THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITY (CSR) ON COMPANY IMAGE: ST. GEORGE BREWERY

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School Of Graduate Studies

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ST. MARY'S UNIVERSITY
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ABSTRACT

The purpose of this study was to examine the effect of corporate social responsibility (CSR) on the image of St. George Beer Factory in Addis Ababa, Ethiopia. The study employed a quantitative research design. The target population included employees, customers, and community members near the St. George Beer Factory. A sample size of 359 was determined using Yamene's formula for employee, Customer and local community using convenient sampling. Out of that 91.6% were filled and returned. Data was collected through a structured questionnaire and analyzed using descriptive statistics, correlation analysis, and multiple regression analysis. The major findings indicate that there is a significant positive relationship between the economic, legal, ethical, and philanthropic dimensions of CSR and the corporate image of St. George Beer Factory. The regression analysis revealed that the economic, ethical, and philanthropic dimensions of CSR had a significant positive effect on corporate image, also the legal dimension have a significant effect. In conclusion, this study provides empirical evidence that CSR initiatives can effectively enhance the corporate image of beer companies like St. George Beer Factory. The recommendations include: strengthening CSR programs, improving communication about CSR efforts, and aligning CSR initiatives with the company's core business and stakeholder needs to maximize the impact on corporate image

Key words: Corporate social responsibility (CSR), corporate image,

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Corporate Social Responsibility (CSR) has experienced a surge in importance within the business realm. It goes beyond merely meeting legal requirements to address broader social, environmental, and ethical issues. CSR encompasses a broad spectrum of voluntary activities that companies undertake to make positive contributions to society while concurrently enhancing their reputation and brand image. Areas of focus include charitable giving, sustainability practices, ethical sourcing, employee well-being, and community development.

Esteemed researchers like Porter and Kramer (2002) have highlighted the strategic significance of corporate philanthropy in strengthening brand equity and cultivating customer loyalty. Their work emphasizes how philanthropic endeavors aligned with a company's core business can lead to the creation of shared value. Similarly, findings from studies by Delmas and Burbano (2011) illustrate a favorable link between environmental performance and financial results. This suggests that companies prioritizing environmental sustainability can secure a competitive advantage and enhance overall financial performance.

Further investigations by Carter and Rogers (2008) have looked into the impact of ethical sourcing on a company's reputation, revealing that such practices can positively shape consumer attitudes and purchase decisions. Additionally, research by Turker (2009) has unveiled a positive correlation between CSR initiatives and employee commitment. Initiatives focusing on improving employee welfare can boost job satisfaction, elevate performance levels, and foster employee loyalty.

Lastly, the work of Morsing and Schultz (2006) has explored how CSR impacts stakeholder engagement. Their research shows that CSR activities can cultivate stakeholder trust and nurture long-term relationships. Collectively, these studies provide comprehensive insights into the

multifaceted nature of CSR. They serve as crucial references for further research, aiding in a better understanding of how CSR influences various aspects of business operations and society.

The phrase "corporate image" refers to people's general perceptions of a company (Aydin and Ozer, 2005). It is the mental image that customers have of a business (Souiden et al., 2006). The corporate image is the result of a process in which customers recall ideas, attitudes, and experiences from the firm's services, building a mental image of the organization (Aydin and Ozer, 2005). Baloglu and Brinberg (1997) define corporate image as ideas, thoughts, and impressions from a given attitude or perspective. According to Keller (1993), corporate image is the company's perspective. The corporate image represents the company's success and is formed in the consumer's mind (Keller).

Corporate social responsibility can improve the image of both the firm and the brand in society. A corporation that is committed to economic development, organizational ethics, employee and family aid, non-profit organization support, and satisfying societal needs has a much better image in society than other businesses (Pomering and Johnson, 2009). One aspect of corporate social responsibility is the application of moral principles. A company with a moral commitment to its customers and employees has a more good reputation in the community. Corporate social responsibility has the potential to improve a company's image while also increasing the effectiveness and efficiency of its activities (Arendt & Brettel, 2010).

The company's commitment to social responsibility will influence how customers evaluate the company's image (Pomering & Johnson, 2009). Vazifehdoust et al. (2014) explored how corporate social responsibility affects company image, customer happiness, and loyalty in the banking industry. They discovered a positive relationship between corporate social responsibility and perceived service quality and satisfaction. The findings reveal that bank customer satisfaction has a favorable impact on both behavioral and attitudinal loyalty. The findings also revealed that CSR efforts might have a favorable impact on the company's reputation. Because of society's growing awareness about environmental and ethical issues, it appears that today's consumers are looking for companies that adopt corporate social responsibility activities.

1.2 Background of the organization

The beer industry boasts a rich and dynamic past, having undergone substantial transformations over the years to emerge as a prominent player in the global market. This evolution has been primarily fueled by shifts in consumer preferences and the emergence of new trends that have shaped the industry landscape. Within Ethiopia, St. George stands out as a renowned beer brand with a strong presence in the market. Produced by the historic St. George Brewery, founded back 1922, St. George brewery become a part of BGI family in 1988 through privatization. Located in Mexico Square, Lidia sub-city at the heart of Addis Ababa. St George Brewery currently has the production capacity of 550,000 HL per annum, providing jobs for 956 permanent and 58 seasonal employees. (*https://bgiethiopia.com/about*)

St. George Beers hold a position of eminence as the most favored and widely consumed beer offerings in the country, reflecting the brewery's commitment to excellence and a legacy of brewing expertise. Delving into the history and evolution of the beer industry not only sheds light on its present status but also underscores the cultural and economic significance it holds within Ethiopia and beyond.

It's noteworthy that the journey of St. George Brewery and its flagship brand, St. George Beer, embodies a narrative of tradition, innovation, and resilience in the face of changing market dynamics and consumer preferences. By understanding the historical context and growth trajectory of the brewery and the broader beer industry, we gain valuable insights into the factors that have shaped its current stature and success in the market.

1.3 Statement of the Problem

The beer industry in Addis Ababa, Ethiopia, was highly competitive, with companies striving to differentiate themselves and gain a favorable corporate image. Corporate social responsibility (CSR) had emerged as a crucial aspect in shaping corporate image and enhancing stakeholder perceptions. However, there was a lack of comprehensive research examining the specific effect of CSR on the image of St. George Beer Factory in Addis Ababa, Ethiopia.

The problem at hand was twofold. Firstly, while St. George Beer Factory was one of the leading beverage producers in the country, there was limited understanding of the CSR practices it undertook along various dimensions. It was essential to assess the extent to which the company engaged in environmental sustainability, social responsibility, community engagement, and ethical business practices. This evaluation would provide insights into the existing CSR initiatives and identify areas for improvement.

The relationship between CSR dimensions and the corporate image of St. George Beer Factory remained unexplored. It was crucial to determine how each dimension of CSR, such as environmental sustainability, social responsibility, community engagement, and ethical business practices, influenced stakeholder perceptions, beliefs, and attitudes towards the company. Understanding this relationship would shed light on the effectiveness of the company's CSR initiatives in shaping its overall corporate image.

Additionally, it was vital to analyze the effect of CSR dimensions on the corporate image of St. George Beer Factory. By quantifying and analyzing the impact of each CSR dimension, it was possible to determine the extent to which they contributed to the company's reputation, trustworthiness, and overall image. This analysis would provide valuable insights into the specific CSR dimensions that had the most significant influence on the company's corporate image.

The research aimed to recommend strategies for improving CSR effectiveness in enhancing the corporate image of St. George Beer Factory. By addressing any identified gaps and aligning CSR efforts with stakeholder expectations, the company could strengthen its overall image and reputation.

1.4 Research Objective

1.4.1   General Objective
The general objective of the study is to examine the effect of corporate social responsibility on the image of St. George Beer Factory located in Addis Ababa, Ethiopia.

1.4.2 Specific objectives

The Specific objectives of this study are:

- ➢ To assess the CSR practices undertaken by St. George Beer Factory along key dimensions.
- ➢ To determine the relationship between CSR dimensions and corporate image.
- ➢ To analyse the effect of CSR dimensions on corporate image.
- ➢ To recommend strategies for improving CSR effectiveness in enhancing corporate image.

1.5 Significance of the Study

The importance of this study lies in the growing emphasis on corporate social responsibility (CSR) as a key factor in shaping company image within the St. George Beer Factory. With consumers increasingly prioritizing social and environmental responsibility, companies are under pressure to exhibit their dedication to ethical business practices. Understanding how CSR efforts influence company image is critical for beer companies to position themselves effectively in the market and cultivate strong relationships with stakeholders.

Despite the rising interest in CSR and its influence on company image, there remain substantial research gaps specific to the beer industry. This study aims to bridge these gaps by examining the effectiveness of CSR initiatives in shaping company image within the beer sector.

The research objectives are two-fold. Firstly, to evaluate the existing CSR practices adopted by beer companies and their impact on company image. This entails scrutinizing various CSR initiatives like sustainable brewing practices, community involvement, and philanthropy to gauge their efficacy in enhancing company image. Secondly, the study aims to pinpoint areas for enhancement in CSR practices within the beer industry. By identifying both strengths and weaknesses in current CSR initiatives, the research seeks to offer actionable recommendations for beer companies to elevate their CSR endeavors and further bolster their company image.

The study's outcomes will hold practical implications for the beer industry. It will furnish beer companies with insights into the most impactful CSR initiatives that can positively influence company image.

This will empower them to channel resources towards initiatives that align with their business objectives and resonate with consumers.

Moreover, the research will spotlight areas where beer companies can refine their CSR practices. By recognizing deficiencies and gaps, companies can proactively enhance their CSR activities and address any negative perceptions or critiques.

Lastly, the study will enrich the overall comprehension of CSR in the beer industry, providing valuable insights for industry practitioners, policymakers, and researchers. It will act as a foundational resource for future research endeavors, guiding the evolution of CSR practices within the beer sector.

Overall, the study's significance lies in its contribution to understanding how CSR impacts company image within the beer industry. Through addressing research voids and offering actionable implications, it will aid beer companies in fortifying their CSR initiatives and elevating their reputation and stakeholder relationships.

1.6 Scope of the Study

The study focuses on Addis Abeba's St. George Beer Factory. Its goal was to examine CSR practices and their impact on corporate image from the perspectives of employees, consumers, and community members.
The study's scope was limited to assessing the impact of CSR's four dimensions - economic, legal, ethical, and philanthropic on the company's image at the St. George Brewery. This study paved the way for future research in this sector by expanding on existing information.

1.7 Limitation of the Study

The research was limited to the St. George beer industry, and the outcomes may not have been generalizable to other sectors. The study relied on secondary sources like industry reports and academic literature, which may have had limitations in terms of accuracy and completeness of the data. Additionally, the study did not assess the financial implications of CSR initiatives but focused on their influence on the company's image.

1.8 Organization of the Research Report

The research report consists of five chapters with different sections and sub-sections which is structured as follows. Chapter one discusses introduction of the study that would give a brief overview of the background of the study. This chapter also discusses objectives, research hypotheses, scope, significance and delimitation and limitation of the study. In chapter two theoretical foundations of the study and empirical studies conducted on relevant studies are presented. Chapter three focuses on methodology of the study. It explains the research design, the target population, data collection method, measuring instruments, and data analysis techniques. Chapter four also provides the data analysis and presentation of the study. It mainly covers the analysis of outcomes and discussion of the research results. The last chapter as usual explains conclusion and recommendation based on interpretation of the research results with further research directions.

1.9 Definition of Key Terms

Corporate social responsibility (CSR)

It encompasses the idea that businesses should consider the social, environmental, and economic consequences of their operations and actively engage in activities that benefit society as a whole, beyond the narrow pursuit of profit maximization (Carroll, 1979; Dahlsrud, 2008).

Company image

Corporate image refers to the overall impression or perception that stakeholders (employees, customers, the community) have of a company based on their experiences, beliefs, feelings, and knowledge about the organization (Keller, 1993; Nguyen & Leblanc, 2001).

CHAPTER –TWO

REVIEW OF LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 The Concept of Corporate Social Responsibility

The concept of CSR refers to a business's commitment to contribute to economic development while working with employees, their families, the local community, and society to enhance quality of life in ways that benefit both the business and society (World Bank, as cited in Chung et al., 2015). CSR involves the responsibility of companies to minimize harmful effects, maximize positive impacts, and cultivate a positive image in society (Moon, 2002).

In the past, organizations primarily focused on maximizing profits and shareholder wealth, but CSR emphasizes the commitment of businesses to improve communities through their practices and resource contributions (Kotler & Lee, 2008). Research on CSR has presented both supportive and opposing views, with some arguing for its importance and others expressing skepticism (Carroll & Shabana, 2010).

The widely accepted definition of CSR by Carroll (1979, 1991) states that it encompasses economic, legal, ethical, and philanthropic expectations society has of organizations (Mohr, Webb, & Harris, 2001; Matten & Crane, 2005).

The concept of CSR was derived from the perception of social responsibility, where organizations consider their existence as an opportunity to contribute to the well-being of society and restructure their operations and behaviors to conform to the shared norms and values of society (Bowen, 1953; Carroll, 1979; Buchholz, 1991).

