading to horns effect

Smith et al. (2010) have applied halo theory to CSR in their research, which found that in the ethical CSR domain, there are a strong halo effects present, caused by CSR practices aimed at the customer, employee, environment, and community. Their results showed that a single CSR practice aimed at the environment makes customers believe the company is all-round better company in regards to the environment. The same is true for CSR practices aimed at the customer, the employee, and the community. The research also found a halo effect spreading from the employee category. This means that when consumers are faced with information of good treatment of employees, they are more likely to believe that the company performs well on the other three categories as well.

2.4 CSR Communication

Halo and Horns effect are psychological effects that occur on the consumer side. Corporations can use these psychological effects in their CSR strategies. Halo and horns effects occur mostly from the desire to generalize judgment by the consumer. In order to generalize, the consumer uses whichever information is prevalent, and extrapolates this information to evaluate other attributes. As the evaluation is based on the availability of information, the communication of CSR practices is very important. While prior CSR research has examined the effects on organizational image (Wigley, 2008), customer-company identification (Sen & Bhattacharya, 2001), and corporate financial performance (Luo & Donthu, 2006; McGuire, Sundgren, & Schneeweis, 1988), an often-missed element in CSR research is the communication of CSR (Ziek, 2009).

Communication linked to CSR can have great consequences for the company, and companies should therefore actively engage in marketing the social causes they support. The marketing that stresses the social causes supported by a company is generally called cause-related marketing (CRM). Mulen (1997) defines CRM as marketing activities that highlight a non-profit effort, which aim to engage customers in an effort to increase revenue. Well-conducted CRM has a positive effect on sales, the company's public image, as well as employee motivation (Brønn & Vrioni, 2001).

Regarding the effect on sales, there are two types of interaction are identifiable. Firstly there is buying behaviour that is intended to make a social change. Boycott of products, or the deliberate purchase of CSR-marketed products is an example of this. The idea is that through the purchasing power of multiple individuals combined, a message is sent to the company that is perceived to violating it's social responsibilities. Secondly, research has shown that CSR practices are to a certain extent included in the purchase decisions made by consumers; in which properly conducted CRM creates a favourable position opposed to the competition included in the choice set.

In order for a consumer to make a social statement with its purchase power, CRM must produce differentiation from other products based on the social background information known to the consumer. This means that a consumer will not consider boycott of a product as a social statement unless it has background information on the social practices of the producer of said product. This principle stresses once more how important it is for companies to engage in the good conduct of CRM.

Concerning the indirect effect CRM can have on consumer behaviour and the purchase decision, having information about the CSR practices of the company is important part of the broader corporate reputation, but also a part of the product evaluation. Prior research has shown that if CSR information is available to consumers, and when their awareness is raised, CSR practices have a positive effect on consumer perception of the company, as well as consumer behaviour regarding its products, where an increased intention to purchase is present. (Pomering & Dolnicar, 2009; Sen, Bhattacharya, & Korschun, 2006).

This relation also holds for negative CSR practices. This means that bad CSR practices also lead to a decreased consumer perception of a company, and prior research has even shown that information about bad CSR conduct has a stronger effect than information on good CSR practices (Biehal & Sheinin, 2007; Brown & Dacin, 1997; Marin & Ruiz, 2007; Sen & Bhattacharya, 2001). These differences in perception of a company caused by CSR practices could be the result of halo and horns effects, but on the other hand, the change in consumer perception of the company can further cause halo and horns effects, for example in the evaluation of the company's products and services.

A problem that often occurs from researching CSR from a consumer perspective is that the researches often stimulate the subjects to be more aware of CSR practices, while in general circumstances consumers have only a very small level of awareness of CSR (Pomering & Dolnicar, 2009). This experiment however benefits from this effect. As a consequence of the artificially raised awareness, the psychological halo and horns effects will be strengthened, increasing the likelihood of finding significant results.

2.5 Hypotheses

This research will firstly examine the differences between the economic, legal, and ethical domain. In order to do so, the analysis will look at the effects of three stimuli across the different CSR domains, but keep the nature of the CSR practice equal. Therefore, this research will first analyse the differences between the three CSR domains when the CSR practices are positive, testing hypothesis 1 (H1), and comparing the effects of negative CSR practices across the three domains leads to hypothesis 2 (H2)

H1: The three positive CSR practices across the economic, legal, and ethical CSR domains differ in their effect on corporate reputation.
H2: The three negative CSR practices across the economic, legal, and ethical CSR domains differ in their effect on corporate reputation.

Taking into account that the economic CSR domain is not always covered in CSR research, there is reason to believe that the economic CSR domain is different, and could lead to different effects on corporate reputation. Furthermore, Carroll and Schwartz (2003) acknowledged that the ethical and legal domains are not always easily separable. This means that the legal and ethical domain might have more similar effects on corporate reputation, yet finding differences between these groups can lead to interesting new developments in the understanding of the relation between CSR and corporate reputation.

Examining the positive against the negative CSR practices, this research compares the positive CSR practices against the negative CSR practices, performing a comparison between the positive and negative stimuli in the economic domain for hypothesis 3 (H3), in the legal domain for hypothesis 4 (H4), in the ethical domain for hypothesis 5 (H5).

H3: The positive CSR practice and the negative CSR practice in the economic domain differ in their effect on corporate reputation.
H4: The positive CSR practice and the negative CSR practice in the legal domain differ in their effect on corporate reputation.
H5: The positive CSR practice and the negative CSR practice in the ethical domain differ in their effect on corporate reputation.

These analyses will indicate which aspects of corporate reputation are affected by the exposure to positive and negative CSR practices within the respective CSR domains. Prior research has indicated that there is a positive relation between CSR conduct and corporate reputation. Following this theory, it is expected that the positive stimuli lead to higher scores on the variables that indicate corporate reputation. However, the findings will indicate whether CSR practices indeed influence corporate reputation as a whole, or whether some elements of corporate reputation remain uninfluenced.

3 Method

To test the hypotheses, a 2 (Type of communication: Good & Bad) x 3 (CSR Dimensions: Economic, Legal, Ethical) between subject factorial experiment design was conducted (Table 3.1).

Table 3.1: Sample Groups of the Experiment Design

Group 1: Positive economic stimulus	Group 3: Positive legal stimulus	Group 5: Positive ethical stimulus
Group 2: Negative economic stimulus	Group 4: Negative legal stimulus	Group 6: Negative ethical stimulus

Measuring halo effect has usually been approached by quantitative analysis of rating data (Leuthesser, Kohli, & Harich, 1993). In this research, quantifying the effects of economic, legal, and ethical business practices on corporate reputation allows the examination and comparison of the effects caused by the stimuli on corporate reputation. Qualitative interpretation of the variables in relation to the stimuli allows observation of halo and horns effects in the discussion of the results.

In order to have full control of the information provided to the test subjects, and to eliminate external influence on corporate reputation, an experiment design was selected for the high level of control provided. By using a fictional company combined with fictional stimuli, the influence of existing brand reputation and knowledge is minimized. Additionally, fictional stimuli allow the researcher to investigate a wider range of business practices, whereas real cases might not provide a perfect fit with the intended research.

3.1 Sample

To test the effects of CSR practices, this online experiment sampled a student demographic based on convenience and willingness to participate. The present student demographic is sometimes regarded to as the millennial generation. A study conducted by Cone Communications (2013) shows that millennials, compared to the average population, pay more attention to social and environmental issues, and also consider the CSR practices more in making buying decisions. This research is a more recent confirmation of the claim made by Sobczak, Debucquet and Havard (2006) that “young generations are considered to be more open to social and environmental issues” (p. 1). This demographic was therefore selected as a group that is more likely to display strong effects, enhancing the possibility of finding significant results in this experiment.

The study was carried out among a convenience sample of 60 students between 20 and 33 years old (54.4% female, *M*age=24, *SD*=2.37). Participants were recruited via social networks through public posts on Facebook, Twitter and LinkedIn, as well as social groups aimed at students on both Facebook and LinkedIn. These publications asked participants to self-select their fit with the sample group, asking current students in any field to participate in the study. Furthermore, personal communication with participants identified by the researcher as part of the sample group encouraged participation and snowballing of the online experiment.

To stimulate participation, recruiting messages informed that a cinema coupon was offered to one randomly selected participant after closing the experiment. In order to participate in the giveaway, participants were asked at the end of the experiment to enter their email address. After selecting the winner, the anonymity of the participants has been safeguarded by directly discarding the collected email addresses, removing the possibility of identifying the responses by email address.

The online experiment received a total of 110 participants over the course of 4 weeks in April and May 2014. After discarding incomplete responses, this lead to the reported sample group of 60 students. Despite the high number of incomplete responses that could have set off the balance of the experiment, the distribution of the participants is relatively equal with all groups containing between 9 and 12 participants for each individual stimulus.

3.2 Research Design

In this research, respondents were randomly divided into six different groups. These six groups were exposed to different stimuli, creating the independent variables in this experiment research. All of the stimuli are based on the description of a fictional company named ReadCo. The stimuli of all 6 groups consist of 2 paragraphs, of which the first paragraph is the company description, and the second paragraph is the variable CSR message.

The company description is loosely based on Barnes & Noble and Amazon, as the description of ReadCo describes a company that primarily sells books and other media, while also producing a line of tablets for digital consumption. The full paragraph reads as follows:

"ReadCo is a European company that owns and operates stores around Europe selling media such as books, music, and video, and also operates an international online store. Recently, it has started producing and selling a range of tablets and e-readers to provide a sales platform for e-books and other media. The company has 4,000 employees, which are all based in European countries."

The second paragraph of the stimuli describes CSR events related to the company providing the independent variable in the experiment. The six different stimuli have been designed following the 3 (CSR dimension: economic, legal, ethical) x 2 (direction of the CSR: positive, negative). The full texts of the stimuli can be found in Appendix A.

3.2.1 Validity of the Stimuli

Three one-way between-groups analysis of variance were conducted to explore the impact of the stimuli on the company's perceived economic, legal, and ethical performance. There was a statistically significant difference at the $p<.05$ level in perceived economic performance in the sample groups [$F(5, 54)=3.2$, $p=.01$]. The effect size, calculated using eta squared, was .23, indicating a very strong effect. Post hoc comparisons using the Tukey HSD test indicated that the mean score for Group 1 (positive economic stimulus) ($M=8.17$, $SD=1.47$) was significantly different from Group 2 (negative economic stimulus) ($M=5.50$, $SD=1.72$). The other sample groups did not display statistically significant differences regarding perceived economic performance. This test confirms that the stimuli designed for the economic positive and economic negative sample groups have created the desired result, which is a significant difference in the perception of economic performance of the company, while the other stimuli do not have a statistically significant effect on the perceived economic performance of the company.