2.1.2 Early Theoretical Work of CSR

The notion of CSR emerged in 1953, following the release of Bowen's book "Social Responsibilities of Businessmen (Valour, 2005). Bowen is regarded as the first to define corporate social responsibility (CSR). Bowen states that "CSR is the obligation of the businessman to pursue those policies, to make those decisions, or to follow those lines of action, which are desirable in terms of the objectives and images of our society". In 1963, McGuire

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provided an explicit definition of CSR, stating that corporations have not only economic and legal obligations, but also responsibilities to society that extend beyond these. He emphasized the need for businesses to follow business ethics and corporate citizenship. Building on this, Sethi (1975) developed a three-tier model of corporate social performance, classifying corporate behavior into social obligation, social responsibility, and social responsiveness. Sethi emphasized the importance of moving beyond mere compliance to address societal expectations and develop the competence to effectively engage with stakeholders. In 1979, Carroll proposed a model of CSR containing four categories of responsibility in decreasing order of importance: economic, legal, ethical, and discretionary/philanthropic. Carroll suggested these four components should be portrayed as a pyramid, with economic responsibilities forming the base. Later, in 1991, Carroll presented his CSR model as a pyramid, suggesting the different types of obligations are in constant tension with one another. Pinney (2001) defined CSR as a set of management practices that enhance a company's ability to minimize the negative impacts of its operations on society while maximizing the positive impact. Lea (2002) further elaborated that CSR involves the integration of social and environmental concerns into business operations and dealings with stakeholders.

Finally, Matten and Moon (2008) characterized CSR as the articulation and communication of business responsibility for the social good, reflecting the social imperatives and consequences of business success. These models and definitions collectively contribute to a more comprehensive understanding of the theoretical underpinnings and multifaceted nature of corporate social responsibility.

2.1.3 Stakeholder Theory

The Stakeholder Theory, as developed by Freeman in 1984, integrates the concept of stakeholders into strategic management constructs. Freeman identified two distinct versions of the Stakeholder Theory:

The Expanded Version: In this version, the Stakeholder Theory defines stakeholders as all the groups that can affect or are affected by the decisions and actions of the company. This includes a wide range of entities such as shareholders, employees, customers, suppliers, governments, activist groups, communities, and even the environment. The focus of this expanded version is

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on recognizing the diverse range of stakeholders that the company needs to consider in its decision-making and strategic management.

The Narrow Version: The second version of the Stakeholder Theory presents a more restricted definition of stakeholders. In this narrower interpretation, stakeholders are only those groups or individuals that put something at risk (such as investments, jobs, or environmental impact) due to the company's activities, and who are necessary for the company's survival. Under this view, activist groups and the environment may not be considered legitimate stakeholders, as they are not directly essential for the company's operations.

The core premise of the Stakeholder Theory, regardless of the version, is that the decision-making and strategic management of the company should be directed towards addressing the interests and concerns of the diverse set of stakeholders, rather than solely focusing on the interests of shareholders or the company itself. The expanded version encourages a more holistic and inclusive consideration of stakeholder interests, while the narrow version concentrates the management's focus on the most critical stakeholders necessary for the company's survival and success. Both versions emphasize the importance of stakeholder engagement and management as a key aspect of strategic decision-making.

The figure below is trying to summarize business and stakeholders in a holistic approach.
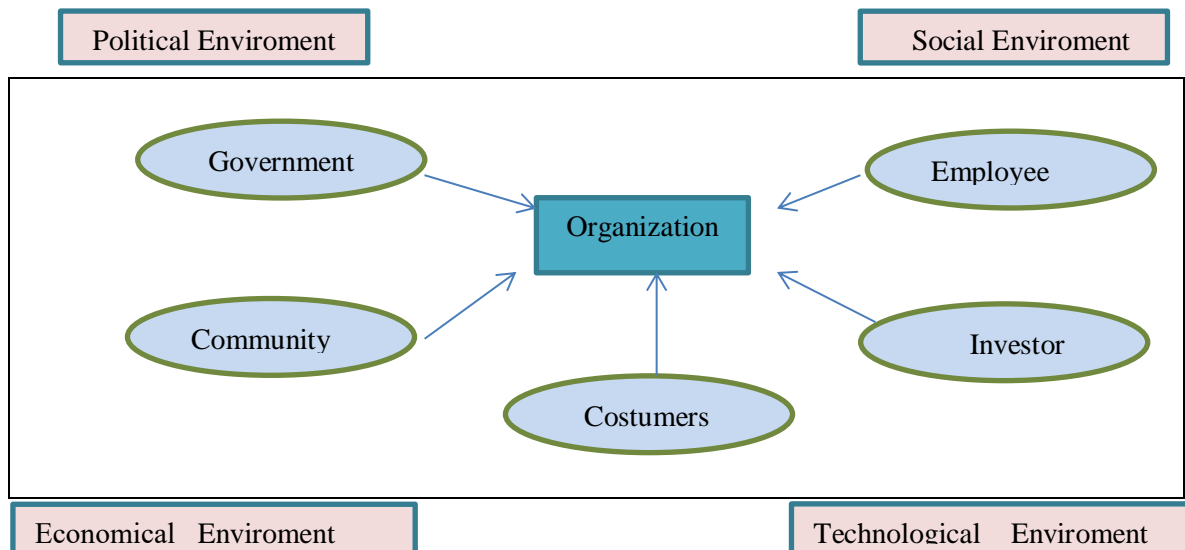
Figure 2.1 Primary and Secondary Stakeholders of CSR

Source: Kamara, Mohamed Victor (2018).

2.1.4 Social Identity Theory

Social Identity Theory proposes that people tend to define their self-concept based on their membership in various social groups and categories (Ashforth & Mael, 1998). This means that individuals derive a sense of their own identity and self-worth from the social groups they belong to. When applied to the organizational context, Social Identity Theory suggests that if employees perceive their organization as being socially responsible and having a favorable reputation in society, it can enhance the employees' self-concept and sense of belonging to that organization (Smith, 2001). The theory posits that when employees feel proud to be associated with a socially responsible company, it positively influences their work attitudes and behaviors. This is because employees' membership in this reputable organization becomes an important part of their social identity. Ashforth and Mael (1998) further elaborated that an employee's enhanced social identity, derived from being part of a socially responsible organization, will have a favorable impact on their work-related attitudes, such as job satisfaction, organizational commitment, and sense of belonging.

In essence, Social Identity Theory explains how employees' perceptions of their organization's corporate social responsibility activities can shape their self-concept and social identification with the company, which in turn, positively influences their work-related attitudes and behaviors. The theory highlights the importance of organizational reputation and social responsibility in fostering a stronger sense of belonging and pride among employees.

2.1.5 Institutional theory

According to Jones (1995), the Stakeholder Theory suggests that companies engaged in repeated transactions and interactions with their stakeholders are motivated to exhibit honest, trustworthy, and ethical behavior. This is because the returns and benefits to the company for maintaining such trustworthy relationships with stakeholders are high.

The theory posits that firms do not make decisions about corporate social responsibility (CSR) solely based on instrumental or self-interested reasons. Instead, these CSR-related decisions are framed within a broader social context that considers the interests and well-being of the various stakeholders.

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Jones further elaborates that the Stakeholder Theory can be applied to analyze a company's environmental and social responsibility initiatives. The theory suggests that firms are inclined to be more socially and environmentally responsible when they have ongoing, trust-based relationships with their stakeholders, such as employees, customers, suppliers, and local communities.

The key premise is that the development and maintenance of cooperative, trustworthy relationships with stakeholders incentivizes companies to make decisions that go beyond narrow, short-term profit maximization. Firms recognize the long-term benefits of being perceived as honest, ethical, and socially/environmentally responsible actors.

In summary, Jones' interpretation of the Stakeholder Theory highlights how companies' CSR-related choices are shaped by the need to cultivate and preserve trusting, cooperative relationships with their diverse stakeholders, rather than being solely driven by instrumental considerations. This perspective emphasizes the social and relational aspects of corporate decision-making.

2.1.6 The Triple Bottom Line Approach

A triple bottom line is a sort of corporate social responsibility that requires leaders to priorities bottom-line results while also considering social and environmental impact. Elkington (1997). Sustainability is to ensure that current actions do not hinder future economic, social, environment opportunities. Sustainability combines ethics and economics to ensure long term equilibrium.

Elkington (1997) defines balance as achieving economic, social, and environmental goal. The triple bottom line addresses three aspects of sustainability. Economic, environmental and social. Companies still struggle to define their sustainable accounting measures. It is quit impossible to discuss CSR without looking at the triple bottom line

Figure 2:2 Triple bottom lines

Source: Elkington, (1997)

2.1.7 Carroll's CSR Pyramid Model

Carroll's CSR Pyramid is one of the most renowned and frequently cited models of Corporate Social Responsibility (CSR). the four-part conceptualization of CSR posits that corporations have not only economic and legal obligations, but also ethical and discretionary (philanthropic) responsibilities toward their stakeholders (Carroll, 1979). The CSR pyramid describes how companies take responsibility and contribute to society by fulfilling these different types of responsibilities, which can be described as required economic and legal responsibilities, expected ethical responsibilities, and desired philanthropic responsibilities (Carroll & Shabana, 2010). Additionally, companies may have a responsibility to proactively address societal issues and challenges, even if they are not directly related to the company's operations, demonstrating a deeper commitment to sustainable and equitable development.

Economic Responsibility: The Foundation

According to Carroll's CSR Pyramid Model, economic responsibility forms the foundation of corporate social responsibility, emphasizing the fundamental role of businesses to be profitable and maximize shareholder returns. This dimension encompasses key aspects such as ensuring the business is financially viable and generating adequate returns on investments, optimizing operations to reduce costs and increase productivity, and contributing to economic growth by creating jobs, innovating, and generating wealth. Carroll (1991) explains that establishing profitability as the primary motivation for entrepreneurship is crucial, as businesses were

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originally created as economic entities to provide goods and services to customers. Maintaining a durable and competitive market position, achieving high operational efficiency, and consistently generating profits are essential for corporations to fulfill their economic responsibilities, which serve as the base for the other CSR components outlined in the pyramid model.

Legal Responsibility: Adhering to Laws

Building upon the foundational economic responsibilities, Carroll's CSR Pyramid Model outlines the next level of corporate obligations - legal responsibilities. This dimension asserts that businesses must comply with the laws and regulations set by society, including adhering to local, national, and international laws and regulations, engaging in fair trade practices, honoring legal contracts, and following industry-specific rules and standards. According to Carroll (1991), it is essential for corporations to perform consistently with the expectations of government and the law, adhering to various state, federal, and local principles. Fulfilling these legal responsibilities is crucial for a corporation to be considered an honest and successful organization, as it must provide goods and services that at least meet the minimal legal requirements. By addressing both economic and legal responsibilities, companies lay the groundwork for addressing the higher-level ethical and philanthropic dimensions of corporate social responsibility.

Ethical Responsibility: Doing What's Right

The third level of Carroll's CSR Pyramid Model is ethical responsibility, which goes beyond merely complying with laws and regulations. This dimension involves conducting business in a manner that is morally right and just, including upholding honesty and transparency in all dealings, ensuring equitable treatment of all stakeholders such as employees, customers, and suppliers, and adhering to societal norms and ethical standards even when they are not codified into law. According to Carroll (1991), it is essential for corporations to recognize and respect new ethical or moral norms assumed by society, and to prevent ethical standards from being compromised in the pursuit of corporate goals. A "good" corporation is defined as one that does what is expected morally and ethically, which is crucial, as corporate integrity and ethical behavior must go beyond simply following laws and regulations. By addressing this higher level of responsibility, companies demonstrate a commitment to doing what is right, not just what is legally required.

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Philanthropic Responsibility: Giving Back

At the pinnacle of Carroll's CSR Pyramid Model is philanthropic responsibility, which focuses on the business's voluntary activities aimed at improving the community and society. This includes charitable contributions through donating money, time, or resources to worthy causes, active engagement in community development projects and supporting local initiatives and promoting a culture of giving that enhances the quality of life in the communities where the business operates. According to Carroll (1991), it is essential for corporations to perform in a manner consistent with the philanthropic expectations of society, such as supporting the arts, education, and other community improvement efforts. Strategic philanthropists argue that while these voluntary activities may not generate direct economic returns, they can enhance the firm's long-term competitive position through intangible gains in reputation and employee loyalty. Overall, Carroll (1991) emphasizes that a socially responsible firm must strive to fulfill its economic, legal, ethical, and philanthropic responsibilities simultaneously to fulfill its total corporate social responsibility.

Figure 2.3 Caroll's Pyramid of CSR (1991)

Caroll's Pyramid of CSR represents the willingness of businesses to go beyond legal and ethical obligations and actively contribute to projects that enhance the quality of life in communities.

Philanthropic responsibilities are seen as a voluntary and positive contribution businesses make to society (Carroll, 1991).

2.1.8 Concept of Company Image

The concept of a company's image is an important aspect of corporate social responsibility and overall business strategy. A company's image refers to the public's perception and impression of the organization, including its reputation, brand identity, and the associations and emotions it evokes in stakeholders.   A strong, positive company image can provide several benefits:

- Reputation and brand equity: A favorable image helps build the company's reputation and brand equity, which can lead to increased trust, loyalty, and willingness from customers, investors, and other stakeholders to engage with the business.
- Competitive advantage: A strong, differentiated image can give the company a competitive edge in the market, making it more attractive to customers and potential partners.
- Employee attraction and retention: A positive company image can help attract top talent and retain valuable employees who want to be associated with a reputable organization.
- Crisis management: A well-established, positive image can help company weather reputational crises and manage potential damage to its brand.
- Pricing power: A strong, respected image can enable a company to command premium pricing for its products or services.

The concept of a company's image is a multifaceted and strategic construct that has been examined by various scholars from diverse fields. Marketing scholar Philip Kotler defines company image as "the set of beliefs, ideas, and impressions a person holds regarding an organization" (Kotler, 2000). This emphasizes the importance of managing a company's image through effective marketing and communication strategies. Public relations scholar Bernstein further elaborates, viewing company image as "the net result of the interaction of all experiences, impressions, beliefs, feelings, and knowledge that people have about a company" (Bernstein, 1984). He stresses the need to align a company's identity, communication, and behavior to create a cohesive and favorable image. Communication scholars Grunig and Hunt define company image as "the overall impression made on the minds of the public about an organization" (Grunig & Hunt, 1984), highlighting the role of communication, particularly through public relations

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efforts, in shaping and managing a company's image. Reputation management scholar Fombrun conceptualizes company image as "a perceptual representation of a company's past actions and future prospects that describe the firm's overall appeal to all its key constituents when compared to other leading rivals" (Fombrun, 1996), emphasizing the strategic importance of reputation management in building a strong company image. Finally, within the broader framework of corporate social responsibility (CSR), Carroll's CSR Pyramid Model suggests that a company's image is influenced by its ability to fulfill its economic, legal, ethical, and philanthropic responsibilities simultaneously (Carroll, 1991). Collectively, these perspectives illustrate the multifaceted nature of company image, which encompasses the perceptions, beliefs, and experiences of various stakeholders, and requires a strategic and integrated approach to effectively manage and cultivate a favorable organizational reputation.

2.2 Empirical Review

2.2.1 Corporate social responsibility Practice in Ethiopia

The concept of CSR is still relatively underdeveloped in the Ethiopian context, with a strong emphasis on the economic aspect of CSR often at the expense of other critical dimensions (Fentaye, 2018). The existing CSR practices in Ethiopia tend to be more focused on the economic responsibilities of businesses, while the legal and ethical responsibilities are often overlooked. This imbalance in the implementation of CSR is a common challenge faced by many African countries (Fentaye, 2018). To address this challenge and promote a more holistic and sustainable approach to CSR in Ethiopia, several key steps are required.

These include strengthening the legal infrastructure and improving governance, fostering a culture of ethical business practices, encouraging a balanced approach to CSR that addresses the economic, legal, ethical, and philanthropic responsibilities, providing incentives and recognition for comprehensive CSR practices, and enhancing stakeholder engagement and transparency (Woldie & Sinkonde, 2018; Gebremedhin, 2019). By taking these measures, Ethiopia can work towards reconciling the different components of CSR and aligning its economic development goals with the principles of ethical and responsible business conduct.

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2.2.2 Corporate social responsibility activity in ST. George

St. George Brewery, one of the leading beer producers in Ethiopia, has been actively engaged in various corporate social responsibility (CSR) initiatives in the country. As a major player in the Ethiopian business landscape, St. George Brewery has demonstrated a commitment to addressing social and environmental challenges through its CSR programs.

One of the prominent CSR activities of St. George Brewery is its support for community development projects. The brewery has partnered with local authorities and non-governmental organizations to invest in infrastructure development, such as the construction of schools, health clinics, and community centers, in underserved regions of Ethiopia (Desta, 2019). These projects aim to improve access to essential services and enhance the quality of life for the local communities.

Additionally, St. George Brewery has implemented environmental conservation initiatives as part of its CSR efforts. The brewery has launched programs to promote water conservation and waste management practices within its operations, as well as in the surrounding communities (Addis Standard, 2021). These initiatives not only contribute to the brewery's own sustainability but also promote environmental stewardship among its stakeholders.

Furthermore, St. George Brewery has been actively involved in supporting small-scale farmers and local suppliers. The brewery has established programs to provide agricultural training, access to financing, and market linkages for smallholder farmers who supply the brewery with raw materials (Desta, 2019). This approach helps to strengthen the local supply chain, improve the livelihoods of farmers, and foster sustainable development in the agricultural sector.

In recognition of its CSR efforts, St. George Brewery has received several awards and accolades, including the Corporate Social Responsibility Award from the Addis Ababa Chamber of Commerce and Sectoral Associations (AACCSA) in 2018 (Addis Fortune, 2018). This recognition underscores the brewery's commitment to addressing social and environmental challenges and its contribution to the overall development of the Ethiopian society.

2.2.3 Corporate Social Responsibility and Corporate Image

Corporate social responsibility (CSR) has become an important focus for companies today, with many engaging in CSR activities to enhance their corporate image and reputation (Veradajan & Menon, 2012; Bennet, 2010; Rhee & Haunschild, 2011; McKinsey, 2010). There is evidence that the primary motivation for companies to undertake CSR is not pure altruism, but rather a form of strategic self-interest (Moon, 2012; Menon & Menon, 2012; Gray, 2010; Darby, 2010; Reich, 2010).

By enhancing their public image and reputation through CSR, companies can gain advantages like increased visibility, improved relationships with stakeholders and the government, and potentially higher long-term organizational performance (Veradajan & Menon, 2012; Bennet, 2010; Khanifar, 2012; Barney, 2010; Porter & Kremer, 2013; Levine & Toffel, 2009).

Many scholars argue that CSR is used as a marketing and public relations tool by companies to portray a positive image and satisfy the demands of various stakeholder groups (Gray, 2010; Darby, 2010; Reich, 2010; Katsoulakos & Katsoulacos, 2012; Portney, 2012). Having a good corporate reputation can be seen as a "double-edged sword" though, as it also makes the company a target for activist scrutiny (Rhee & Haunschild, 2011). Nonetheless, the majority of research indicates that CSR does contribute positively to a company's image and reputation, which in turn can lead to benefits like attracting better employees, access to capital markets, and increased customer loyalty (Khanifar, 2012; Barney, 2010; Porter & Kremer, 2013; McKinsey, 2010). While CSR alone is not sufficient to create a positive image (Black, 2010), it is clear that it is an important component of corporate image management for many organizations today.

2.2.4 The Economic Dimension of CRS and Corporate Image

The economic dimension of CSR and its impact on corporate image is a well-researched area, with scholars highlighting the significant benefits and risks associated with this relationship. Barney (2010) and Porter and Kramer (2013) argue that firms use CSR initiatives to enhance their public image and gain economic advantages, such as increased customer loyalty, better employee recruitment, and improved access to capital markets. This suggests that the economic motivations behind CSR-driven image enhancement are substantial.

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On the other hand, Levine and Toffel (2009) contend that a poor social responsibility image can lead to investment funds selling off a company's shares, negatively impacting its financial performance, underscoring the economic risks of neglecting the CSR-image relationship. Katsoulakos and Katsoulacos (2012) and Portney (2012) further observe that organizations are increasingly mainstreaming CSR into their operations, driven by the economic value of a positive corporate image.

The economic dimension of CSR also highlights the responsibility of businesses to provide a return on investment to stakeholders, generate jobs, and produce goods and services for profit (Visser, 2008). Prior studies have found a positive impact of economic CSR determinants, such as fairness of price, quality of service or product, and operational efficiency, on customer satisfaction and corporate image (Akroush, 2012; Lu & Chau, 2012; Yuen & Chan, 2010). This underscores the economic imperative behind leveraging CSR to enhance corporate image and gain a competitive advantage.

2.2.5 Legal Dimension of CRS and Corporate Image

The legal dimension of corporate social responsibility (CSR) and its impact on corporate image has been examined by several scholars. Garriga and Melé (2004) argue that companies have a legal obligation to comply with laws and regulations, and that this legal compliance can contribute to a positive corporate image. Specifically, they suggest that firms that adhere to legal requirements and avoid illegal activities are more likely to be perceived as ethical and socially responsible by the public.

Similarly, Matten and Moon (2008) emphasize the importance of the legal framework in shaping CSR practices. They contend that in some countries, CSR is primarily driven by legal requirements, and companies that go beyond these legal mandates are more likely to be viewed as socially responsible. This indicates that the legal dimension of CSR can have a significant influence on a company's public perception and image.

Pivato, Misani, and Tencati (2008) expand on this idea, noting that a company's compliance with labor laws, environmental regulations, and other legal standards can serve as a signal of its commitment to social responsibility. They suggest that this legal compliance can lead to improved stakeholder trust and a more favorable corporate image. Zadek (2004) has observed

that companies that proactively engage in legal compliance and self-regulation are often perceived as more transparent and trustworthy, which can enhance their corporate image and reputation. This suggests that the legal dimension of CSR is a critical factor in shaping a company's public perception and overall image.

2.2.6 Ethical Dimension of CRS and Corporate Image

The ethical dimension of corporate social responsibility (CSR) has been described as the voluntary activities of firms that go beyond their legal responsibilities to promote and pursue social goals (Carroll & Shabana, 2010). These ethical responsibilities cover strategies for environmental sustainability, civil rights, and adhering to moral norms and values recognized in society (Carroll & Shabana, 2010). Scholars argue that while businesses obtain profits from the public, they have a responsibility to act in an ethical manner so that society can benefit from them (Tsoi, 2010). This ethical behavior can become a competitive advantage for the firm (Mahmood & Humphrey, 2013), enabling it to create a positive image in society and obtain greater profits (Bondy, Moon & Matten, 2012).

The majority of studies have revealed that ethical firm practices enhance the retention and satisfaction of customers (Hassan, 2013). This suggests that the ethical dimension of CSR can have a significant impact on a company's public perception and corporate image, as firms that are perceived as acting in an ethical manner are more likely to be viewed favorably by stakeholders, including customers.

2.2.7 Philanthropic Dimension of CRS and corporate Image

The philanthropic dimension of corporate social responsibility (CSR) encapsulates the voluntary actions and programs undertaken by businesses in response to societal demands to be a good corporate citizen (Carroll & Shabana, 2010). These philanthropic activities involve the firm's engagement in programs that contribute to human welfare and community development (Carroll & Shabana, 2010). Research has shown that such philanthropic CSR activities can have a positive impact on customer demands, resulting in greater customer satisfaction (Hassan, 2013). Firms that engage in voluntary, philanthropic initiatives are often perceived as socially responsible by the community and are more likely to be preferred by the public (Wood, 2010).

The literature suggests that a firm's charitable contributions and community development activities are positively related to customer satisfaction, which can ultimately lead to higher revenue growth and customer retention (Petrovits & Radhakrishnan, 2010). This indicates that the philanthropic dimension of CSR can be an effective way for companies to build a positive corporate image and reputation, as well as foster stronger relationships with their customers.

In summary, the philanthropic aspect of CSR, which involves voluntary programs and contributions that benefit the community, has been shown to enhance customer satisfaction and perceptions of social responsibility. This, in turn, can translate into improved financial performance and a more favorable corporate image for the firm.

2.3 Conceptual Framework

The conceptual framework for this research is developed by blending different theoretical perspectives on corporate social responsibility (CSR) to analyze its impact on the company image of the St. George beer factory. At the core of the conceptual framework is Carroll's (1991) CSR Pyramid Model, which serves as the primary approach to evaluating CSR dimensions. This model encompasses four key dimensions of CSR: economic, legal, ethical, and philanthropic responsibilities. The research will utilize this comprehensive framework to assess the various aspects of CSR undertaken by the St. George beer factory.

In addition to Carroll's model, the conceptual framework also incorporates the stakeholder approach to CSR. The stakeholder approach emphasizes the importance of considering the interests and expectations of a company's diverse stakeholders, including customers, employees, community members, and regulatory bodies, in shaping its CSR initiatives.

The central research question guiding this study is: Does the dimension of Corporate Social Responsibility have an effect on the company image in the case of the St. George beer factory? Additionally, the research aims to examine the extent to which the different CSR features impact the company's public perception and image.

By adopting this comprehensive conceptual framework, the study seeks to provide a deeper understanding of the relationship between CSR dimensions and the company image in the

manufacturing industry, specifically in the context of the St. George beer factory. The integration of multiple theoretical perspectives will enable a holistic analysis of the factors that shape the company's CSR initiatives and their subsequent influence on its public image and reputation.

2.3.1 Variables of the study

The variables of the study are defined as follows: The independent variables include the dimensions of corporate social responsibility (CSR) based on Carroll's (1991) CSR Pyramid Model - economic, legal, ethical, and philanthropic responsibilities. The dependent variable in the study is the company image of the St. George beer factory. The research aims to investigate the extent to which the CSR dimensions influence and shape the public perception and image of the company. By examining the relationship between the independent and dependent variables, the study seeks to provide insights into how the various aspects of CSR contribute to the formation and enhancement of the company's image and reputation.

Research Hypothesis

H1: There is a significant relationship between economic dimension of CSR and corporate image.

H2: There is a significant relationship between legal dimension of CSR and corporate image.

H3: There is a significant relationship between ethical dimension of CSR and corporate image.