Secondly, there was a statistically significant difference at the $p<.05$ level in perceived legal performance in the sample groups [$F(5, 53)=10.8$, $p=.00$]. The effect size, calculated using eta squared, was .51, indicating a very strong effect. Post hoc comparisons using the Tukey HSD test demonstrated that the mean scores for the legal sample groups Group 3 (positive legal stimulus) (*M*=8.20, *SD*=1.48) and Group 4 (negative legal stimulus) (*M*=2.88, *SD*=1.96) differed significantly. Interestingly, the test also indicated a significant difference between Group 3 (positive legal stimulus) and Group 6 (negative ethical stimulus) (*M*=5.11, *SD*=2.32), as well as a significant difference between Group 4 (negative legal stimulus) and group 5 (positive ethical stimulus) (*M*=6.70, *SD*=1.89). This is an indication of the strong relation between the legal and ethical domains already acknowledged by Carroll and Schwartz (2003). However, the Tukey HSD test indicated no statistically significant difference between the two ethical sample groups, nor statistically significant differences between the two economic sample groups regarding the perceived legal performance of the company. These results show that also the legal stimuli have had the desired effect on the participants' perception of the company's legal performance, while the stimuli designed for the economic and ethical sample groups have no statistically significant effect on the perceived legal performance of the company.

Finally, there was a statistically significant difference at the $p<.05$ level in perceived ethical performance in the sample groups [$F(5, 53)=18.8$, $p=.00$]. The effect size, calculated using eta squared, was .64, indicating a very strong effect. Post hoc comparisons using the Tukey HSD test showed that the mean scores for the ethical sample groups Group 5 (positive ethical stimulus) (*M*=7.60, *SD*=1.84) and Group 6 (negative ethical stimulus) (*M*=3.56, *SD*=2.01) differed significantly. However, the test also indicated a significant difference between Group 3 (positive legal stimulus) (M=7.80, SD=1.40) and Group 4 (negative legal stimulus) (*M*=2.25, *SD*=1.58). Similar to the previous findings regarding legal performance, Group 3 (positive legal stimulus) is also significantly different from Group 6 (negative ethical stimulus), and Group 4 (negative legal stimulus) is significantly different from Group 5 (positive ethical stimulus). No statistically significant differences were found between the economic sample groups. This test shows that the stimuli for the ethical groups have created the desired effect, however, this test also shows that the stimuli have not been able to isolate the legal stimuli from ethical performance. On the other hand, the economic stimuli did not cause any statistically significant differences in the perceived ethical conduct of the company.

In summary, we can conclude several things about the validity of the used stimuli. We can conclude that the economic stimuli have served the purpose for which they were designed, which is influence the perceived economic performance of the company, while not causing an effect on both the perceived legal and ethical performance. This same conclusion counts for the ethical stimuli: while the ethical domain and the legal domain are very closely connected, the Tukey HSD tests showed no statistically significant differences between the two groups, other than on the variable which analyses the perceived ethical performance of the company. However, the stimuli designed to influence the perception of the company's legal performance alone, caused an inadvertent effect on the perceived ethical performance as well. Possibly this is caused by the regulations in the stimuli having a very strong connection to ethics. Carroll and Schwartz (2003) also argued that ethical norms and values often form the basis for regulations, causing legal and ethical responsibility difficult to isolate.

3.3 Procedure

Respondents were led to an online survey after clicking the link. The first page presented them with an introduction to the research, including the topic, and how the experiment will proceed. On the second page, the participants were randomly assigned to one of six groups, receiving the stimulus corresponding to their sample group. On the following page, all participants were subjected to the same post-test questionnaire. After completing the test, participants were asked to disclose their demographic indicators, concerning gender, age, nationality and education. Finally, the participants were debriefed on the stimulus, clearing up that the company ReadCo is a fictional company, and that the business practices found in the stimuli were also fictional. On the same page, those willing to participate in the prize draw could enter their email address, where they were again informed that their personal information is treated confidentially.

3.4 Measures

The post-test questionnaire consisted of 30 questions. Firstly, the test examines the perception of ReadCo's economic, legal, and ethical performance by asking the respondents to rate these dimensions on a scale from one to ten. The results of this

test aims to indicate the effectiveness of the stimuli, as well as provide a reference point for factor analysis of the other variables regarding corporate reputation.
In order to test corporate reputation, this experiment used a questionnaire developed by Schwaiger (2004) with minimal adaptations to fit the conditions of the experiment. Following the definition of corporate reputation being a construct of both cognitive and emotional attitudes, this questionnaire consists of 3 questions that measure sympathy for the company, and 3 questions that provide variables measuring the perceived competence of the company. However, according to Hammond and Slocum (1996), these two measures are not enough when assessing corporate reputation in relation to CSR. In their research, four more attributes were identified to play a role. These attributes are quality of products and services, ability to attract and retain employees, community and environmental responsibility, and quality of management. In developing the measure for corporate reputation, Schwaiger (2004) also paid attention to such assessments, leading to the inclusion of 21 explanatory items that show close similarity to the attributes defined by Hammond and Slocum (1996). All the 27 items developed by Schwaiger (2004) consist of positive statements on which respondents indicate their fit on a 5-point likert scale.

The variables of the questionnaire were developed from an analysis of various existing corporate reputation measurements tools, being: Fortune AMAC, Fortune GMAC, ManagerMagazin's "Gesamtreputation", Harris-Fombrun Reputation Quotient, Financial Times' "World's (Europe's) Most Respected Companies", Management Today's "Britain's Most Admired Companies", Burson-Marsteller's "Maximizing Corporate Reputaion", Corporate Branding LLC's "Corporate Branding Index", Asian Business' "Asia's Most Admired Companies", Far Eastern Economic Review's "Review 200", Delahaye Medialink's "Delahaye Medialink Corporate Reputation Index".

In the initial analysis, the constructs were operationalized into ten different categories measured by the tools, being: quality of employees, quality of management, financial performance, quality of products and services, market leadership, customer orientation, attractiveness, social responsibility, ethical behaviour, reliability. A qualitative study was conducted to determine aspects of corporate reputation not covered by the measurement tools, identifying that the tools primarily measure the cognitive area of corporate reputation, overlooking the emotional factor. Focus groups and expert interviews raised three more categories not covered by the analysed tools, being: fair attitude towards competitors, transparency and openness, and credibility. At this point, a questionnaire was formed, which has been scaled down, and improved on clarity using qualitative interviews. These interviews found no further aspects of corporate reputation missing in the design, while at the same time allowing the questionnaire to be downscaled by removing items too difficult to understand, or too similar to another item in the questionnaire. A final quantitative study validated the questionnaire, while a component analysis to further downsize the questionnaire, eliminating the items displaying low factor loadings. The end result is a questionnaire consisting of 21 explanatory items, in addition to the three sympathy items, and three competence items. (Schwaiger, 2004)

The total of 27 questions developed by Schwaiger (2004) have been minimally edited in order to fit the situation of this experiment design. The fictional company used in the study disables the use of prior information, and the statements in the questionnaire have been edited to reflect this. The first three variables of the post-test measure the sympathy the participant has for the company.

Sym1: ReadCo is a company I can identify with better than with other companies
Sym2: ReadCo is a company I would regret more if it didn't exist any more than I would with other companies
Sym3: I regard ReadCo as a likable company

After measuring the sympathy for the company, the following three variables measure the perceived competence of the company.

Comp4: I think that ReadCo is a top competitor in its market
Comp5: I think that ReadCo is recognized world-wide
Comp6: I believe that ReadCo performs at a premium level

Finally, 21 statements represent explanatory items that can serve to give more concrete information supporting support the values of the sympathy and competence. These explanatory items include statements on different topics, and during the analysis of the findings, these 21 items are subjected to a principal component analysis in order to form categories that allow for more in-depth analysis of the effects of CSR on corporate reputation.

Exp7: I believe the products/services offered by ReadCo are of high quality
Exp8: I think that ReadCo's products/services offer good value for money
Exp9: I believe the services ReadCo offers are good
Exp10: I believe Customer concerns are held in high regards at ReadCo
Exp11: ReadCo seems to be a reliable partner for customers
Exp12: I have the impression that ReadCo is forthright in giving information to the public
Exp13: I regard ReadCo as a trustworthy company
Exp14: I have a lot of respect for ReadCo
Exp15: I have the impression that ReadCo has a fair attitude towards competitors
Exp16: In my opinion ReadCo tends to be an innovator, rather than an imitator
Exp17: In my opinion ReadCo is successful in attracting high-quality employees
Exp18: I could see myself working at ReadCo
Exp19: I believe the physical appearance of ReadCo is likable (company buildings)
Exp20: I believe ReadCo is a very well managed company
Exp21: I believe ReadCo is an economically stable company
Exp22: I assess the business risk for ReadCo as modest compared to its competitors
Exp23: I think that ReadCo has growth potential
Exp24: I think that ReadCo has a clear vision about the future of the company
Exp25: I have the feeling that ReadCo is not only concerned about the profit
Exp26: I believe ReadCo behaves in a socially conscious way
Exp27: I think that ReadCo is concerned about the preservation of the environment

4 Results

This research focuses on the research question: *How do different domains of CSR practices affect corporate reputation?* In order to assess differences between CSR practices, the analysis between groups will be conducted on 2 levels.

Firstly, the research looks for differences between different domains, keeping the nature of the stimulus constant. This means that the three positive, stimuli are compared and contrasted against each other, and the negative stimuli are compared and contrasted against each other. This analysis answers the first sub question: *Do economic, legal, and ethical CSR practices lead to differing effects on corporate reputation?* Secondly, this research analyses differences between positive and negative CSR practices, within the same CSR domains. This means that the positive and negative economic CSR practices are compared against each other, the same for the positive and negative legal stimuli, and also the positive against negative ethical CSR practices. These three comparisons answer the second sub question: *How do positive and negative CSR practices influence corporate reputation?*

The following sections of this chapter present the results of the analysis, starting with the effects of the stimuli on the three variables that indicate the sympathy for the company, followed by the three variables indicating the perceived competence of the company. The remaining 21 variables are explanatory items, which are further cut down into 5 components, and then analysed to cover an extensive understanding of the effects on corporate reputation.