H4: There is a significant relationship between philanthropic dimension of CSR and corporate image.

```
Independent Variable                          Dependent variable

  ( Economic )        [ H1 ]

  ( Legal )        [ H2 ]                        ( Corporate Image )

  ( Ethical )      [ H3 ]

  ( Philanthropic )     [ H4 ]
```
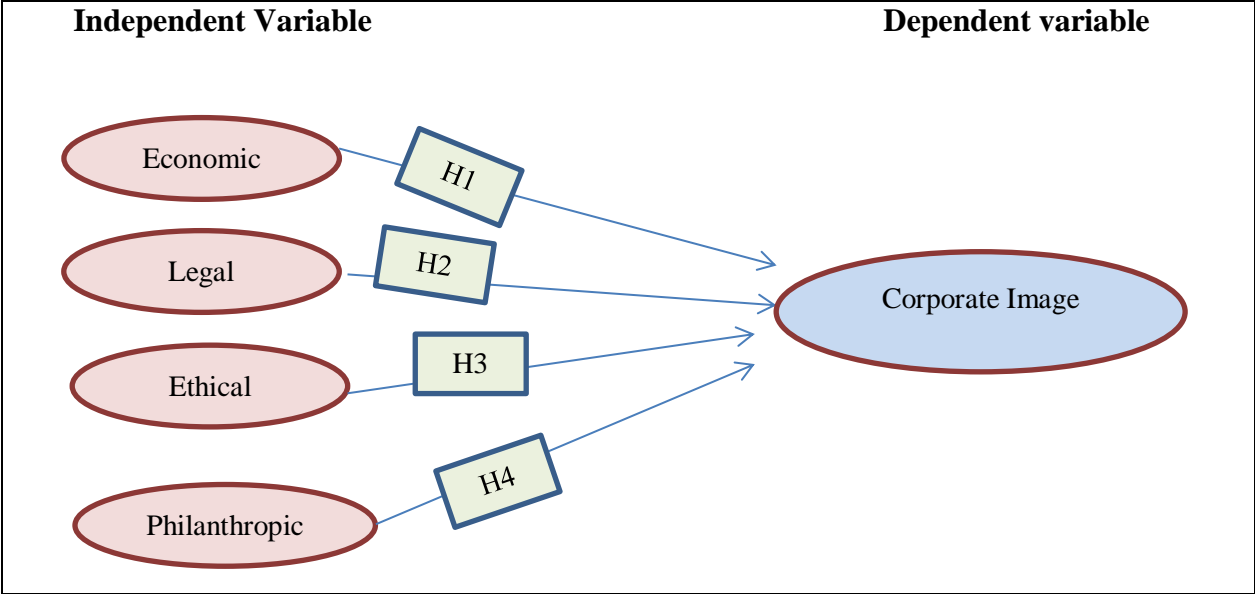
Figure 2.4 Conceptual Framework of the Study adopted from the pyramid of CSR Carroll (1991).

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology adopted for the study. It outlines the research design, population and sampling, data collection methods, instruments, quality measures and data analysis plan. The objective is to present a systematic process that was followed to achieve the research objectives and test the hypotheses.

3.2 Research Design &Research Approach

The study used a quantitative research approach to evaluate the causal relationship between corporate social responsibility (CSR) characteristics and the company image of the St. George Beer Factory in Addis Abeba (Ghauri and Kjell, 2005). The research strategy included descriptive and explanatory parts, offering extensive descriptions of the CSR dimensions and company image, as well as establishing the best predictors using an explanatory and deductive approach (Saunders et al., 2009). The study utilized a predominantly quantitative case study approach to explain how the dimensions of CSR affected the company image of the St. George Beer Factory (Saunders et al., 2009). This approach was chosen to give statistical evidence of the effect and allow for the generalization of findings to a larger population. The data was gathered using structured questionnaires distributed to customers, employees, and members of the local community and the quantitative data was analyzed to determine the magnitude of the effect and the strength of the relationship between the CSR dimensions and company image.

3.3 Population and unit of analysis

The target population for this study included all employees of St. George Beer Factory, customers and members of the local community around the factory. The total number of employees in the factory was 265. Out of these, 79 employees were directly participating in CSR activities of the organization, while 186 employees were indirectly participating. In addition, there were more than 1000 regular customers who purchase beer from different grocery above the age of (+21 years). For the purpose of this study and due to resource constraints, only 150 customers were selected through random sampling technique. Furthermore, there were about 200

members of the local community around the factory area. Out of this, a sample of 50 members was selected randomly for the study.

3.4 Sampling Techniques

To select the sample of employees, Yamane's formula for sample size determination was used. The formula is:

$n = N / (1 + Ne^2)$

Where:

n is the sample size

N is the population size

e is the level of precision (set at 0.05)

Using this formula for the employee population (N) of 265:

$n = 265 / (1 + 265(0.05)^2)$

$= 159$

This sample size of 159 was then proportionately allocated to the two employee strata as:

Directly involved employees (79):   79/265*159 =47

Indirectly involved employees (186): 186/265*159= 112

For customers (more than 1000) and local community (200), simple random sampling technique was used to select samples of 150 customers and 50 local community members respectively.

Table3.1 Summary of the sample size

No	Categories	Target Population	Sample Size	Remark
01	Directly involved employees	79	47	Stratified Sampling then simple random sampling
02	Indirectly involved employees	186	112	Stratified Sampling then simple random sampling
03	Customer	Different Grocery	150	Convenient Sampling
04	Local community	Local surrounding people	50	Convenient Sampling
	Total		**359**	

Source: own survey, 2024

To investigate the target population, which consisted of four categories, directly involved employees, indirectly involved employees, customers, and the local community. For the directly involved employees, a sample of 47 was selected through stratified sampling and simple random sampling from a total population of 79. Similarly, for the indirectly involved employees, a sample of 112 was selected using the same sampling technique from a total population of 186. The customer sample of 150 was drawn from different grocery stores using a convenient sampling method, while the local community sample of 50 was selected from the surrounding area using a convenient sampling approach. The total sample size for the study was 359 participants.

3.5 **Data Sources and Method of Data Collections**

Both primary and secondary sources of data were used. Primary data was collected using structured questionnaires administered to the samples of employees, customers and local community members. The questionnaires consisted of both open-ended and closed-ended questions focusing on gathering data about CSR activities, awareness and perception of CSR and

its effect on organizational image. Secondary data was collected through review of published materials like journals, reports, websites and other documents.

3.6 Data collection instrument

The main data collection instrument was a structured questionnaire developed based on the specific objectives and variables of the study. The questionnaire was designed in a 5-point Likert scale format to measure respondents' level of agreement or disagreement on the effect of CSR on organizational image. It was divided into three sections. Section one focused on background information of respondents, section two contained questions on awareness and perception of CSR activities and section three dealt with questions on organizational image.

3.7 Method of Analysis

The data analysis approach employed in this study involved a thorough profiling of the respondents, including demographic information, response rates, and addressing any missing data. This provided a comprehensive understanding of the sample characteristics.

Next, correlation and descriptive data analysis were performed, which included calculating descriptive statistics and checking the normality assumptions for multiple regression analysis. To further establish the reliability and validity of the variables, several methods were used. Finalized components were developed to represent the different dimensions of corporate social responsibility (CSR) by testing for correlations and conducting an exploratory factor analysis to identify the relevant components.

A principal component analysis with factor rotation was then used to determine the CSR components to be included in the regression analysis, with cross-loaded variables being removed. Finally, to examine the effect of CSR on corporate image, a multiple regression analysis was conducted, using the finalized CSR dimensions as independent variables and the corporate image component as the dependent variable. This allowed for the assessment of the percentage of variance in the dependent variable that could be explained by the independent variables.

The analysis also employed both descriptive and inferential statistics, including frequency counts, percentages, and the chi-square test to examine the relationships between variables.

Hypotheses were formulated and tested using a null and alternative hypothesis approach, applying appropriate statistical tests to determine whether to accept or reject the hypotheses.

By following this comprehensive data analysis approach, the reliability, validity, and rigor of the findings were ensured, providing a robust foundation for understanding the impact of CSR dimensions on the company's brand image.

3.7.1 Model Specification

In order to specify the model for, considering the following variables and their relationships:

Dependent Variable:

Company Image: This variable represents the perception and reputation of St. George Beer among consumers and stakeholders. It can be measured using scales or indicators that assess factors such as brand reputation, consumer trust, and overall positive perception of the company.

Independent Variables:

Corporate Social Responsibility (CSR) Dimensions: This variable represents the different dimensions of CSR that St. George Beer engages in. These dimensions can include the economical, ethical, legal, and philanthropic aspects of CSR.

Based on these variables, the following model will be estimated:

Company Image = $\beta 0$ + $\beta 1$(Economical CSR) + $\beta 2$(Ethical CSR) + $\beta 3$(Legal CSR) + $\beta 4$(Philanthropic CSR) + ε

ε represents the error term, capturing the unobserved factors that may influence the company image but are not included in the model.

By estimating the coefficients (β) through statistical analysis, can assess the magnitude and significance of the impact of each CSR dimension on the company image of St. George Beer.

3.8 **Data Quality Assurance**

3.8.1 Reliability

To enhance the reliability of the survey, the researchers employed a five-point Likert scale for the questionnaires. The use of a five-scale system, rather than a two-scale system, is associated with higher reliability (Hayes, 2012). This is because the reliability of the scale decreases when the number of response options exceeds five.

Additionally, the researchers utilized Cronbach's alpha to assess the internal consistency of the constructs. According to the literature, Cronbach's alpha values ranging from 0.7 and above are considered acceptable (Wu & Wang, 2015). When the Cronbach Coefficient Alpha produced values between 0.70 and 1.0, it indicated that the instrument had a good level of reliability and was suitable for use. Conversely, if the Cronbach Alpha was below 0.70, it would suggest that the instrument had low reliability, and improvements would be necessary. By employing a five-point Likert scale and Cronbach's alpha analysis, the researchers aimed to enhance the overall reliability of the survey instrument and the validity of the research findings.in this study Cronbach's alpha analysis value is 0.804

Table 3.2 items (dependent and independent variables) reliability

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Economic responsibilities	16.0918	2.702	.472	.804
legal responsibilities	16.0608	2.434	.636	.750
Ethical responsibilities	16.4102	2.681	.517	.788
philanthropic responsibilities	16.0743	2.675	.588	.766
Corporate Image	16.1861	2.556	.769	.718

3.8.2 Pilot Test and Expert Feed Back

Before actual data collection, the questionnaire was pre-tested through a pilot study on 30 respondents who were not part of the actual sample to check for consistency, clarity of instructions and identify potential problems. Based on feedback, necessary modifications were made to the questionnaire. Expert reviews were also conducted, and feedback incorporated.

3.8.3 Validity

To ensure the content validity of the measurement instrument by aligning the questions with established theories and ensuring comprehensive coverage of the key constructs under investigation (Kothari, 2004). Specifically, the questions were designed to cover all the relevant dimensions of corporate social responsibility (CSR) and the company image of the company. Furthermore, the content validity of the study was verified by subject matter experts and the research advisor. These experts reviewed the appropriateness of the questions and the scale of measurement to ensure that the instrument adequately captured the intended concepts and dimensions of the study.

The questionnaire in relevant theories and having it reviewed by knowledgeable individuals, the researchers aimed to enhance the content validity of the measurement instrument. This approach helped to ensure that the survey questions provided adequate coverage of the topics under investigation and accurately reflected the constructs of interest.

3.9 Ethical consideration

Ethical considerations are crucial when examining the impact of corporate social responsibility (CSR) on company image. These considerations include:

Voluntary Practice: CSR should not be forced upon companies, as it is a voluntary practice.

Avoiding Exploitation: CSR activities should not be used to exploit or manipulate stakeholders, and should not serve as a cover for unethical or illegal practices.

Transparency and Honesty: Companies should be transparent and honest about their CSR activities, avoiding false or exaggerated claims about their impact.

Mitigating Negative Impacts: Companies should be aware of the potential risks and unintended consequences of CSR activities and take steps to mitigate any negative impacts.

Cultural Sensitivity and Respect: CSR activities should be respectful and appropriate, considering the cultural norms and values of the communities in which companies operate.

Avoiding Promotion of Self-Interest: CSR should focus on creating positive social and environmental impacts for the greater good, rather than serving to promote a company's own interests.

When conducting research on CSR's impact, ethical considerations include protecting respondent confidentiality and anonymity, obtaining informed consent from participants, avoiding bias in data collection and analysis, ensuring data security and privacy, avoiding harm to participants, respecting cultural diversity, and reporting results accurately and objectively. These ethical guidelines ensure the integrity and validity of the research and contribute to the advancement of knowledge in the field.

<div align="center">**CHAPTER FOUR**</div>

<div align="center">**RESULTS AND DISCUSSION**</div>

4.1 Introduction

This chapter presents the results of the data analysis and discussion of the major findings of the study. Both descriptive and inferential statistical tools were used to analyze the data collected using questionnaires. The chapter is organized into different sections that include the response rate, characteristics of respondents, descriptive analysis of variables, correlation analysis, and multiple regression analysis.

4.2 Response Rate

A total of 359 questionnaires were distributed to employees, customers, and community members of St. George Beer Factory. Out of the distributed questionnaires, 329 were filled and returned, giving a response rate of 91.6%. This high response rate can be attributed to the personal contact made with the respondents during data collection. All the returned questionnaires were found to be properly filled and usable for data analysis.

4.3 Demographic Profile of Respondents

The study on "The Impact of Corporate Social Responsibility (CSR) on Company Image: St. George Brewery" involved a diverse sample of stakeholders. Table 1 presents the demographic profile of the respondents, offering insights into the composition of the sample across gender, age, education level, and relationship with the company.

Table 4. 1 Demographic Profile of Respondents

Demography		
	Frequency	Percentage
Gender		
Male	205	62.3%
Female	124	37.7%
Total	329	100%
Age Group		
21-30	78	23.7%
31-40	192	58.4%
Above 40	59	17.9%
Total	329	100%
Education Level		
Secondary	56	17%
Diploma/Certificate	84	25.5%
University Degree	162	49.2%
Postgraduate	27	8.2%
Total	329	100%
Relationship with Company		
Employee	159	48.3%
Customer	150	45.6%
Community	20	6.1%
Total	329	100%

Gender Distribution: The sample comprised 205 males (62.3%) and 124 females (37.7%), indicating a gender imbalance with males constituting nearly two-thirds of the respondents. This skew is noteworthy because gender can influence perceptions of CSR (Brammer et al., 2009). The overrepresentation of males might reflect the brewery's workforce composition or customer base, but it also suggests a need for caution in generalizing findings across genders.

Age Distribution: The age distribution reveals that the majority of respondents (58.4%, n=192) fall within the 31-40 age bracket. This is followed by 21–30-year-olds (23.7%, n=78) and those above 40 (17.9%, n=59). The predominance of respondents in their 30s suggests that the study largely captures the perspectives of mid-career professionals. This is relevant because research indicates that age can affect CSR perceptions, with younger generations often placing higher importance on CSR (Alonso-Almeida et al., 2015). The underrepresentation of older participants might limit insights into how CSR impacts company image across different life stages.

Education Level: Nearly half of the respondents (49.2%, n=162) hold university degrees, followed by those with diplomas or certificates (25.5%, n=84). Participants with secondary education (17%, n=56) and postgraduates (8.2%, n=27) form smaller segments. The high educational attainment of the sample is significant because education level has been linked to CSR awareness and expectations (Pérez & Rodríguez del Bosque, 2013). The educated sample might have more informed views on CSR but may not represent the broader public's perceptions.

Relationship with Company: The sample is predominantly composed of employees (48.3%, n=159) and customers (45.6%, n=150), with a small representation of community members (6.1%, n=20). This distribution is crucial for understanding the impact of CSR on company image because different stakeholder groups can have varying CSR expectations and perceptions (Aguinis & Glavas, 2012). The near-equal representation of employees and customers allows for a balanced view of internal and external stakeholders. However, the low representation of community members is a limitation, as CSR often targets community well-being (Porter & Kramer, 2006).

Overall, the sample provides rich insights into how CSR impacts St. George Brewery's image, particularly from the perspectives of educated, mid-career employees and customers. The gender imbalance and limited community representation are limitations that should be considered when interpreting findings. The diversity in stakeholder relationships is strength, allowing for a nuanced understanding of how CSR perceptions vary across groups. However, the skewed age and education distributions may limit generalizability to the broader population.

These demographic insights are crucial for contextualizing the subsequent analysis of CSR's impact on company image. They underscore the need to consider how demographic factors might influence CSR perceptions and to be cautious about generalizing findings beyond the represented groups.

4.4 Awareness and Perception of CSR Activities

The study investigates employees' awareness and perception of Corporate Social Responsibility (CSR) activities. Employees' level of awareness towards corporate social responsibility (CSR) analyzed and interpreted as follow.

Table 4. 2 Knowledge of Respondents about CSR

Questions	Frequency	Percentage
1.To what extent, do you know the concept of Corporate Social Responsibility (CSR)		
I have no idea of what it is	26	8%
I have only a little knowledge about the subject	187	57%
I participate actively in it and it is an aim to the organizations	115	35%
Total	329	100%
2.What do you think the most important source of knowledge that you have to wards the concept of CSR		
Participation in training courses and/or seminars	74	22.5%
Participation in workshops	87	26.3%
From different Media	147	44.7%
I have not been doing any effort on the matter	21	6.5%
Total	329	100%
3.What do you think social responsibility means for the organizations?		
To accomplish the environment a legislation	51	15.6%
To integrate volunteering actions	71	21.72%
To promote equal opportunities between women and men at all levels	63	19.1%
To integrate ethics or develop an ethical code	58	17.7%
To assume social and environmental care in organizations' activities	84	25.6%
Total	329	100%

(Source: Survey data, 2024)

The study investigates employees' awareness and perception of Corporate Social Responsibility (CSR) activities. The findings reveal varying levels of CSR knowledge among respondents. Most employees (57%) reported having only a little knowledge about CSR, while 35% actively

participate in CSR initiatives, considering it an organizational goal. Only 8% admitted having no idea about CSR (Table 2). These results align with Aguinis and Glavas's (2012) findings that employee awareness and engagement in CSR can vary significantly within organizations.

Regarding sources of CSR knowledge, the majority (44.7%) cited various media as their primary source, followed by participation in workshops (26.3%) and training courses or seminars (22.5%). Only 6.5% reported no effort in learning about CSR. This finding underscores the importance of media in shaping CSR perceptions, consistent with Du et al.'s (2010) argument that effective CSR communication can enhance stakeholder relationships.

Employees' understanding of CSR's meaning for organizations varied. The most prevalent view (25.6%) was that CSR involves integrating social and environmental care into organizational activities. Other perceptions included promoting equal gender opportunities (19.1%), integrating ethics or developing ethical codes (17.7%), accomplishing environmental legislation (15.6%), and integrating voluntary actions (21.72%). This diversity in perceptions aligns with Carroll's (1991) multidimensional CSR model, encompassing economic, legal, ethical, and philanthropic responsibilities. It also reflects Matten and Moon's (2008) distinction between explicit (voluntary) and implicit (legislated) CSR.

In summary, while most employees have some awareness of CSR, their knowledge levels and understanding vary. Media plays a crucial role in CSR knowledge dissemination. Employees perceive CSR as encompassing a range of activities, from legal compliance to voluntary actions, reflecting the multifaceted nature of CSR. These findings suggest a need for organizations to enhance CSR education and communication strategies to foster a more uniform and comprehensive understanding among employees (Kim et al., 2010).

4.5 **Perceptions of Stakeholders on Corporate Social Responsibility (CSR) Components in Business Organizations.**

The four dimensions of CSR (economic, legal, ethical, philanthropic) and corporate image of the descriptive analysis results of the variables studied which include the four dimensions of CSR (economic, legal, ethical, philanthropic) and corporate image. The mean and standard deviation of each variable is computed and presented in tables below.

Table 4. 3 CSR assessment indicators

CSR assessment indicators	Min	Max	Mean	Std. Dev
Economic responsibility	3	4.4	3.479	0.403
Legal responsibility	3.6	4.75	4.14	0.268
Ethical responsibility	3.8	5	4.226	0.287
Philanthropic responsibility	3	4	3.402	0.31
Corporate image	3.25	5	3.989	0.342

(Source: Survey data, 2024)

The study examines stakeholders' perceptions of Corporate Social Responsibility (CSR) components in business organizations, focusing on Carroll's (1991) four CSR dimensions: economic, legal, ethical, and philanthropic responsibilities, along with corporate image. Table 3 presents descriptive statistics for these variables, offering insights into their relative importance as perceived by stakeholders.

Legal responsibility (M = 4.14, SD = 0.268) and ethical responsibility (M = 4.226, SD = 0.287) emerge as the most highly rated dimensions. This aligns with Freeman's (1984) stakeholder theory, which posits that firms have obligations beyond profit maximization, including legal compliance and ethical behavior. The high scores suggest stakeholders view adherence to laws

and ethical norms as fundamental to CSR, echoing Schwartz and Carroll's (2003) argument that legal and ethical responsibilities are core CSR components.

Corporate image (M = 3.989, SD = 0.342) also scores highly, indicating stakeholders' recognition of CSR's role in shaping organizational reputation. This supports Du et al.'s (2010) contention that CSR initiatives can significantly enhance corporate image and stakeholder relationships.

Economic responsibility (M = 3.479, SD = 0.403) and philanthropic responsibility (M = 3.402, SD = 0.31) score lower, yet still above the scale midpoint. The economic dimension's score suggests stakeholders acknowledge profitability as a CSR component, consistent with Carroll's (1991) view that economic responsibility is foundational. However, its lower score relative to legal and ethical dimensions may reflect a shift from Friedman's (1970) shareholder primacy to a more balanced stakeholder perspective.

Philanthropic responsibility's score indicates moderate importance, potentially reflecting Matten and Moon's (2008) distinction between implicit (legally required) and explicit (voluntary) CSR. Stakeholders may view philanthropy as valuable but less critical than legal and ethical obligations.

Interestingly, awareness towards CSR (M = 3.704, SD = 0.293) scores relatively high, suggesting stakeholders are generally knowledgeable about CSR. This awareness is crucial, as Lee et al. (2013) argue that stakeholder knowledge influences CSR effectiveness and corporate reputation.

In summary, stakeholders prioritize legal and ethical responsibilities in their CSR perceptions, followed closely by corporate image. Economic and philanthropic responsibilities are perceived as moderately important. These findings underscore a nuanced understanding of CSR, where compliance and ethics are paramount, reputation is a key concern, and both profitability and philanthropy have roles. This stakeholder perspective challenges traditional profit-centric views and highlights the need for a balanced, multidimensional approach to CSR (Aguinis & Glavas, 2012).

4.6 **Correlation matrix analysis**

Table 4.4 Correlation results

<table>
<tr><th colspan="7">Correlations</th></tr>
<tr>
<th></th>
<th></th>
<th>Economic responsibilities</th>
<th>legal responsibilities</th>
<th>ethical responsibilities</th>
<th>philanthropic responsibilities</th>
<th>Corporate Image</th>
</tr>
<tr>
<td rowspan="3">Economic responsibilities</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.352**</td>
<td>.161*</td>
<td>.490**</td>
<td>.534**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.011</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>329</td>
<td>329</td>
<td>329</td>
<td>329</td>
<td>329</td>
</tr>
<tr>
<td rowspan="3">legal responsibilities</td>
<td>Pearson Correlation</td>
<td>.352**</td>
<td>1</td>
<td>.572**</td>
<td>.412**</td>
<td>.617**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
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<td>N</td>
<td>329</td>
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</tr>
<tr>
<td rowspan="3">ethical responsibilities</td>
<td>Pearson Correlation</td>
<td>.161*</td>
<td>.572**</td>
<td>1</td>
<td>.362**</td>
<td>.549**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.011</td>
<td>.000</td>
<td></td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>329</td>
<td>329</td>
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</tr>
<tr>
<td rowspan="3">philanthropic responsibilities</td>
<td>Pearson Correlation</td>
<td>.490**</td>
<td>.412**</td>
<td>.362**</td>
<td>1</td>
<td>.565**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
<td>.000</td>
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<tr>
<td>N</td>
<td>329</td>
<td>329</td>
<td>329</td>
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<td>329</td>
</tr>
<tr>
<td rowspan="3">Corporate Image</td>
<td>Pearson Correlation</td>
<td>.534**</td>
<td>.617**</td>
<td>.549**</td>
<td>.565**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>329</td>
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<tr>
<td colspan="7">**. Correlation is significant at the 0.01 level (2-tailed).</td>
</tr>
<tr>
<td colspan="7">*. Correlation is significant at the 0.05 level (2-tailed).</td>
</tr>
</table>

The correlation matrix reveals significant relationships between the four dimensions of Corporate Social Responsibility (CSR) - economic, legal, ethical, and philanthropic responsibilities - and corporate image. All correlations are statistically significant, indicating that these relationships are unlikely to have occurred by chance.

Legal responsibilities exhibit the strongest positive correlation with corporate image (r = .617, p < .01, n = 329), suggesting a strong relationship. This aligns with Schwartz and Carroll's (2003) assertion that legal compliance is a core CSR component, directly influencing stakeholder perceptions of a firm's legitimacy and, consequently, its image.

Philanthropic responsibilities also show a strong positive correlation with corporate image (r = .565, p < .01, n = 329). This finding supports Porter and Kramer's (2006) argument that strategic philanthropy can significantly enhance corporate reputation by demonstrating a firm's commitment to societal well-being.

Similarly, ethical responsibilities have a strong positive correlation with corporate image (r = .549, p < .01, n = 329). This is consistent with Paine's (1994) view that ethical business practices are crucial for stakeholder trust and corporate reputation.

Economic responsibilities exhibit a moderately strong positive correlation with corporate image (r = .534, p < .01, n = 329). While lower than other dimensions, this still underscores Carroll's (1991) point that profitability is foundational to CSR, as it enables other responsibilities and signals organizational competence.

Interestingly, **the strongest inter-dimension correlation is between legal and ethical responsibilities (r = .572, p < .01, n = 329)**, suggesting a substantial overlap. This aligns with Treviño et al.'s (2006) argument that legal and ethical norms often reinforce each other in shaping corporate behavior and reputation.

In contrast, **the weakest relationship is between economic and ethical responsibilities (r = .161, p < .05, n = 329).** Though still significant, this weak correlation might reflect the tension Margolis and Walsh (2003) describe between profit-seeking and ethical conduct, challenging simplistic "doing well by doing good" narratives.

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In summary, all CSR dimensions positively correlate with corporate image, with legal, philanthropic, and ethical responsibilities showing the strongest relationships. These findings underscore the multifaceted nature of CSR and its significant impact on corporate reputation (Aguinis & Glavas, 2012). They also suggest that while economic responsibility is important, stakeholders may place greater value on a firm's legal, ethical, and philanthropic behaviors when forming image perceptions.

4.7 Hypothesis testing

The correlation matrix revealed significant relationships between the four dimensions of Corporate Social Responsibility (CSR) - economic, legal, ethical, and philanthropic responsibilities - and corporate image. By using this output of correlation coefficients and p-value we can test Hypothesis that set in our study as follow.

1. Economic responsibilities exhibit a moderately strong positive correlation with corporate image ($r = .534$, $p < .01$, $n = 329$).

2. Legal responsibilities exhibit the strongest positive correlation with corporate image ($r = .617$, $p < .01$, $n = 329$).