4.1 Effects on Sympathy

A one-way between-groups multivariate analysis of variance was performed to investigate the effect of the six stimuli on the sympathy the participants have for the company. Three dependent variables were used: identification with the company, regret if the company would not exist, and likability of the company. The independent grouping variable was the sample group in which the participants were divided. Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of variance-covariance matrices, and multicolinearity, with no serious violations noted. There was a statistically significant difference between the sample groups on the combined dependent variables: $F(15, 159)=3.71$, $p=.00$; Pillai's Trace=.78; partial eta squared =.26.

This test shows that the different stimuli have lead to a statistically significant difference between the sample groups on the combined variables that constitute the sympathy dimension of corporate reputation. In the following subchapters, this claim will be more closely investigated in order to indicate exactly which sample groups differ on which variables.

4.1.1 Effect of Different Positive CSR Practices on Sympathy

An inspection of the mean scores in the Tukey HSD test shows that between the three sample groups stimulated with a positive CSR practice, no statistically significant differences in sympathy for the company were found. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B. This finding shows that different positive CSR practices do not lead to significantly different levels of sympathy for the company.

4.1.2 Effect of Different Negative CSR Practices on Sympathy

Looking at the three sample groups stimulated with a negative CSR practice shows that Group 2 (negative economic stimulus) (*M*=3.60, *SD*=.52) differs significantly from both Group 4 (negative legal stimulus) (*M*=1.89, *SD*=.78) and Group 6 (negative ethical stimulus) (*M*=2.0, *SD*=1.00) only on the variable indicating likability of the company. However, Group 4 (negative legal stimulus) and Group 6 (negative ethical stimulus) do not display statistically significant differences when compared to each other. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

These findings show that negative CSR practices in the legal and ethical domain lead to a statistically significantly lower score on likability, scoring on average 1.71 and 1.60 points out of five lower than the economic negative group. The different types of negative CSR practices do not have statistically significant effects on identification with the company, or regret if the company would not exist.

4.1.3 Effect of Economic CSR Practices on Sympathy

Analysis of the sample groups shows that between the two sample groups stimulated with an economic stimulus, no statistically significant differences in sympathy for the company were found. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B. This finding therefore indicates that the economic positive and the economic negative stimuli do not lead to statistically significant differences in the sympathy for the company.

4.1.4 Effect of Legal CSR Practices on Sympathy

On the other hand, the Tukey HSD test shows that regarding identification with the company, Group 3 (positive legal stimulus) (*M*=3.67, *SD*=.87) displays a statistically significant difference compared to Group 4 (negative legal stimulus) (*M*=2.00, *SD*=.71). Also concerning regret if the company would not exist, Group 3 (positive legal stimulus) (*M*=3.33, *SD*=.87) shows a statistically significant difference with Group 4 (negative legal stimulus) (*M*=1.89, *SD*=.60). Finally, analysis of the likability of the company shows that group 3 (positive legal stimulus) (*M*=3.67, *SD*=.50), exhibits statistically significant differences compared to Group 4 (negative legal stimulus) (*M*=1.89, *SD*=.78). An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

These findings show that the CSR practices presented in the legal domain have a statistically significant effect on all three variables indicating the participants' sympathy for the company. The positive legal stimulus lead to a higher score on all variables indicating sympathy for the company, leading to a difference of 1.67 points out of five on identification with the company, 1.44 points out of five on regret if the company would not exist, and 1.78 points out of five on the likability of the company.

4.1.5 Effect of Ethical CSR Practices on Sympathy

Similar to the results found in the legal domain, on identification with the company, Group 5 (positive ethical stimulus) (*M*=3.30, *SD*=.95) displays a statistically significant difference compared to Group 6 (negative ethical stimulus) (*M*=2.00, *SD*=.50). Also concerning regret if the company would not exist, Group 5 (positive ethical stimulus) (*M*=3.10, *SD*=.88) shows a statistically significant difference with Group 6 (negative ethical stimulus) (*M*=2.00, *SD*=.70). Finally, analysis of the likability of the company shows that Group 5 (positive ethical stimulus) (*M*=4.00, *SD*=.47) exhibits statistically significant differences compared to Group 6 (negative ethical stimulus) (*M*=2.00, *SD*=1.00). An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

These findings show that the CSR practices presented in the ethical domain have a statistically significant effect on all three variables indicating the participants' sympathy for the company, leading to a difference of 1.30 points out of five on identification with the company, 1.10 points out of five on regret if the company would not exist, and 2.00 points out of five on the likability of the company.

4.2 Effects on Perceived Competence

A one-way between-groups multivariate analysis of variance was performed to investigate the influence of the six stimuli on the perceived competence of the company. Three dependent variables were used: company perceived as a top competitor, belief if the company is known world-wide, and believed premium level of performance. The independent grouping variable was the sample group in which the participants were divided. Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of variance-covariance matrices, and multicolinearity, with no serious violations noted. However, no statistically significant differences were found between the six sample groups on the combined dependent variables: $F(15, 162)=1.294$, $p=.21$; Pillai's Trace=.32; partial eta squared=.11.

This finding shows that the six different stimuli have not lead to statistically significant differences in the values given to the variables that measure the perceived competence of the company. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

4.3 Effects on Explanatory Items

The questionnaire featured 21 items that could explain the sympathy the respondent has for the company, as well as the perceived competence of the company.
In order to operationalize and create a more detailed theoretical construct, the 21 explanatory items were subjected to principal component analysis (PCA) using SPSS version 22. Prior to performing PCA, the suitability of data for factor analysis was assessed. Inspection of the correlation matrix (Appendix B, Figure 1) revealed the presence of many coefficients of .3 and above. The Kaiser-Meyer-Oklin value was .80, exceeding the recommended value of .6 (Kaiser, 1970, 1974) and the

Barlett's Test of Sphericity (Bartlett, 1954) reached statistical significance, supporting the factorability of the correlation matrix.

Principal components analysis revealed the presence of five components with eigenvalues exceeding 1, explaining 35 per cent, 13.4 per cent, 7.3 per cent, 6.7 per cent, and 5.5 per cent of the variance respectively (Appendix B, Table 2). While the screeplot (Appendix B, Figure 1) shows a break after the second component, it was decided not to discard the other three components, as their values were still considerably above 1.

To aid in the interpretation of these five components, Varimax rotation was performed. The rotated solution revealed the presence of a number of strong loadings, and only a few variables loading on more than one component (Appendix B, Table 3). The five-component solution explained a total of 67.9 per cent of the variance, with the components contributing 27.5 per cent, 11.7 per cent, 10.9 per cent, 10.1 per cent, and 7.7 per cent respectively. The resulting components are not entirely different from the components identified by the author of the questionnaire that formed the basis for the test in this research. Schwaiger (2004) identified four factors that he identified as quality, performance, responsibility, and attractiveness. In this research however, the items are divided in 5 components, which are not entirely unlike the components defined in the original research.

4.3.1 Components of the Explanatory Items

The first component consists of variables that address various issues involved in CSR, and can therefore be labelled the responsibility component. This group of variables is not entirely unlike Schwaiger's (2004) responsibility component, but on top of the variables in Schwaiger's responsibility component, trustworthiness, reliable partner for customers, high regard of customer concerns, and respect for the company are included in the component.

The second component in this research connects variables that mostly have a connection with the economic wellbeing of the company, as well as the perceived ability of the company to attract high-quality employees. This component can therefore be labelled as performance, but uses a more narrow interpretation of performance compared to Schwaiger (2004).

The third component in this research is focused on the quality of the products and services of the company. This component can therefore be defined as measuring quality, in line with the components defined by the author (Schwaiger, 2004).

The fourth component is also closely related to the interest of investors and financial performance, but these variables are more focused on the future. Growth potential, together with the perceived clear vision of the future motivate this claim, while labelling the company as an innovator instead of an imitator is an indicator of the perceived modernity of the company, where the perception of the company being an imitator might be an indicator of the company being behind the time. This component is therefore defined as the future potential component.

The last component combines the likability of the physical appearance to the likability of working at the company. This component could therefore be defined as attractiveness, in line with the component in Schwaiger's (2004) analysis.

After the grouping of the variables, this research analysed the influence of the stimuli on the 5 components respectively. These findings will be described in the following subchapters.

4.4.1 Effects on Perceived Responsibility Explanatory Items

A one-way between-groups multivariate analysis of variance was performed to investigate the effect of the six stimuli on the perceived responsibility of the company. Nine dependent variables were used: the company behaves in a socially conscious way, trustworthiness of the company, reliable partner for customers, customer concerns are held in high regards, concerned about the preservation of the environment, the company is forthright in giving information to the public, respect for the company, the company is not only concerned about profit, the company has a fair attitude towards competitors. The independent grouping variable was the sample group in which the participants were divided. Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of variance-covariance matrices, and multicolinearity, with no serious violations noted. There was a statistically significant difference between the sample groups on the combined dependent variables: $F(45, 240)=2.64$, $p=.00$; Pillai's Trace=1.66; partial eta squared =.33.

When the results for the dependent variables were considered separately, all variables with the exception of the company having a fair attitude towards competitors displayed statistical significance using a Bonferroni adjusted alpha level of .006.

This finding shows that in general, the stimuli have had a statistically significant effect on perceived responsibility of the company. However, looking more closely at the individual variables, it can be found that the variable that indicates the belief that the company has a fair attitude towards competitors shows no statistically significant difference between the six sample groups. In the following subchapters, a closer examination will further explain exactly which sample groups differ from each other on which particular variables.

4.4.1.1 Effect of Different Positive CSR Practices on Perceived Responsibility Explanatory Items

An inspection of the mean scores indicated that between the three sample groups stimulated with a positive CSR practice, Group 1 (positive economic stimulus) (*M*=3.25, *SD*=.21) differs significantly from Group 3 (positive legal stimulus) (*M*=4.33, *SD*=.24) on the variable which indicates the impression of the company being forthright in giving information to the public. Also, on the variable that indicates the belief the company behaves in a socially conscious way, Group 1 (positive economic stimulus) (*M*=3.00, *SD*=.23) displays a statistically significant difference compared to Group 5 (positive ethical stimulus) (*M*=4.11, *SD*=.26). Finally, analysis of the variable that indicates the perceived company's concern about the environment, Group 1 (positive economic stimulus) (*M*=2.92, *SD*=.20) exhibits statistically significant differences compared to Group 5 (positive ethical stimulus) (*M*=4.33, *SD*=.23). Group 3 (positive legal stimulus) and Group 5 (positive ethical stimulus) do not display statistically significant differences between each other on any of the variables indicating perceived responsibility. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

These findings show that when we look at the sample groups that have received stimuli containing a positive CSR practice, different effects on perceived responsibility can be found. First of all, the economic positive stimulus leads to a statistically significant different score compared to the legal positive stimulus on the variable that indicates the belief the company is forthright in giving information to the public. On average, the sample group that received the positive CSR stimulus in the legal domain rates the company on average 1.08 points out of five higher than the sample group that received the positive stimulus in the economic domain.

Secondly, the sample group that received the positive CSR stimulus in the economic domain also differs significantly from the sample group that received the positive CSR stimulus in the ethical domain on two other variables. Firstly, the sample group that received the ethical stimulus scored on average 1.11 points out of five higher than the sample group that received the economic stimulus on the variable that indicates the belief the company behaves in a social conscious way. Secondly, the sample group that received the ethical stimulus scored on average 1.41 points out of five higher than the sample group that received the economic stimulus on the variable that indicates the belief the company is concerned about the preservation of the environment.

Finally, no statistically significant differences were found between the sample group with the legally positive stimulus and the sample group with the ethically positive stimulus, nor on the other five variables that indicate responsibility.

4.4.1.2 Effect of Different Negative CSR Practices on Perceived Responsibility Explanatory Items

Looking at the three sample groups stimulated with a negative CSR practice shows that Group 2 (negative economic stimulus) (M=3.20, SD=.25) differs significantly from both Group 4 (negative legal stimulus) (M=2.00, SD=.26) and Group 6 (negative ethical stimulus) (M=1.66, SD=.26) on the variable that indicates belief the company behaves in a socially conscious way. However, Group 4 (negative legal stimulus) and Group 6 (negative ethical stimulus) do not display statistically significant differences when compared to each other.

Secondly, on the variable that indicates trustworthiness of the company, Group 2 (negative economic stimulus) (M=3.40, SD=.22) and Group 4 (negative legal stimulus) (M=1.89, SD=.23) show statistically significant differences.

Thirdly, on the variable that indicates the belief that the company is a reliable partner for customers, Group 2 (negative economic stimulus) (M=3.30, SD=.22) and Group 4 (negative legal stimulus) (M=1.77, SD=.23) exhibit statistically significant differences.

Consequently, on the variable indicating the belief customer concerns are held in high regard, Group 2 (negative economic stimulus) (M=3.30, SD=.25) shows statistically significant differences when compared to group 4 (negative legal stimulus) (*M*=1.67, *SD*=.26).

Furthermore, on the variable that indicates belief that the company is concerned about the preservation of the environment, Group 2 (negative economic stimulus) (*M*=3.10, SD=.22) exhibits a statistically significant difference when compared to Group 6 (negative ethical stimulus) (*M*=1.66, SD=.23).

In addition, on the variable that indicates the belief that the company is forthright in giving information to the public, Group 2 (negative economic stimulus) (*M*=3.30, *SD*=.23) differs significantly from Group 4 (negative legal stimulus) (*M*=1.78, *SD*=.24).

Afterwards, on the variable that indicates whether the participants have respect for the company, Group 2 (negative economic stimulus) (*M*=3.40, SD=.28) presents a statistically significant difference compared to Group 6 (negative ethical stimulus) (*M*=2.11, SD=.29).

Next, on the variable that indicates the belief that the company is not only concerned about the profit, Group 2 (negative economic stimulus) (*M*=3.70, *SD*=.29) displays a statistically significant difference when compared to both Group 4 (negative legal stimulus) (*M*=2.11, *SD*=.31) as well as Group 6 (negative ethical stimulus) (*M*=2.22, *SD*=.31). On this variable, Group 4 (negative legal stimulus) and Group 6 (negative ethical stimulus) do not display statistically significant differences when compared to each other.

Finally, on the variable that indicates the belief that the company has a fair attitude towards competitors, the three negative CSR practices do not lead to statistically significant differences between another. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

These findings show that different types of negative CSR practices lead to different evaluations of the company's responsibility. Firstly, the sample group that received the negative economic stimulus differs significantly from the sample group that received the negative legal stimulus on six of the nine variables that indicate the perceived responsibility of the company. Secondly, the sample group that received the negative economic stimulus also differs significantly from the sample group that received the negative ethical stimulus on four of the nine variables. In the case of all found differences, the negative economic stimulus lead to higher scores than those scored by the Sample groups of the negative legal, as well as negative ethical stimuli. Furthermore, the findings also show that on none of the variables that indicate perceived responsibility of the company, the negative legal stimulus and the negative ethical stimulus do not lead to significantly different values.

4.4.1.3 Effect of Economic CSR Practices on Perceived Responsibility Explanatory Items

Analysis of the sample groups shows that between the two sample groups stimulated with an economic stimulus, no statistically significant differences in perceived responsibility of the company were found. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B. This finding shows that the positive CSR practice and the negative CSR practice defined in the stimuli have no statistically significant effect on the way the participants evaluated the responsibility of the company.

4.4.1.4 Effect of Legal CSR Practices on Perceived Responsibility Explanatory Items

Firstly, looking at the legal stimuli, the Tukey HSD test shows that Group 3 (positive legal stimulus) (M=3.78, SD=.26) differs significantly from Group 4 (negative legal stimulus) (M=2.00, SD=.26) on the variable that indicates belief the company behaves in a socially conscious way.

Secondly, on the variable that indicates trustworthiness of the company, Group 3 (positive legal stimulus) (M=4.00, SD=.23) and Group 4 (negative legal stimulus) (M=1.88, SD=.23) show statistically significant differences.

Thirdly, on the variable that indicates the belief that the company is a reliable partner for customers, Group 3 (positive legal stimulus) (M=4.22, SD=.23) and Group 4 (negative legal stimulus) (M=1.77, SD=.23) exhibit statistically significant differences.

Fourthly, on the variable indicating the belief customer concerns are held in high regard, Group 3 (positive legal stimulus) (M=3.78, SD=.26) shows statistically significant differences when compared to group 4 (negative legal stimulus) (M=1.66, SD=.26).

Next, on the variable that indicates the belief that the company is forthright in giving information to the public, Group 3 (positive legal stimulus) (M=4.33, SD=.24) differs significantly from Group 4 (negative legal stimulus) (M=1.77, SD=.24).

Consequently, on the variable that indicates whether the participants have respect for the company, Group 3 (positive legal stimulus) (M=3.77, SD=.29) presents a statistically significant difference compared to Group 4 (negative legal stimulus) (*M*=2.22, *SD*=.29).

Furthermore, on the variable that indicates the belief that the company is not only concerned about the profit, Group 3 (positive legal stimulus) (*M*=3.55, *SD*=.31) displays a statistically significant difference when compared to both Group 4 (negative legal stimulus) (*M*=2.11, *SD*=.31).

Finally, on the variable that indicates belief that the company is concerned about the preservation of the environment, and the variable that indicates the belief that the company has a fair attitude towards competitors, the two legal CSR practices do not lead to statistically significant differences between another. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

These findings show that the two legal CSR practices lead to different evaluations of the company's responsibility on seven of the nine variables. Compared to the negative legal CSR practice, the positive legal CSR practice lead to a higher average score on all of the variables that displayed statistically significant differences.

4.4.1.5 Effect of Ethical CSR Practices on Perceived Responsibility Explanatory Items

First of all, looking at the ethical stimuli, the Tukey HSD test shows that Group 5 (positive ethical stimulus) (*M*=4.11, *SD*=.26) differs significantly from Group 6 (negative ethical stimulus) (*M*=1.66, *SD*=.26) on the variable that indicates belief the company behaves in a socially conscious way.

Secondly, on the variable that indicates trustworthiness of the company, Group 5 (positive ethical stimulus) (*M*=3.77, *SD*=.23) and Group 6 (negative ethical stimulus) (*M*=2.55, *SD*=.23) show statistically significant differences.

Thirdly, on the variable that indicates the belief that the company is a reliable partner for customers, Group 5 (positive ethical stimulus) (*M*=4.00, *SD*=.23) and Group 6 (negative ethical stimulus) (*M*=2.55, *SD*=.23) exhibit statistically significant differences.

Consequently, on the variable indicating the belief customer concerns are held in high regard, Group 5 (positive ethical stimulus) (*M*=4.00, *SD*=.26) shows statistically significant differences when compared to group 6 (negative ethical stimulus) (*M*=2.67, *SD*=.26).

Next, on the variable that indicates belief that the company is concerned about the preservation of the environment, Group 5 (positive ethical stimulus) (*M*=4.33, SD=.23) exhibits statistically significant differences compared to Group 6 (negative ethical stimulus) (*M*=1.66, SD=.23).

Furthermore, on the variable that indicates the belief that the company is forthright in giving information to the public, Group 5 (positive ethical stimulus) (*M*=3.66, *SD*=.24) differs significantly from Group 6 (negative ethical stimulus) (*M*=2.33, *SD*=.24).

In addition, on the variable that indicates the belief that the company is not only concerned about the profit, Group 5 (positive ethical stimulus) (*M*=4.11, *SD*=.31) displays a statistically significant difference when compared to both Group 6 (negative ethical stimulus) (*M*=2.22, *SD*=.31).

Finally, on the variable that indicates whether the participants have respect for the company, and the variable that indicates the belief that the company has a fair attitude towards competitors, the two legal CSR practices do not lead to statistically significant differences between another. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

These findings show that when compared, the two ethical CSR practices lead to different perceptions of the company's responsibility on seven of the nine variables. On all the variables that displayed statistically significant differences, in comparison to the negative ethical stimulus, the positive ethical stimulus lead to a higher score on the variables that indicate the perceived responsibility of the company.

4.4.2 Effects on Perceived Performance Explanatory Items

A one-way between-groups multivariate analysis of variance was performed to investigate the effect of the six stimuli on the perceived performance of the company. Four dependent variables were used: the business risk for the company is modest compared to its competitors, the company is economically stable, the company is successful in attracting high quality employees, the company is well managed. The independent variable was the sample group in which the participants were divided. Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of variance-covariance matrices, and multicolinearity, with no serious violations noted. There was a statistically significant difference between the sample groups on the combined dependent variables: $F(20, 216)=2.50$, $p=.00$; Pillai's Trace=.75; partial eta squared =.19.

When the results for the dependent variables were considered separately, all variables with the exception of the company being successful at attracting high quality employees displayed statistical significance using a Bonferroni adjusted alpha level of .013.