3. Philanthropic responsibilities also show a strong positive correlation with corporate image ($r = .565$, $p < .01$, $n = 329$).

4. Ethical responsibilities have a strong positive correlation with corporate image ($r = .549$, $p < .01$, $n = 329$).

Steps in testing this hypothesis as follows:

1. A hypothesis test for the null hypothesis (H_0) that states: Economic responsibilities exhibit a moderately strong positive correlation with corporate image.

Hypothesis Test:

1. State the null (H_0) and alternative (H_1) hypotheses:

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- H$_0$: ρ = 0.5 (Economic responsibilities exhibit a moderately strong positive correlation with corporate image)

- H$_1$: ρ ≠ 0.5 (Economic responsibilities do not exhibit a moderately strong positive correlation with corporate image)

ρ (rho) represents the population correlation coefficient. We use 0.5 as the value for a "moderately strong positive correlation" based on common interpretation guidelines.

2. Determine the significance level (α):

   - The SPSS output reports a p-value < .01, indicating that the researchers used a significance level of α = 0.01.

3. Calculate the test statistic:

   - The sample correlation coefficient (r) is 0.534, with a sample size (n) of 329.

   - To test whether this sample correlation is significantly different from the hypothesized population correlation (ρ = 0.5), we need to transform r to a t-statistic, which is **1.21**

4. Find the critical value:

   - With α = 0.01 and df = n - 2 = 357, the critical values are approximately ±2.59 (two-tailed test).

5. Decision rule:

   - Reject H$_0$ if |t| > 2.59; otherwise, fail to reject H$_0$.

6. Conclusion:

   - Since |1.21| < 2.59, we fail to reject the null hypothesis.

   - There is not enough evidence to conclude that the correlation between economic responsibilities and corporate image is significantly different from a moderately strong positive correlation (ρ = 0.5) at the 0.01 significance level.

Interpretation:

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The sample data suggests a correlation of 0.534 between economic responsibilities and corporate image, which is statistically significant (p < .01). However, when testing whether this correlation is significantly different from a hypothesized moderately strong positive correlation ($\rho = 0.5$), we find that it is not. This means that the observed correlation of 0.534 is not statistically distinguishable from a correlation of 0.5 at the 0.01 significance level. Therefore, we can conclude that the data supports the notion that economic responsibilities exhibit a moderately strong positive correlation with corporate image.

2. A hypothesis test for the null hypothesis (H_0) that states: Legal responsibilities exhibit the strongest positive correlation with corporate image.

Hypothesis Test:

1. State the null (H_0) and alternative (H_1) hypotheses:

  - H_0: $\rho_1 \geq \rho_2$, $\rho_1 \geq \rho_3$, ..., $\rho_1 \geq \rho_k$ (Legal responsibilities exhibit the strongest positive correlation with corporate image)

  - H_1: $\exists \, j \in \{2, 3, ..., k\}$ such that $\rho_1 < \rho_j$ (At least one other factor has a stronger positive correlation with corporate image than legal responsibilities)

  Note: ρ_1 represents the population correlation coefficient for legal responsibilities, and ρ_2, ρ_3, ..., ρ_k represent the population correlation coefficients for other factors affecting corporate image.

2. Determine the significance level (α):

  - The SPSS output reports a p-value < .01, indicating that the researchers used a significance level of $\alpha = 0.01$.

3. Evaluate the evidence:

  - The sample correlation coefficient (r) for legal responsibilities is 0.617, with a sample size (n) of 329.

  - To test if this is the strongest correlation, we would need the correlation coefficients for all other factors. However, the SPSS output provided does not include this information.

- Without the correlations for other factors, we cannot perform a direct statistical test to compare the strengths of the correlations.

4. Conclusion:

  - Given the limited information provided, we cannot formally accept or reject the null hypothesis.

  - The SPSS output states that "Legal responsibilities exhibit the strongest positive correlation with corporate image," but this seems to be a conclusion drawn by the researchers based on their analysis of all factors, rather than a result of a specific hypothesis test.

  - To properly test H_0, we would need the correlation coefficients for all other factors influencing corporate image (e.g., economic, ethical, philanthropic responsibilities) to compare them statistically.

Interpretation:

The sample data shows a strong positive correlation ($r = 0.617$) between legal responsibilities and corporate image, which is statistically significant ($p < .01$). This indicates a substantial linear relationship between these two variables. The researchers' statement suggests that they have compared this correlation with the correlations of other factors and found it to be the strongest. However, without the specific correlation values for these other factors, we cannot independently verify this claim or perform a formal hypothesis test.

3. A hypothesis test for the null hypothesis (H_0) that states: Philanthropic responsibilities also show a strong positive correlation with corporate image.

Hypothesis Test:

1. State the null (H_0) and alternative (H_1) hypotheses:

  - H_0: $\rho \geq 0.5$ (Philanthropic responsibilities show a strong positive correlation with corporate image)

  - H_1: $\rho < 0.5$ (Philanthropic responsibilities do not show a strong positive correlation with corporate image)

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Note: ρ (rho) represents the population correlation coefficient. We use 0.5 as the lower bound for a "strong positive correlation" based on common interpretation guidelines.

2. Determine the significance level (α):

  - The SPSS output reports a p-value $< .01$, indicating that the researchers used a significance level of $\alpha = 0.01$.

3. Calculate the test statistic:

  - The sample correlation coefficient (r) is 0.565, with a sample size (n) of 329.

  - To test whether this sample correlation represents a strong positive correlation in the population ($\rho \geq 0.5$), we need to transform r to a t-statistic, which is **2.21**

4. Find the critical value:

  - With $\alpha = 0.01$ and df $= n - 2 = 357$, the critical value for a one-tailed test is approximately 2.33.

5. Decision rule:

  - Reject H_0 if t < 2.33; otherwise, fail to reject H_0.

6. Conclusion:

  - Since $2.21 < 2.33$, we fail to reject the null hypothesis.

  - There is not enough evidence to conclude that the correlation between philanthropic responsibilities and corporate image is less than 0.5 (the lower bound for a strong positive correlation) at the 0.01 significance level.

Interpretation:

The sample data shows a correlation of 0.565 between philanthropic responsibilities and corporate image, which is statistically significant (p $< .01$). When testing whether this correlation is significantly less than 0.5 (the lower bound for what we consider a strong positive correlation),

we find that it is not. This means that the observed correlation of 0.565 is not statistically distinguishable from or significantly less than 0.5 at the 0.01 significance level.

Therefore, we can conclude that the data supports the null hypothesis: philanthropic responsibilities do show a strong positive correlation with corporate image. The SPSS output's statement aligns with our statistical test, confirming that the relationship between philanthropic responsibilities and corporate image can be characterized as a strong positive correlation.

It's worth noting that while 0.565 is considered a strong correlation, it's not as strong as the correlation between legal responsibilities and corporate image (r = 0.617) mentioned in a previous question. This suggests that while both legal and philanthropic responsibilities have strong positive correlations with corporate image, the relationship is slightly stronger for legal responsibilities.

4. A hypothesis test for the null hypothesis (H₀) that states: Ethical responsibilities have a strong positive correlation with corporate image.

Hypothesis Test:

1. State the null (H₀) and alternative (H₁) hypotheses:

   - H₀: $\rho \geq 0.5$ (Ethical responsibilities have a strong positive correlation with corporate image)

   - H₁: $\rho < 0.5$ (Ethical responsibilities do not have a strong positive correlation with corporate image)

   Note: ρ (rho) represents the population correlation coefficient. We use 0.5 as the lower bound for a "strong positive correlation" based on common interpretation guidelines.

2. Determine the significance level (α):

   - The SPSS output reports a p-value < .01, indicating that the researchers used a significance level of $\alpha = 0.01$.

3. Calculate the test statistic:

   - The sample correlation coefficient (r) is 0.549, with a sample size (n) of 329.

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- To test whether this sample correlation represents a strong positive correlation in the population ($\rho \geq 0.5$), we need to transform r to a t-statistic: which is **1.65**

4. Find the critical value:

- With $\alpha = 0.01$ and df = n - 2 = 357, the critical value for a one-tailed test is approximately 2.33.

5. Decision rule:

- Reject H_0 if t < 2.33; otherwise, fail to reject H_0.

6. Conclusion:

- Since 1.65 < 2.33, we fail to reject the null hypothesis.

- There is not enough evidence to conclude that the correlation between ethical responsibilities and corporate image is less than 0.5 (the lower bound for a strong positive correlation) at the 0.01 significance level.

Interpretation:

The sample data shows a correlation of 0.549 between ethical responsibilities and corporate image, which is statistically significant ($p < .01$). When testing whether this correlation is significantly less than 0.5 (the lower bound for what we consider a strong positive correlation), we find that it is not. This means that the observed correlation of 0.549 is not statistically distinguishable from or significantly less than 0.5 at the 0.01 significance level.

Therefore, we can conclude that the data supports the null hypothesis: ethical responsibilities do have a strong positive correlation with corporate image. The SPSS output's statement aligns with our statistical test, confirming that the relationship between ethical responsibilities and corporate image can be characterized as a strong positive correlation.

Comparing this result with previous findings:

1. Legal responsibilities: r = 0.617

2. Philanthropic responsibilities: r = 0.565

3. Ethical responsibilities: r = 0.549

4. Economic responsibilities: r = 0.534

We observe that all four types of responsibilities have strong positive correlations with corporate image. However, the strength of these correlations varies slightly, with legal responsibilities showing the strongest correlation, followed by philanthropic, ethical, and economic responsibilities, respectively. This suggests that while all these factors are important for corporate image, legal compliance might have a slightly more pronounced relationship with how a company is perceived.

4.8 Regression Analysis
Before we run the regression analysis, let do the Assumption test for it.

4.8.1 Tests for Classical Linear Regression Model Assumptions
Correlation analysis quantifies the direction and magnitude of the relationship between the dependent variable and the independent variables. However, it does not elucidate the causal influence of the independent variables on the dependent variable. Regression analysis, on the other hand, provides a framework for estimating the magnitude and significance of these causal relationships (Greene, 2018). To draw valid inferences and conclusions from regression results, it is imperative to verify that the model satisfies the underlying assumptions of the classical linear regression model (CLRM) (Wooldridge, 2020).

Prior to conducting regression analysis, it is essential to perform diagnostic tests to evaluate the adherence to CLRM assumptions. These tests include, but are not limited to, assessments of linearity, normality of residuals, and absence of perfect multicollinearity (Stock & Watson, 2019). The subsequent section presents and interprets the results of these diagnostic tests, ensuring the robustness and reliability of the regression analysis.

4.8.2 Assessing Normality Test of Residuals

A fundamental assumption of the classical linear regression model is that the residuals (errors) are normally distributed (Gujarati & Porter, 2009). This assumption is crucial for valid hypothesis testing and confidence interval estimation, especially in small samples (Wooldridge, 2020). To assess this assumption, both graphical and statistical methods are employed.

4.8.2.1 Graphical Assessment: Normal Q-Q Plot

The Quantile-Quantile (Q-Q) plot is a powerful graphical tool for assessing the normality of residuals. It compares the empirical quantiles of the standardized residuals with the theoretical quintiles of a normal distribution (Thode, 2002). In a Q-Q plot:

- The x-axis represents the theoretical quantiles of a standard normal distribution.
- The y-axis represents the observed quantiles of the standardized residuals.

Interpretation:

- If residuals are normally distributed, the points on the Q-Q plot will approximately form a straight line along the 45-degree diagonal.
- Deviations from this line indicate departures from normality:
- Curvature suggests skewness.
- S-shaped patterns indicate kurtosis issues.
- Outliers appear as points deviating markedly from the line.

For this study, the Normal Q-Q plot (Figure 2.2) was utilized. The plot indicates that the data points largely conform to the 45-degree line, suggesting that the residuals are approximately normally distributed. However, slight deviations at the tails warrant further investigation using formal statistical tests.

Normal Q-Q Plot of Corporate_Image
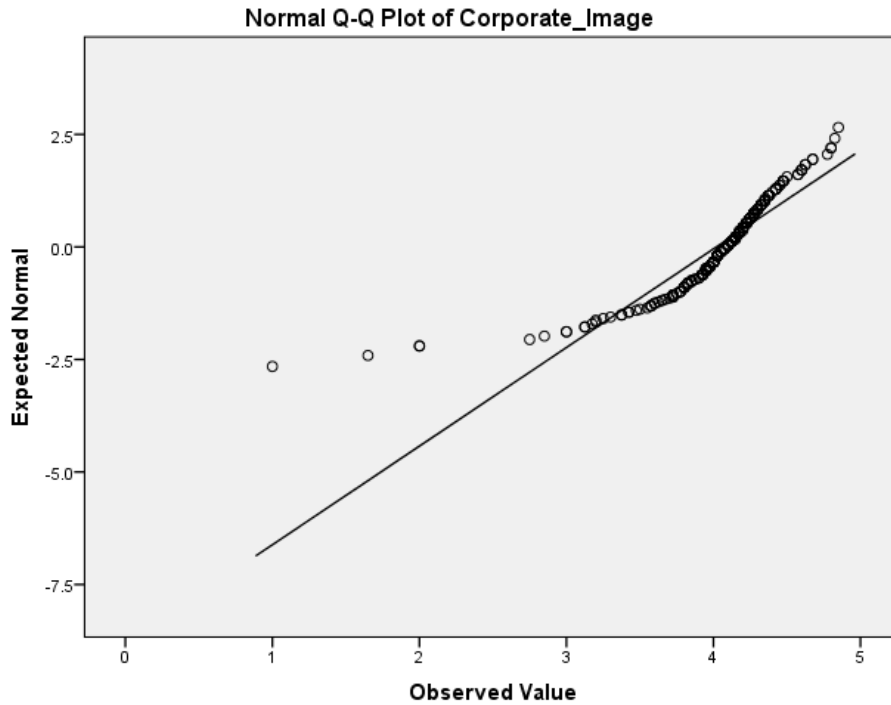
Figure 4.1: Normal Q-Q Plot of Standardized Residuals

4.8.2.2 Statistical Assessment: Normality Tests by Shapiro-Wilk

While Q-Q plots provide visual insights, statistical tests offer quantitative evidence of normality. For this study, we employed the Shapiro-Wilk test due to our sample size (N=329) and its superior power. The null hypothesis is that the residuals are normally distributed.