This finding shows that in general, the stimuli have had a statistically significant effect on perceived performance of the company. However, looking more closely at the individual variables, it can be found that the variable that indicates the belief that the company is successful at attracting high quality employees shows no statistically significant difference between the six sample groups. In the following subchapters, a closer examination will further explain exactly which sample groups differ from each other on which remaining variables.

4.4.2.1 Effect of Different Positive CSR Practices on Perceived Performance Explanatory Items

An inspection of the mean scores indicated that between the three sample groups stimulated with a positive CSR practice, Group 1 (positive economic stimulus) ($M=3.50$, $SD=.19$) differ significantly from Group 5 (positive ethical stimulus) ($M=2.10$, $SD=.21$) on the variable which indicates the belief the business risk of the company is modest compared to its competitors. Also, Group 1 (positive economic stimulus) ($M=4.08$, $SD=.20$) differs significantly from both Group 3 (positive legal stimulus) ($M=3.10$, $SD=.22$) and Group 5 (positive ethical stimulus) ($M=2.90$, $SD=.22$) on the variable that indicates the perceived economic stability of the company. Group 3 (positive legal stimulus) and Group 5 (positive ethical stimulus) do not display statistically significant differences on any of the variables between each other. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

These findings show that the sample group that received the positive CSR stimulus in the economic domain differs significantly from the sample group that received the positive stimulus in the legal domain on the variable that indicates the belief that the business risk of the company is modest compared to its competitors. On average, the economically positive stimulus lead to a score that is 1.40 points out of 5 higher compared to the sample group that received the legally positive stimulus. Secondly, the results also show that the economically positive CSR practice lead to a statistically significant difference on the variable that measures the perceived economic stability of the company. In this case, the effect of positive economic stimulus differs significantly from both the legally positive stimulus, as well as the positive ethical stimulus, with a higher mean score on the variable of .98 and 1.18 points out of five respectively.

4.4.2.2 Effect of Different Negative CSR Practices on Perceived Performance Explanatory Items

On the other hand, looking at the three sample groups stimulated with a negative CSR practice show no statistically significant differences between the groups on any of the variables that indicate the company's perceived performance. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B. This finding shows that all of the negative CSR practices have a similar effect on the variables that indicate the perceived performance of the company.

4.4.2.3 Effect of Economic CSR Practices on Perceived Performance Explanatory Items

Analysis of the sample groups contrasting between positive and negative stimuli shows that in the economic domain, Group 1 (positive economic stimulus) (*M*=4.08, *SD*=.20) and Group 2 (negative economic stimulus) (*M*=3.10, *SD*=.22) differ significantly on the variable that indicates the perceived economic stability of the company. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

This finding shows that the positive and the negative economic stimuli lead to significantly different values on the variable that indicates the perceived economic stability of the company. On average, the positive economic CSR practice lead to a value that is .98 points out of 5 higher than the score given by the sample group that received the economically negative CSR stimulus.

4.4.2.4 Effect of Legal CSR Practices on Perceived Performance Explanatory Items

Between the two sample groups stimulated with a legal stimulus, no statistically significant differences in perceived performance of the company were found. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B. This finding shows that the legal stimuli have no statistically significant different effect on the way the participants perceive the company's performance.

4.4.2.5 Effect of Ethical CSR Practices on Perceived Performance Explanatory Items

Meanwhile in the ethical domain, a statistically significant difference was found between Group 5 (positive ethical stimulus) (M=2.10, SD=.21) and Group 6 (negative ethical stimulus) (M=3.22, SD=.22) on the variable which indicates the belief the business risk of the company is modest compared to its competitors. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B.

This finding shows that the positive and negative stimuli lead to statistically different values for the variable that assesses the participants' perception of the business risk of the company. On average, the stimuli concerning a negative ethical CSR practice leads to a score that is 1.12 points out of five higher than the stimulus about a negative ethical CSR practice. This means that the positive ethical practice is deemed more of a business risk than the ethically negative CSR practice does.

4.4.3 Effects on Perceived Quality Explanatory Items

A one-way between-groups multivariate analysis of variance was performed to investigate the effect of the six stimuli on the perceived quality of the company. Three dependent variables were used: the company's products/services offer good value for money, the products/services offered by the company are of high quality, the services the company offers are good. The independent variable was the sample group in which the participants were divided. Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of variance-covariance matrices, and multicolinearity, with no serious violations noted. However, No statistically significant differences between the sample groups were found on the combined dependent variables: $F(15, 162)=1.14$, p=.33; Pillai's Trace=.29; partial eta squared =.10. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B. This finding shows that the six stimuli cause no statistical significant different effects on the way participants perceive the quality of the company.

4.4.4 Effects on Perceived Future Potential Explanatory Items

A one-way between-groups multivariate analysis of variance was performed to investigate the effect of the six stimuli on the perceived future potential of the company. Three dependent variables were used: the company has growth potential, the company has a clear vision about the future of the company, the company tends to be an innovator, rather than an imitator. The independent variable was the sample group in which the participants were divided. Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of variance-covariance matrices, and multicolinearity, with no serious violations noted. However, No statistically significant differences between the sample groups were found on the combined dependent variables: $F(15, 159)=1.22$, $p=.26$; Pillai's Trace=.31; partial eta squared =.10. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B. This finding shows that the six stimuli cause no statistical significant different effects on the way participants perceive the future potential of the company.

4.4.5 Effects on Attractiveness Explanatory Items

A one-way between-groups multivariate analysis of variance was performed to investigate the effect of the six stimuli on attractiveness of the company. Two dependent variables were used: participant can see himself/herself working at the company, and the belief the physical appearance of the company is likable. The independent variable was the sample group in which the participants were divided. Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of variance-covariance matrices, and multicolinearity, with no serious violations noted. However, No statistically significant differences between the sample groups were found on the combined dependent variables: $F(10, 108)=1.71$, $p=.09$; Pillai's Trace=.27; partial eta squared =.14. An overview of all relevant results of the one-way between-groups multivariate analyses of variance can be found in Table 4 in Appendix B. This finding shows that the six stimuli cause no statistical significant different effects on the way participants perceive the quality of the company.

5 Discussion

The main aim of this paper was to get a better understanding of the impact different types of CSR practices have on the corporate reputation. In this objective, these differences have been separated on two dimensions: firstly the research has looked at positive versus negative CSR practices, secondly the nature of the CSR practice has been divided into 3 domains as suggested by Carroll and Schwarz (2003), being economical, legal, and ethical. For corporate reputation, the concept has been operationalized into 3 segments, which are sympathy, perceived competence of the company, and a set of explanatory items, following the theoretical framework by Schwaiger (2004). Essentially, this research has focused on examining the differences between the groups by focusing on one dimension at a time. By combining the findings, this conclusion is designed to provide a more conclusive understanding of the relations of the three CSR practices with corporate reputation.

5.1 Discussion of Different CSR Domains

Firstly, the research answered *SQ1: Do economic, legal, and ethical CSR practices lead to differing effects on corporate reputation?* In answering this question, this research analysed and compared the post-test results of the three CSR domains using the Tukey HSD post hoc test, comparing the three positive sample groups first. Afterwards, the research compared the three negative sample groups. The analyses of the different CSR domains displayed statistically significant differences between groups, the implications of which will be discussed in the following two sections.

5.1.1 Discussion of the Positive CSR Practices

Concerning the positive stimuli in this research, the three domains do not appear to have a significantly different effect on the variables that define the corporate reputation. For the sympathy for the company, as well as the perceived competence, it does not seem to matter whether the information received about the company's good CSR conduct is about the economic, legal, or ethical practices. According to Schwaiger (2004), the sympathy for the company, and the perceived competence of the company, are the most essential elements of corporate reputation. The other 21 items measured in the research are explanatory items, which give a better insight to the reasons causing the rating in the sympathy and competence.

In these explanatory items, some differences were found. What this means at this point is that while the three positive CSR practices do not lead to statistically significant differences in sympathy and perceived competence, there are statistically significant differences in the motivation for these values. Comparing the economic, legal, and ethical positive CSR practices, between-group differences can be found on five explanatory variables: company behaves in a socially conscious way, company is concerned about the preservation of the environment, impression the company is forthright in giving information to the public, business risk modest compared to competitors, and company is economically stable. These variables that display these statistically significant differences between the three positive stimuli fall either within the responsibility component or in the performance component. When looking closer, it is especially interesting to see that in all of the occasions, the statistically significant difference is found between the economic positive stimulus, and either the legal positive stimulus, the ethical positive stimulus, or both. What is even more telling is that for the three differences found within the responsibility component, the economic stimulus differs significantly in the fact that the score is lower than that of the legal or ethical group. However, when looking at the performance component, it is still the case that the economic group shows the statistically significant differences, but here the difference is that the economic group scores higher values on the two items displaying statistically significant differences.

Concluding these differences, it is important to note that sympathy and perceived competence do not display statistically significant differences between the three positive groups. According to Schwaiger (2004), these two components are the direct measures of corporate reputation, including both the cognitive and emotional factors. The differences highlighted in the explanatory items indicate that while the three positive sample groups lead to similar evaluations of corporate reputation, the way in which the participants constructed the corporate reputation is different. Most notably, it is visible that the positive economic stimulus leads to a significantly different explanation of the corporate reputation. Namely, the economic sample group differs on the responsibility component and the performance component. These components indicate that when compared to the legal and ethical practices, the economic practice lead to a corporate reputation that is built more on the performance component, and less on the reputation component. Regarding the other components, the findings show no statistically significant differences between the three positive CSR practices, but this comparison does not indicate whether or not the positive stimuli did or did not have an influence on these components, just that the three positive stimuli have a relatively similar effect on these items.

While the economic stimulus has displayed statistically significant differences compared to the legal and ethical stimuli, the legal and ethical stimuli did not lead to statistically significant differences on any of the 27 items. This could be explained by the fact that that “very few activities can be considered purely legal as most activities that are considered legal are also considered ethical.” (Carroll & Schwartz, 2003, p. 515) This instance, this indicates that the legal and the ethical domain are difficult to separate from each other. Conceptually, the legal and the ethical domain are difficult to differentiate, causing similar results, but it could also be the case that the participants have difficulty in differentiating the legal domain from the ethical domain.

The noted change in direction of the difference between the responsibility component and the performance component shows another important aspect in which the economic group can be considered different from the legal and ethical groups. As mentioned before, on the majority of the variables, no statistically significant differences can be found between the effects of the three positive stimuli on corporate reputation. This finding could be an indication that CSR is a well-developed concept, as the operationalization, aiming for the broadest coverage and strongest differences between the domains, still lead to largely similar effects on corporate reputation. Furthermore, the differences show that the economical positive CSR practice leads to some higher scores on the variables within the performance component. This is an expected outcome, as the performance outcome has a strong connection to the economic performance of the company. On the other hand, looking at the responsibility component, the lower score of the economic group on the items that display statistically significant differences, either the legal group or the ethical group scores higher than the economic group on the concerning variables. However, this change in direction between stimuli must not be mistaken as a change in effect. These findings do not yet indicate that the economic stimulus has a negative effect on the responsibility component, just that the end result is lower when compared to the legal and ethical groups. The same is valid for the legal and ethical stimuli on the performance component. With mean scores very close to three, the economic stimulus still seems to indicate a neutral evaluation of the concerning responsibility items. The findings therefore seem to indicate that rather than focusing on the difference of the economic group against the other two groups, in the responsibility component the findings should be interpreted as the legal and ethical stimuli having a significantly stronger positive effect compared to the economic group.

The responsibility component therefore seems to measure a more narrow definition of corporate responsibility, one that looks to exclude economic responsibilities. The responsibility component in the findings should therefore not be confused with the definition of CSR used in the theoretical framework of this research.

5.1.2 Discussion of the Negative CSR Practices

Taking a look at the negative stimuli, 9 from the 27 variables showed statistically significant differences between the groups. Contrary to the findings of the positive stimuli, in this comparison, sympathy for the company did display a statistically significant difference. On one of the variables that indicate the sympathy for the company, the economic sample group scored higher than the ethical group. The variable that displayed the statistically significant difference between the groups is the variable that indicates the likability of the company. What this difference means is that the stimulus containing the negative CSR practice in the ethical domain lead to a significantly lower likability of the company compared to the group that received the stimulus containing the negative CSR practice in the economic domain. However, on the other two variables responsible for measuring sympathy, no statistically significant differences have been found between the three negative CSR practices.

This finding indicates that looking at the negative stimuli, the ethical stimulus leads to a statistically significant difference on sympathy. Comparing between the three negative groups, this means that the ethical stimulus leads to a significantly lower evaluation of the likability of the company. The other sympathy items do not display statistically significant differences between the three groups. Secondly, like the findings from comparing the positive stimuli, the comparison of the negative stimuli show no statistically significant differences on the variables measuring the perceived competence of the company. This means that the different CSR domains have no statistically significant effect on the perceived competence of a company.

In conclusion, for the measures that directly indicate the corporate reputation, the three negative stimuli do not lead to statistically significant differences in 5 out of 6 items. However, the negative ethical stimulus did lead to a significantly lower value on likability of the company. These findings immediately tell that the ethical stimulus has a slightly more severe negative effect on corporate reputation compared to the economic stimulus.

These differences between the economical and the ethical groups could be an indication that the explanation for the corporate reputation could be different, but as was found in the comparison of the positive groups, differences in the explanatory items can still be found, even when the groups do not differ significantly on sympathy and perceived competence. Consequently, Looking at the explanatory items of the corporate reputation, more differences between the three sample groups can be found. From the 21 explanatory items, eight items showed statistically significant differences between the three negative stimuli. However, an important finding is that all these items are part of the responsibility component. This means that the three negative CSR practices do not differ significantly in the way the performance, quality, future potential, and attractiveness are perceived. More specifically, this is an indication that the effect of negative CSR practices are not simply opposite of the effects positive CSR practices have on CSR. Furthermore, the finding that the three negative groups only differ on the responsibility component in the explanatory items is again an indication that the three CSR practices have a mostly similar effect on corporate reputation, supporting that CSR as operationalized in this research, is a clear concept in regards to the effects on corporate reputation.

Taking a closer look at the responsibility component, there is one variable that does not display statistically significant differences between the three negative groups. This variable indicates the perception that the company has a fair attitude towards competitors. On the eight remaining variables, statistically significant differences are found. Similar to the differences in the comparison between the positive groups, the statistically significant differences are found between the economic group, and either the legal group, the ethical group, or both. In all these cases, the economic group has a significantly larger value than either the legal group or the ethical group. These findings show that compared to the negative economic CSR practice, the negative legal CSR practice, and the negative ethical CSR practice lead to a lower evaluation of the company’s responsibility. These findings are further proof that the responsibility component measures a narrow definition of responsibility that mostly excludes economic responsibility. When returning to the performance component however, it is interesting to see that contrary to the findings in the analysis of the positive stimuli, the negative stimuli do not seem to support the previous suggestion that the variables in the performance component are related to the economic domain.

Looking at the combined findings of the two analyses, it can be seen that there are not much differences between the three domains of CSR. What this means for the definition of CSR is that economic, legal, and ethical responsibilities are similar in their effect on corporate reputation being measured as a composite of sympathy and perceived competence. On the other hand, a number of statistically significant differences were found regarding the economic stimuli in the explanatory items. These differences show that different CSR practices can lead to a different construction of corporate reputation, even when the final corporate reputation is similar. What this also means is that all three domains are important responsibilities of a company. Some definitions of CSR exclude either economic or legal responsibilities (Davis, 1960; Chambers et al., 2003). However, these findings show that among consumers, the effect of economic responsibilities, as well as the legal responsibilities on the corporate reputation is comparable to those of ethical responsibilities on corporate reputation.

5.2 Discussion of Different CSR Domains

Besides looking at the differences between the different CSR domains, this research also focuses on the differences between the positive and negative exposure of CSR practices. Doing so, this research aims to answer *SQ2: How do positive and negative CSR practices influence corporate reputation?* In order to answer this question, this research compared the results from both the positive and negative stimuli within the three CSR domains using the Tukey HSD post hoc test. First, the findings of the comparison between the positive economic stimulus and the negative economic stimulus will be discussed, followed by the two legal sample groups, concluded with the two ethical sample groups.

5.2.1 Discussion of the Economic CSR Practices

The findings of the comparison between the positive and the negative stimuli in the economic CSR domain show almost no statistically significant difference between the two sample groups. From the 27 variables that define corporate reputation, only one variable displays statistically significant differences between the positive economic sample group and the negative economic sample group. This variable indicates the participants' belief the company is economically stable. On the other 26 out of 27 variables, the two stimuli do not appear to have significantly different effects on the corporate reputation. This seems to indicate that the economic sample groups gave more neutral values for the variables that indicate corporate reputation. It seems to indicate that the economic CSR of a company has little to no effect on the corporate reputation from a consumer perspective.

5.2.2 Discussion of the Legal CSR Practices

The analysis that compared the effects of the positive legal stimulus, and the negative legal stimulus on corporate reputation showed statistically significant differences between the two sample groups on 10 of the 27 variables. All of these 10 statistically significant differences show a higher value for the positive legal sample group when compared to the negative legal sample group. The findings show that the positive legal stimulus and the negative legal stimulus lead to a statistically significant difference on sympathy for the company. The other seven statistically significant differences between the two legal groups are found in the responsibility component. These findings indicate that the two legal stimuli have a statistically significant difference in the perceived responsibility of the company. The findings also show that the two legal stimuli do not lead to statistically significant differences in the other variables. This means that in comparison, the two stimuli do not lead to a differing evaluation of the company's competence, performance, quality, future potential, and attractiveness.

5.2.3 Discussion of the Ethical CSR Practices

From the 27 variables measuring corporate reputation, 11 of the variables display statistically significant differences when comparing the sample group that received the ethically positive CSR stimulus, to the sample group that received the ethically negative CSR stimulus. These statistically significant differences show that the positive stimulus lead to a significantly higher level of sympathy for the company, displaying statistically significant differences between the two sample groups on all three variables designed to measure sympathy. Looking at the responsibility component of the explanatory items of the corporate reputation, seven of nine variables display statistically significant differences between the sample group that received the positive ethical stimulus and the negative ethical stimulus. These seven differences show that the positive ethical stimulus lead to a better perceived responsibility of the company when compared to the effect of the negative ethical stimulus. The last statistically significant difference is found in the performance component.

On the variable that indicates the perceived business risk compared to competitors, the two ethical sample groups show a statistically significant difference in means. However, on this variable the sample group that received the negative ethical stimulus scores higher than the sample group that received the positive ethical stimulus. This finding shows that the participants believed that the positive ethical CSR practice lead to a business risk, that is greater than the business risk assessed by the sample group that was stimulated with the negative ethical CSR practice. This finding contradicts the general theories claiming that good CSR practices improve the corporate reputation. This finding shows that the effect of a good CSR practice on corporate reputation is not linear. It is true that there are a considerate number of other variables that do show an improved corporate reputation following the positive ethical stimulus, when compared to the negative ethical stimulus. This controversial finding is not reason to reject the belief that good CSR practices have a positive effect on corporate reputation. Rather, this individual finding is an indication that a closer evaluation of the effects of CSR practices on corporate reputation is necessary. While on a macro level good CSR practices lead to an improved corporate reputation, there might still be conflict present on a micro level, with the possibility of increasing over increased exposure.

Looking back at the analyses of the three domains, the results of the comparisons within the domains can give some more information. Regarding sympathy, the legal, as well as the ethical domains display statistically significant differences when comparing the positive against the negative stimuli. This means that the legal and the ethical domains do have a significant effect on sympathy for the company. Looking at competence, these differences can not be found though. This means that not only are there no differences between the three domains, the absence of statistically significant differences between the positive and negative groups within all three CSR domains seems to indicate that in this experiment, CSR practices have no influence on the perceived competence of the company.

The same can be found in the explanatory items. The comparison across the three CSR domains only found statistically significant differences in the responsibility and performance components. Also when comparing the positive against the negative stimuli within the three CSR domains, the only statistically significant differences found exhibit themselves within the responsibility and performance domains. These findings indicate that the CSR practices in this experiment have no influence on the quality, future potential, and attractiveness components. These findings show that the effect of CSR practices on corporate reputation is quite limited, and only affects a small part of corporate reputation. Managers can therefore not rely solely on CSR for managing the entire corporate reputation.

5.3 Limitations

This research has been designed with the intent of an exploratory investigation of the effects positive and negative CSR practices have on corporate reputation. In doing so, the findings have only scratched the surface, leaving a number of limitations still open for further investigation.