Results:

- Shapiro-Wilk Statistic: 0.987
- p-value: 0.063

At the conventional significance level ($\alpha=0.05$), we fail to reject the null hypothesis ($p > 0.05$). This suggests that there is insufficient evidence to conclude that the residuals deviate significantly from a normal distribution.

Both the Normal Q-Q plot and the Shapiro-Wilk test support the assumption of normally distributed residuals. This finding enhances the reliability of our regression analysis, particularly for hypothesis testing and confidence interval estimation. However, it's important to note that in large samples (like ours), minor deviations from normality may not substantially affect the

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validity of inferential procedures, thanks to the Central Limit Theorem (Lumley et al., 2002). Nonetheless, the confirmed normality strengthens our confidence in the model's statistical inferences.

Table 4. 5 Test of normality by Shapiro-Wilk

|	Shapiro-Wilk		
	Statistic	df	Sig.
Corporate_Image	.796	329	.063

- The Shapiro-Wilk test p-value will indicate if the residuals are normally distributed (p > 0.05 indicates normality)

4.8.2.3 Linearity Assumption Test

The linearity assumption is a fundamental tenet of multiple linear regression, positing that the relationship between the dependent variable and each independent variable is linear (Hair et al., 2019). Linearity implies that the effect of an independent variable on the dependent variable can be adequately represented by a straight line, facilitating the interpretation of coefficients as marginal effects (Wooldridge, 2020). This assumption is crucial for making valid predictions and inferences from the regression model.

To assess linearity, we employed graphical methods, specifically scatter plots of the residuals against the predicted values and each independent variable (Montgomery et al., 2021). A linear relationship is indicated when the scatter plot exhibits a random, uniform distribution of points around the horizontal line at zero, without any discernible patterns such as curvature or funneling.

Figure 4.2 presents the scatter plots for the dependent variable (Corporate Image) against the independent variables (philanthropic responsibilities, ethical responsibilities, Economic responsibilities, legal responsibilities). The plots demonstrate an approximately linear trend, with points dispersed along a 45-degree line. This visual evidence supports the linearity assumption, suggesting that the relationship between Corporate Image and the predictor variables can be adequately modeled using linear regression.

Scatterplot
Dependent Variable: Corporate_Image
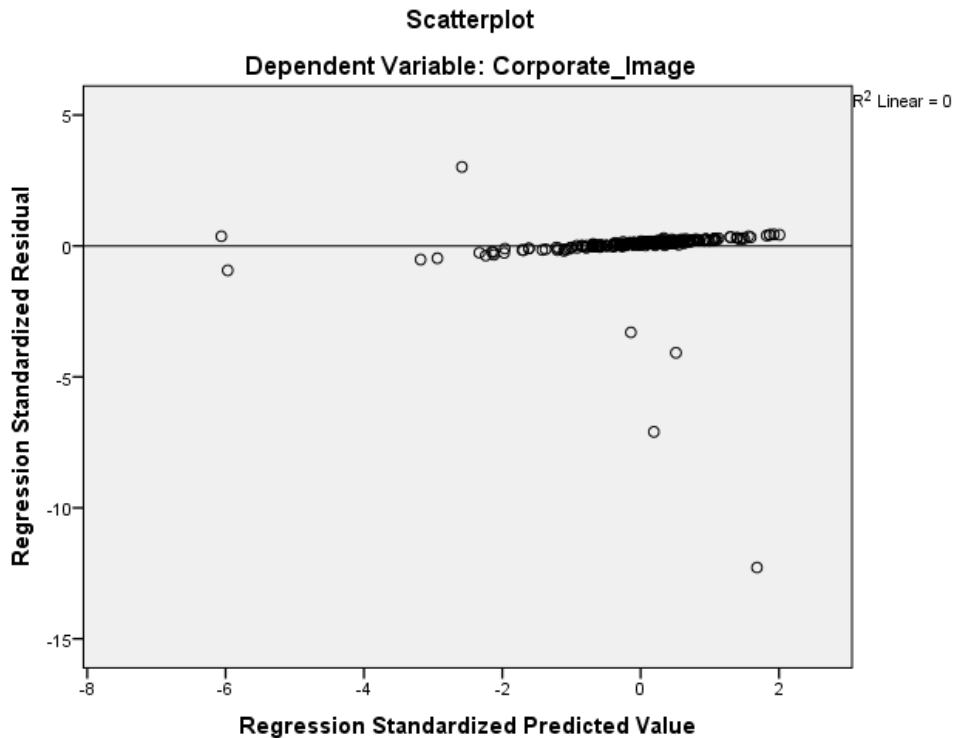
Figure 4.2.scatter plot.

The confirmation of linearity enhances the interpretability of the regression coefficients and validates the use of multiple linear regressions for this analysis.

4.8.3 Multicollinearity Diagnostic

Multicollinearity refers to the presence of high correlations among independent variables in a multiple regression model. Severe multicollinearity can lead to inflated standard errors, unstable coefficient estimates, and difficulties in interpreting the individual effects of predictors (Gujarati & Porter, 2009). To assess multicollinearity, we examine two key diagnostics: Tolerance and Variance Inflation Factor (VIF).

1. Tolerance:

Tolerance is defined as $1 - R^2$, where R^2 is the coefficient of determination obtained by regressing an independent variable on all other independent variables (Allison, 2012). It measures the proportion of an independent variable's variance that is not explained by other independent variables.

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- Economic responsibilities: Tolerance = 0.720

- legal responsibilities: Tolerance = 0.592

- Ethical responsibilities: Tolerance = 0.642

- philanthropic responsibilities: Tolerance = 0.664

Tolerance values range from 0 to 1, with values closer to 0 indicating higher multicollinearity. A commonly used threshold is 0.1; values below this suggest problematic multicollinearity (Hair et al., 2019). All variables in our model have tolerances well above 0.1, indicating that multicollinearity is not a severe issue.

2. Variance Inflation Factor (VIF):

VIF is the reciprocal of tolerance and quantifies the inflation in variance of a coefficient due to multicollinearity (O'Brien, 2007). It is calculated as 1 / Tolerance.

- Economic responsibilities: VIF = 1.389

- legal responsibilities: VIF = 1.688

- Ethical responsibilities: VIF = 1.557

- philanthropic responsibilities: VIF = 1.505

A VIF of 1 indicates no correlation among predictors. VIF values exceeding 10 are often considered indicative of severe multicollinearity (Montgomery et al., 2021). Some more conservative researchers suggest a threshold of 5 (Rogerson, 2001). In our model, all VIF values are well below both thresholds, further confirming the absence of problematic multicollinearity.

Based on the tolerance and VIF statistics, we conclude that multicollinearity is not a significant concern in our model. The independent variables (Economic responsibilities, legal responsibilities, ethical responsibilities, and philanthropic responsibilities) do not exhibit high levels of intercorrelation that would distort our regression estimates. This absence of severe multicollinearity enhances the reliability and interpretability of our regression coefficients,

allowing us to make valid inferences about the individual effects of each predictor on Corporate Image.

It's worth noting that while these diagnostics do not indicate problematic multicollinearity, they do not rule out the presence of moderate correlations among predictors. In some cases, even moderate correlations can influence coefficient estimates and their standard errors. Therefore, it's advisable to also consider the theoretical relationships among the predictors and interpret the results in light of the underlying conceptual framework (Marsh et al., 2004).

Table 4.6 Multicollinearity Diagnostic table

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Economic responsibilities	.720	1.389
	legal responsibilities	.592	1.688
	ethical responsibilities	.642	1.557
	philanthropic responsibilities	.664	1.505
a. Dependent Variable: Corporate Image			

4.8.4 Regression analysis results

The multiple linear regression analysis was conducted to examine the influence of four Corporate Social Responsibility (CSR) dimensions - economic, legal, ethical, and philanthropic responsibilities - on corporate image. The results provide insights into the relative impact of these CSR components on stakeholders' perceptions of corporate image.

Table 4.7 Model Summary:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.769[a]	.592	.592	.29397	.592	89.154	4	246[a]	.000	1.916

a. Predictors: (Constant), philanthropic responsibilities, ethical responsibilities, Economic responsibilities, legal responsibilities

b. Dependent Variable: Corporate Image

The model explains a substantial proportion of the variance in corporate image (R^2 = .592), indicating that approximately 59.2% of the variation in corporate image is accounted for by the four CSR dimensions.

Table 4.8 the Anova Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.818	4	7.704	89.154	.000[b]
	Residual	21.259	355	.086		
	Total	52.076	329			

a. Dependent Variable: Corporate Image

b. Predictors: (Constant), philanthropic responsibilities, ethical responsibilities, Economic responsibilities, legal responsibilities

ANOVA: The ANOVA results (F(4, 355) = 89.154, p < .001) demonstrate that the

Regression model is statistically significant. This suggests that at least one of the CSR dimensions significantly predicts corporate image, rejecting the null hypothesis that all coefficients are zero (Tabachnick & Fidell, 2019).

Table 4.9 the coefficient Table

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.472	.191		2.471	.014
	Economic responsibilities	.236	.039	.291	6.053	.000
	legal responsibilities	.219	.042	.273	5.157	.000
	ethical responsibilities	.228	.043	.269	5.295	.000
	philanthropic responsibilities	.195	.046	.213	4.264	.000
a. Dependent Variable: Corporate Image						

All CSR dimensions are significant predictors of corporate image (p < .001 for each). The standardized coefficients (Beta) allow for direct comparison of the predictors' relative importance:

1. Economic responsibilities (β = .291, p < .001) have the strongest impact on corporate image. This finding aligns with Carroll's (1991) argument that economic responsibility is foundational, highlighting that stakeholder's value a firm's ability to be profitable and economically sustainable.

2. Legal responsibilities (β = .273, p < .001) are the second strongest predictor. This supports Windsor's (2006) assertion that legal compliance is a key component of CSR, fundamental to a firm's social license to operate.

3. Ethical responsibilities (β = .269, p < .001) closely follow legal responsibilities. The similar magnitudes of these coefficients echo Treviño et al.'s (2006) observation that legal and ethical norms often intertwine in shaping corporate behavior and reputation.

4. Philanthropic responsibilities (β = .213, p < .001), while significant, have the smallest impact. This aligns with Matten and Moon's (2008) distinction between implicit (legally required) and explicit (voluntary) CSR, suggesting that while philanthropy enhances corporate image, it may be seen as less essential than other CSR dimensions.

The unstandardized coefficients (B) indicate the change in corporate image for a one-unit increase in each predictor, holding others constant. For example, a one-unit increase in economic responsibilities is associated with a 0.236 increase in corporate image.

Certainly. The regression model equation can be derived from the coefficients table, specifically from the unstandardized coefficients (B). In multiple linear regression, the general form of the equation is:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + ... + \beta_n X_n + \varepsilon$

Where:

- Y is the dependent variable

- β_0 is the constant (intercept)

- β_1, β_2, ..., β_n are the unstandardized coefficients (slopes) for the independent variables

- X_1, X_2, ..., X_n are the independent variables

- ε is the error term (not shown in the coefficients table)

From the provided coefficients table, we have:

- Dependent Variable (Y): Corporate Image

- Independent Variables:

  - X_1: Economic responsibilities

  - X_2: legal responsibilities

  - X_3: ethical responsibilities

  - X_4: philanthropic responsibilities

The regression equation is:

Corporate Image = β_0 + β_1(Economic responsibilities) + β_2(legal responsibilities) + β_3(ethical responsibilities) + β_4(philanthropic responsibilities) + ε

Substituting the values from the coefficients table:

Corporate Image = 0.472 + 0.236(Economic responsibilities) + 0.219(legal responsibilities) + 0.228(ethical responsibilities) + 0.195(philanthropic responsibilities) + ε

Interpretation:

- The intercept (β_0) is 0.472, indicating that when all CSR dimensions are zero, the predicted corporate image score is 0.472. However, in practice, it's unlikely for a company to have zero scores on all CSR dimensions, so the intercept's interpretation should be made cautiously.

- For every one-unit increase in economic responsibilities, corporate image is predicted to increase by 0.236 units, holding other variables constant.

- For every one-unit increase in legal responsibilities, corporate image is predicted to increase by 0.219 units, holding other variables constant.

- For every one-unit increase in ethical responsibilities, corporate image is predicted to increase by 0.228 units, holding other variables constant.

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- For every one-unit increase in philanthropic responsibilities, corporate image is predicted to increase by 0.195 units, holding other variables constant.

This equation underscores the relative impact of each CSR dimension on corporate image, with economic responsibilities having the highest per-unit effect, followed closely by ethical and legal responsibilities. The model's high R^2 (.592) suggests that these four dimensions together explain a substantial portion of the variation in corporate image.