The experimental and exploratory nature of this article has left some shortcomings in favour of neutrality. A first limitation concerning the translation of the findings to a real situation is the choice of the case study. This experiment used a fictional company, combined with minimal information. The six stimuli are the first contact of the participant with the company. In this way, the experiment measures the effect of the six CSR practices on the consumers' construction of a corporate reputation, rather than the influence on an existing corporate reputation. This choice also leads to a limitation of frequency. As mentioned earlier regarding the finding where the positive ethical CSR practice might have a negative effect on corporate reputation, effects of repeated exposure are unknown. As this research only examined the effect on how the construction of corporate reputation is affected by a single CSR stimulus, it is not possible to tell whether repeated exposure to CSR practices lead to amplified or moderated effects. Furthermore, the choice of exposing participants to only one CSR practice still leaves the question how different CSR practices together affect corporate reputation.

The scale of this experiment design provides a limitation to interpreting the results of this research. Consisting of 60 useful responses spread over six sample groups, the chance of finding statistically significant results was decreased. Furthermore, the generalizability of the sample is reduced.

The final number of 60 usable responses from the 110 recorded participants indicates a very high dropout rate of 45.5 per cent. This dropout rate could be attributed to the difficulty for the participant to evaluate the fictional company. The experiment was designed with halo and horns effect in mind, assuming that the participants would be capable and willing to evaluate a company on attributes on which no relevant information was provided. The choice to use a fictional company for the experiment further complicated this evaluation, as participants are not able to use their existing knowledge on the company in order to evaluate the company on the variables on for which no information is provided.

While halo and horns effect have been identified as important theories in the setup of this research, the fluidity and interrelation between some of the important concepts make halo and horns effect difficult to measure quantitatively. Instead, halo and horns effect are considered moderating processes, qualitatively observed in the discussion of the results. As already highlighted in the theoretical framework, these qualitative divisions of CSR domains are subject to interpretation. This same restriction goes for the construction of the stimuli.

The stimuli in this research have been designed with the aim to provide a neutral description of the company, and describe a CSR practice that is relevant only to one domain. Again, the positioning of these CSR practices in the three CSR domains is open to interpretation.

Besides the CSR practices that are difficult to categorize into the CSR domains, due to time constraints, this research is also limited by the fact that only one CSR practice for each domain is used. These CSR practices might not offer the best representation for the range of varying CSR practices that fit the domains. Furthermore, the effectiveness and quality of the CSR practices are difficult to keep consistent across the different domains. The differences between groups should therefore be interpreted as differences between the CSR practices, as generalization to the broader CSR domains leads to issues of validity.

This research aimed to provide insights into the way CSR practices can have different effects on corporate reputation. In order to manage the scale of the experiment, the decision was made not to include a control group. The exclusion of a control group disables the ability to compare the effect of the CSR practices against no CSR practice. For corporations, the results in this research might be a bit difficult to implement, as the conclusions are all based on comparisons between the stimuli.

However, companies would be more interested to know the effect of a positive CSR practice on corporate reputation, as opposed to not developing a practice, as the decision between a positive and a negative CSR practice is unlikely to be raised in such a simple manner. However, the comparisons made in this study have lead to interesting findings that give reason to dive deeper into the effects CSR practices have on corporate reputation.

5.5 Further Research

As mentioned, this research has only scratched the surface of discovering the more intricate relations between different CSR practices and the corporate reputation, with a number of limitations and shortcomings still open for further investigation.

Further exploring the shortcomings and limitations of this research could be conducted by expanding the scale. The scale of the research has been quite moderate. Expanding the research by comparison to a neutral control group could provide more useful findings for companies looking to develop CSR practices and CSR communication in order to improve their corporate reputation. Another step to advancing this research would be to use more CSR practices within the same domain. A research more focused on only one or two of the three domains, and limiting the scope to only positive or negative CSR practices could provide the opportunity to delve deeper into the complex relations between CSR and corporate reputation.

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Appendix A

Full Texts of the Stimuli

Introduction Paragraph ReadCo (All Groups)
The following paragraph is the first paragraph, seen by all sample groups:

ReadCo is a European company that owns and operates stores around Europe selling media such as books, music, and video, and also operates an international online store. Recently, it has started producing and selling a range of tablets and e-readers to provide a sales platform for e-books and other media. The company has 4,000 employees, which are all based in European countries.

Positive Economic Stimulus (Group 1)
Last week, the company launched it's highly successful IPO, during which the value of the shares increased by over 70 percent, rising the company's value to $20 billion. With this, the company has created one of the most successful IPO's in the industry, showing that investors have trust in the future of the company.

Negative Economic Stimulus (Group 2)
The company has recently rejected an all-cash acquisition offer of $15 billion from a larger online competitor. This rejection sent a shock through the industry, as this investment would mean a big boost for the company, which is enduring a poor fiscal year, as the company has seen the sale of products in the stores go down, and the recent line of tablets has not been as successful as anticipated.

Positive Legal Stimulus (Group 3)
A recently published research on online privacy has praised the company for properly following the rules and guidelines concerning the use of cookies on websites. The study showed that from the 100 largest companies in Europe, only 20 follow the guidelines concerning tracking cookies correctly, while many tread the grey area, merely meeting the legal requirements, making use of a loophole, avoiding full disclosure to web users.

Negative Legal Stimulus (Group 4)
In a recent ruling, the company was found guilty of violating the Robinson-Patman Act by using browser cookies to increase prices for returning customers. A customer discovered after seeing the same product offered at a lower price after deleting cookies which identified him as a returning customer. As a consequence of the ruling, the company now has to compensate all customers who have paid the higher price as a consequence of the practice.

Positive Ethical Stimulus (Group 5)
The company has introduced an industry leading recycling program for its tablets. The company offers a gift card worth 15 percent of the original purchase value of the item when sent in for recycling. With this program, the company aims to reduce the environmental impact of its products on the environment.

Negative Ethical Stimulus (Group 6)

An environmental organization recently called out the company for producing and selling products considered unfriendly to the environment. Some of the most successful products from the company contain vinyl (PVC) plastic, as well as other hazardous materials. After initial contact by the environmental organization in 2011, the company has still refused to phase out the toxic chemicals in their products, while other big competitors have already taken steps to remove the concerning materials from all their products.

Appendix B

Table 1: Correlation Matrix (Part 1)

	Exp7	Exp8	Exp9	Exp 10	Exp 11	Exp 12	Exp 13	Exp 14	Exp 15	Exp 16	Exp 17
Exp7: I believe the products/services offered by ReadCo are of high quality	1.000										
Exp8: I think that ReadCo's products/services offer good value for money	.311	1.000									
Exp9: I believe the services ReadCo offers are good	.322	.589	1.000								
Exp10: I believe Customer concerns are held in high regards at ReadCo	.382	.375	.504	1.000							
Exp11: ReadCo seems to be a reliable partner for customers	.241	.387	.404	.825	1.000						
Exp12: I have the impression that ReadCo is forthright in giving information to the public	.212	.327	.418	.643	.715	1.000					
Exp13: I regard ReadCo as a trustworthy company	.290	.385	.360	.709	.815	.760	1.000				
Exp14: I have a lot	.212	.202	.258	.487	.607	.578	.762	1.000			

of respect for ReadCo											
Exp15: I have the impression that ReadCo has a fair attitude towards competitors	.323	.271	.454	.454	.466	.505	.385	.456	1.000		
Exp16: In my opinion ReadCo tends to be an innovator, rather than an imitator	.070	.180	.317	.333	.382	.329	.369	.299	.296	1.000	
Exp17: In my opinion ReadCo is successful in attracting high-quality employees	.180	.244	.277	-.080	-.047	.121	.098	.238	.253	.114	1.000

Table 1: Correlation Matrix (Part 2)

	Exp 18	Exp 19	Exp 20	Exp 21	Exp 22	Exp 23	Exp 24	Exp 25	Exp 26	Exp 27
Exp18: I could see myself working at ReadCo	1.000	.309	.268	.048	-.094	.333	.161	.230	.335	.223
Exp19: I believe the physical appearance of ReadCo is likable (company buildings)		1.000	.089	.008	-.108	-.003	.009	.059	.111	.147
Exp20: I believe ReadCo is a very well managed company			1.000	.419	.126	.326	.339	.220	.277	.124
Exp21: I believe ReadCo is an economically stable				1.000	.465	.289	.151	-.208	-.145	-.221

	company										
	Exp22: I assess the business risk for ReadCo as modest compared to its competitors					1.000	-.047	-.190	-.286	-.097	-.277
	Exp23: I think that ReadCo has growth potential						1.000	.578	.204	.248	.274
	Exp24: I think that ReadCo has a clear vision about the future of the company							1.000	.234	.303	.365
	Exp25: I have the feeling that ReadCo is not only concerned about the profit								1.000	.685	.638
	Exp26: I believe ReadCo behaves in a socially conscious way									1.000	.814
	Exp27: I think that ReadCo is concerned about the preservation of the environment										1.000

Table 2: Eigenvalues

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.341	34.959	34.959	7.341	34.959	34.959
2	2.810	13.379	48.339	2.810	13.379	48.339
3	1.540	7.331	55.670	1.540	7.331	55.670
4	1.404	6.683	62.354	1.404	6.683	62.354
5	1.164	5.544	67.897	1.164	5.544	67.897
6	.953	4.540	72.438			
7	.868	4.135	76.573			
8	.804	3.830	80.402			
9	.690	3.287	83.689			
10	.601	2.862	86.551			
11	.515	2.453	89.005			
12	.433	2.061	91.065			
13	.353	1.683	92.748			
14	.320	1.525	94.273			
15	.304	1.448	95.721			
16	.251	1.197	96.918			
17	.208	.991	97.909			
18	.169	.806	98.715			
19	.105	.500	99.216			
20	.086	.412	99.627			
21	.078	.373	100.000			

Extraction Method: Principal Component Analysis.

Figure 1: Screeplot

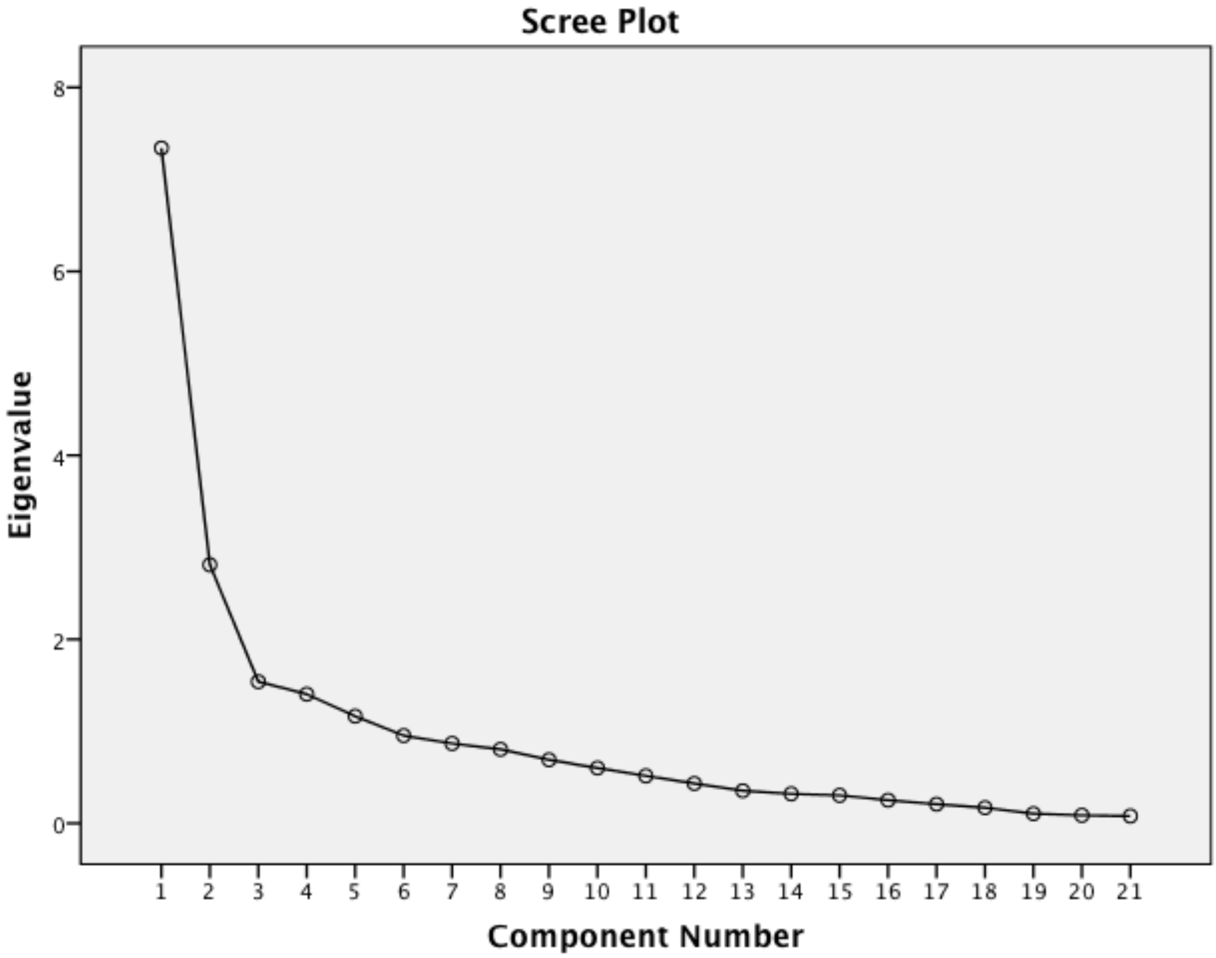

Table 3: Varimax Rotation

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
I believe ReadCo behaves in a socially conscious way	**.922**	-.035	.000	.085	.080
I regard ReadCo as a trustworthy company	**.829**	.145	.209	.182	.196
ReadCo seems to be a reliable partner for customers	**.819**	-.014	.275	.204	-.012
I believe Customer concerns are held in high regards at ReadCo	**.774**	-.103	.415	.095	-.015
I think that ReadCo is concerned about the preservation of the environment	**.765**	-.271	-.065	.257	.007
I have the impression that ReadCo is forthright in giving information to the public	**.762**	.105	.218	.133	.110
I have a lot of respect for ReadCo	**.707**	.321	.072	.073	.259
I have the feeling that ReadCo is not only concerned about the profit	**.704**	-.257	.090	.067	-.015
I have the impression that ReadCo has a fair attitude towards competitors	**.391**	.256	.323	.348	.057
I assess the business risk for ReadCo as modest compared to its competitors	-.064	**.816**	-.118	-.171	-.212
I believe ReadCo is an economically stable company	-.168	**.703**	.250	.296	-.003
In my opinion ReadCo is successful in attracting high-quality employees	-.019	**.701**	.183	.066	.125
I believe ReadCo is a very well managed company	.281	**.434**	.386	.234	.235
I think that ReadCo's products/services offer good value for money	.212	.095	**.751**	.169	-.132
I believe the products/services offered by ReadCo are of high quality	.089	.068	**.661**	.060	.374
I believe the services ReadCo offers are good	.322	.289	**.637**	.210	-.337
I think that ReadCo has growth potential	.205	.168	.135	**.835**	.081
I think that ReadCo has a clear vision about the future of the company	.220	-.130	.307	**.756**	.046
In my opinion ReadCo tends to be an innovator, rather than an imitator	.442	.336	-.142	**.465**	-.238
I could see myself working at ReadCo	.315	.118	-.171	.256	**.722**
I believe the physical appearance of ReadCo is likable (company buildings)	.029	-.073	.084	-.075	**.713**

Table 4: Results MANOVA's Explanatory Variables

		Positive Stimuli	Negative Stimuli	Economic Stimuli	Legal Stimuli	Ethical Stimuli
Sympathy	**Can identify with company**				Positive (*M*=3.67, *SD*=.87) > Negative (*M*=2.00, *SD*=.71)	Positive (*M*=3.30, *SD*=.95) > Negative (*M*=2.00, *SD*=.50)
	Regret if the company would not exist				Positive (*M*=3.33, *SD*=.87) > Negative (*M*=1.89, *SD*=.60)	Positive (*M*=3.10, *SD*=.88) > Negative (*M*=2.00, *SD*=.70)
	Likeable company		Economic (*M*=3.60, *SD*=.52) > Ethical (*M*=1.89, *SD*=.78)		Positive (*M*=3.67, *SD*=.50) > Negative *M*=1.89, *SD*=.78)	Positive (*M*=4.00, *SD*=.47) > Negative (*M*=2.00, *SD*=1.00)
Competence	**top competitor in its market**					
	Company recognized world-wide					
	Company performs at a premium level					
Explanatory: Responsibility	**Company behaves in a socially conscious way**	Economic (*M*=3.00, *SD*=.23) < Ethical (*M*=4.11, *SD*=.26)	Economic (*M*=3.20, *SD*=.25) > Legal (*M*=2.00, *SD*=.26) Economic (*M*=3.20, *SD*=.25) > Ethical (*M*=1.66, *SD*=.26)		Positive (*M*=3.78, *SD*=.26) >Negative (*M*=2.00, *SD*=.26)	Positive (*M*=4.11, *SD*=.26) > Negative (*M*=1.66, *SD*=.26)
	Company is regarded as trustworthy		Economic (*M*=3.40, *SD*=.22) > Legal (*M*=1.89, *SD*=.23)		Positive (*M*=4.00, *SD*=.23) >Negative (*M*=1.88, *SD*=.23)	Positive (*M*=3.77, *SD*=.23) > Negative (*M*=2.55, *SD*=.23)
	Company seems a reliable partner for customers		Economic (*M*=3.30, *SD*=.22) > Legal (*M*=1.77, *SD*=.23)		Positive (*M*=4.22, *SD*=.23) >Negative (*M*=1.77, *SD*=.23)	Positive (*M*=4.00, *SD*=.23) > Negative (*M*=2.55, *SD*=.23)

	Customer concerns are held in high regards		Economic (*M*=3.30, *SD*=.25) > Legal (*M*=1.67, *SD*=.26)		Positive (*M*=3.78, *SD*=.26)>Negative (*M*=1.66, *SD*=.26)	Positive (*M*=4.00, *SD*=.26) > Negative (*M*=2.67, *SD*=.26)
	Company is concerned about the preservation of the environment	Economic (*M*=2.92, *SD*=.20) < Ethical (*M*=4.33, *SD*=.23)	Economic (*M*=3.10, SD=.22)> Ethical (*M*=1.66, SD=.23)			Positive (*M*=4.33, SD=.23) > Negative (*M*=1.66, SD=.23)
	Impression the company is forthright in giving information to the public	Economic (*M*=3.25, *SD*=.21) < Legal (*M*=4.33, *SD*=.24)	Economic (*M*=3.30, *SD*=.23)> Legal (*M*=1.78, *SD*=.24)		Positive (*M*t=4.33, *SD*=.24) >Negative (*M*=1.77, *SD*=.24)	Positive (*M*=3.66, *SD*=.24) > Negative (*M*=2.33, *SD*=.24)
	Participants have a lot of respect for the company		Economic (*M*=3.40, SD=.28) > Ethical(*M*=2.11, SD=.29)		Positive (*M*=3.77, *SD*=.29) >Negative (*M*=2.22, *SD*=.29)	
	The company is not only concerned about the profit		Economic (*M*=3.70, *SD*=.29) > Legal (*M*=2.11, *SD*=.31) Economic (*M*=3.70, *SD*=.29) > Ethical (*M*=2.22, *SD*=.31)		Positive (*M*=3.55, *SD*=.31) >Negative (*M*=2.11, *SD*=.31)	Positive (*M*=4.11, *SD*=.31) > Negative (*M*=2.22, *SD*=.31)
	The company has a fair attitude towards competitors					
Explanatory: Performance	**Business risk modest compared to competitors**	Economic (*M*=3.50, *SD*=.19) > Ethical (*M*=2.10, *SD*=.21)				Positive (*M*=2.10, *SD*=.21) < Negative (*M*=3.22, *SD*=.22)
	Company is economically stable	Economic (*M*=4.08, *SD*=.20) > Legal (*M*=3.10, *SD*=.22)		Positive (*M*=4.08, *SD*=.20) > Negative (*M*=3.10, *SD*=.22)		

		Economic (*M*=4.08, *SD*=.20) > Ethical (*M*=2.90, *SD*=.22)				
	Company is successful in attracting high-quality employees					
	Company is very well managed					
Explanatory: Quality	**Company's products/ services offer good value for money**					
	The products/ services offered by the company are of high quality					
	The services the company offers are good					
Explanatory: Future Potential	**The company has growth potential**					
	The company has a clear vision about its future					
	The company tends to be an innovator, rather than an imitator					
Explanatory: Attractiveness	**Participant can see himself/ herself working at the company**					
	Physical appearance of the company is liked					