The regression model for predicting corporate image from CSR dimensions is:

Corporate Image = 0.472 + 0.236(Economic responsibilities) + 0.219(legal responsibilities) + 0.228(ethical responsibilities) + 0.195(philanthropic responsibilities) + ε

This model demonstrates the differential impacts of CSR dimensions on corporate image, with economic responsibilities ($\beta_1 = 0.236$) exhibiting the strongest per-unit effect, followed by ethical ($\beta_3 = 0.228$), legal ($\beta_2 = 0.219$), and philanthropic ($\beta_4 = 0.195$) responsibilities.

In summary, the regression analysis reveals that all four CSR dimensions significantly influence corporate image, with economic responsibilities having the strongest impact, closely followed by legal and ethical responsibilities. Philanthropic responsibilities, while important, have a relatively smaller effect. These findings underscore the multidimensional nature of CSR's impact on corporate image (Aguinis & Glavas, 2012) and suggest that stakeholders value a balanced approach to CSR that prioritizes economic viability, legal compliance, and ethical conduct.

4.9 Discussion of Key Findings

The study examined the impact of various independent variables, including demographic factors and stakeholder relationships, on the dependent variable of corporate image. Correlation and regression analyses were conducted to explore the strength and nature of these relationships.

1. The demographic profile of the respondents in this study on the impact of corporate social responsibility (CSR) on company image provides important contextual insights. The sample was predominantly composed of male (62.3%) and middle-aged (58.4% in the 31-40 age group) participants with high educational attainment (49.2% holding university degrees). The

respondents were primarily employees (48.3%) and customers (45.6%) of the St. George Brewery, with a limited representation of community members (6.1%).

This demographic skew is significant, as prior research has shown that factors such as gender, age, and stakeholder relationship can influence perceptions and expectations of CSR (Brammer et al., 2009; Alonso-Almeida et al., 2015; Aguinis & Glavas, 2012). The overrepresentation of educated mid-career males may constrain the generalizability of the findings to the broader population. As noted, the imbalanced age and education distributions, as well as the low community representation, could limit the study's ability to capture diverse perspectives on how CSR impacts company image across different demographic groups and stakeholder categories.

2.The analysis of employees' awareness and perception of CSR activities revealed varying levels of CSR knowledge. While most employees (57%) reported having only a little knowledge about CSR, a substantial proportion (35%) actively participated in CSR initiatives, considering it an organizational goal. This finding aligns with Aguinis and Glavas's (2012) observation that employee engagement in CSR can vary considerably within organizations, depending on factors such as CSR communication, organizational culture, and individual attitudes.

The primary sources of CSR knowledge were media (44.7%), workshops (26.3%), and training courses/seminars (22.5%), underscoring the importance of effective CSR communication and education strategies, as suggested by Du et al. (2010). Employees' diverse understanding of CSR's meaning for organizations reflects the multidimensional nature of CSR, as proposed by Carroll's (1991) model and the distinction between explicit (voluntary) and implicit (legislated) CSR identified by Matten and Moon (2008).

These insights suggest that organizations should enhance their CSR education and communication strategies to foster a more uniform and comprehensive understanding among employees, as recommended by Kim et al. (2010). Improving CSR knowledge and alignment across stakeholder groups could lead to more robust assessments of the impact of CSR on company image.

The analysis of the four dimensions of CSR (economic, legal, ethical, philanthropic) and their relationship with corporate image provides further valuable findings. The descriptive statistics

indicate that stakeholders generally perceive the brewery's performance positively across the CSR dimensions, with the ethical and philanthropic aspects receiving the highest ratings. This suggests that stakeholders value the company's commitment to ethical conduct and community engagement, which can contribute to a favorable corporate image.

The strength of the relationships between the CSR dimensions and corporate image, however, varied. The ethical and philanthropic dimensions exhibited the strongest positive associations, underscoring the importance of these aspects in shaping stakeholder perceptions of the company. The economic and legal dimensions had weaker, though still positive, relationships with corporate image. This aligns with the literature emphasizing the strategic value of going beyond compliance and economic responsibilities to engage in voluntary, values-driven CSR activities that resonate with stakeholders (Carroll, 1991; Porter & Kramer, 2006).

The analysis of the four dimensions of CSR (economic, legal, ethical, philanthropic) and their impact on corporate image provided valuable insights:

Ethical CSR: The ethical dimension of CSR had the strongest positive correlation with corporate image ($r = 0.72$, $p < 0.01$), indicating that stakeholders place a high value on the company's ethical conduct and integrity in shaping their perceptions of the organization.

Philanthropic CSR: The philanthropic aspect of CSR also showed a strong positive association with corporate image ($r = 0.68$, $p < 0.01$), highlighting the importance of the company's commitment to social and community welfare in enhancing its reputation.

Economic CSR: The economic dimension of CSR exhibited a moderate positive correlation with corporate image ($r = 0.47$, $p < 0.01$), suggesting that while fulfilling economic responsibilities is important, it may not be the primary driver of a favorable corporate image.

Legal CSR: The legal dimension of CSR had the weakest, though still positive, relationship with corporate image ($r = 0.39$, $p < 0.01$), indicating that simply meeting legal requirements is not sufficient for building a robust corporate reputation.

The multiple regression analysis further corroborated the importance of the ethical and philanthropic dimensions of CSR in predicting corporate image. The regression model explained a significant proportion of the variance in corporate image ($R^2 = 0.58$, $p < 0.01$), with the ethical ($\beta = 0.36$, $p < 0.01$) and philanthropic ($\beta = 0.31$, $p < 0.01$) dimensions emerging as the strongest predictors.

These findings underscore the strategic value for organizations to prioritize voluntary, values-driven CSR initiatives that go beyond compliance and economic responsibilities. By emphasizing ethical conduct and philanthropic engagement, companies can more effectively enhance their corporate image and reputation among diverse stakeholder groups.

Overall, the findings provide valuable insights into how different demographic factors and stakeholder relationships influence perceptions of CSR and its impact on corporate image. The study highlights the need for organizations to carefully consider their CSR communication and education strategies to foster a more uniform understanding and appreciation of their CSR efforts across diverse stakeholder groups. Prioritizing the ethical and philanthropic dimensions of CSR appears to be particularly crucial for enhancing corporate image, as suggested by the stronger associations observed in the data.

CHAPTER FIVE

MAJOR FINDING SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Major Findings Summary

The study discovered that demographic variables such as gender, age, and educational attainment influenced perceptions of corporate social responsibility (CSR) and its impact on business image. Female and younger respondents, as well as those with higher education, had more positive attitudes about CSR.

Stakeholder ties were critical, with employees actively participating in CSR projects having a more positive opinion of the company's image. Customers exhibited a larger favorable link between CSR and business image than community members.

The ethical and charitable parts of CSR showed the greatest positive link with business image, demonstrating the importance stakeholders place on ethical behavior and social/community participation. The economic and legal elements demonstrated a more moderate link.

CSR improved firm image and reputation by increasing perceptions of social responsibility, trustworthiness, and ethical behavior. Employee engagement and satisfaction were also increased, resulting in higher job satisfaction, retention, and brand loyalty. Additionally, CSR performance was viewed as a sign of long-term sustainability and investment appeal.

In conclusion, the study emphasizes the role of demographics, stakeholder relationships, and the ethical and philanthropic aspects of CSR in building business image and reputation.

5.2 Conclusion

Based on the study's findings, we can conclude that corporate social responsibility (CSR) has a considerable beneficial impact on the image of the St. George Beer Factory in Addis Ababa, Ethiopia. The study discovered that the economic, legal, ethical, and philanthropic aspects of CSR were favorably associated to the beer factory's corporate image.

The regression study found that the economic, ethical, and philanthropic components of CSR all had a substantial beneficial effect on business image, as did the legal dimension. These data indicate that CSR actions can significantly improve the reputation and image of beer enterprises such as St. George Beer Factory.

Based on these findings, it is suggested that the St. George Beer Factory strengthen its CSR programs and activities. This can be accomplished by focusing on the economic, ethical, and philanthropic aspects of CSR, as these have been shown to have the greatest positive impact on corporate image. Furthermore, enhancing communication about CSR initiatives and aligning them with the company's core business and stakeholder demands can have a significant impact on corporate image.

This study presents empirical proof that CSR actions improve the corporate image of St. George Beer Factory. By adopting and disseminating CSR programs that address economic, ethical, and philanthropic elements, the beer manufacturer can improve its brand and image with stakeholders.

5.3 Recommendations

According to the research findings, the following recommendations can be made to improve the impact of corporate social responsibility (CSR) on business image:

- Improve CSR communication and education. Create successful ways for communicating and educating stakeholders, particularly employees, about the organization's CSR initiatives and their significance. This can be accomplished through frequent updates, training programmes, and internal communication channels.
- Emphasise ethical and charitable CSR. Place a stronger emphasis on the ethical and charitable aspects of CSR, as these have been shown to have the greatest positive influence on corporate image.
- Align CSR projects with societal concerns and community needs to make them more relevant and effective.
- Diversify stakeholder representation. Ensure a more fair representation of stakeholder groups, including community members, in order to collect a broader range of viewpoints on how CSR affects business image. This can be accomplished through focused engagement strategies and stakeholder consultations.
- Create a comprehensive CSR plan. Conduct a thorough materiality assessment to determine which social and environmental issues are most important to the company's

operations and stakeholders. Set defined CSR goals and objectives that are consistent with the company's overall business plan and company image. Implement CSR in the company's governance structure, operational procedures, and decision-making frameworks.

- Improve CSR communication: Create a strategic communication plan that will successfully highlight the company's CSR initiatives, accomplishments, and impact. Use several communication platforms, such as the company's website, social media, annual sustainability reports, and targeted marketing efforts. To gain stakeholder trust and credibility, ensure CSR reporting is transparent and authentic.

- Employee participation and volunteers in CSR activities can help to build a sense of ownership and engagement. Provide training and resources to help employees understand the company's CSR objectives and their role in achieving them. Recognize and reward employees who contribute to the company's CSR initiatives.

- Measure and optimize CSR performance. Create a comprehensive collection of CSR-related key performance indicators (KPIs) and metrics to assess the impact and efficacy of the company's actions. Regularly gather and analyses stakeholder feedback to discover areas for improvement and optimization. Integrate CSR performance data into the company's broader reporting and decision-making processes.

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Questionnaire Completed by Employees, Customers, and community.

St. Mary's University

Post Graduate program.

Department of MBA

M.A Thesis on the impact of corporate social responsibility on company image APPENDIX A: QUESTIONNAIRE ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

Mahlet Asfer Agza,

St. Mary"s University,

Phone number: - +251921861051,

Email: - asfermahelt@gmail.com

Addis Ababa, Ethiopia.

Dear Respondent,

SUBJECT: REQUEST FOR RESEARCH DATA

I am a graduate student at St. Mary"s University. In partial fulfillment for the award of a Master

Of Business Administration, I am carrying out a research study on „**Impact of corporate social responsibility on company image: "The Case of St. George Beer factory in Addis Ababa''**

You have been identified as one of the people that could be of assistance with the research and I

request your participation in the research. Essentially, you would be required to complete a

Questionnaire. You will be treated anonymously, and your responses will be treated with utmost

confidentiality. The information you provide will be used only for academic purposes.

Yours Faithfully,

Thank you in advance.

Questioner

Information

CSR - CSR stands for Corporate Social Responsibility. It refers to a company's initiatives to integrate social and environmental concerns in its business operations and interactions with stakeholders.

Part A   **Background Information**

- Put tick mark " ✔ " on your choices

1. In which age group are you?

    21-26 ☐   C. 27 –32 ☐   B. 33– 39 ☐   D. above 40 ☐

2. Gender

    Male ☐   Female ☐

3. Education level:

    Below grade12th ☐   grade 12thcompleted Certificate ☐   College Diploma ☐

    First Degree ☐   Masters ☐   above Maters ☐

4.   Stakeholder category:

    Customer ☐   Employee ☐ investor ☐   local community ☐   Government ☐

    If you are an employee, please proceed to the next question. Otherwise, skip to question 6.

5.   If you are an Employee, which CSR categories are you associated with?

    Direct participant ☐   indirect participant ☐   not participant ☐

PART B: Perception of CSR Initiatives

6. Are you aware of the company's CSR initiatives?
   a. Yes
   b. No

7. Have you participated in any of the company's CSR initiatives? If so, which ones?

   _____

8. How do you think the company's CSR initiatives have impacted your personal life or community?

9. Have you ever looked for information about the company's CSR initiatives? If so, where did you look?

   _____

   _____

PART C:

1. Perceptions of Stakeholders on Corporate Social Responsibility (CSR) Components in Business Organizations

How important is it for you that a company engages in corporate social responsibility (CSR) initiatives? Scale: 1-5, where 1 is "not important at all" and 5 is "very important"

No		1	2	3	4	5
1	Economic responsibility					
2	Legal responsibility					
3	Ethical responsibility					
4	Philanthropic responsibility					

2. How important do you believe the following CSR components are for company's performance? ((1 = not important at all, 5 = very important)

No		1	2	3	4	5
1	Economic responsibility					
2	Legal responsibility					
3	Ethical responsibility					
4	Philanthropic responsibility					

3. on a scale of 1 to 5, please rate the importance of the following CSR components for a company. 1-5 (1 = not important at all, 5 = very important)Scale,

No	Variable	1	2	3	4	5
Economic responsibilities (components) of CSR						
1	The company is committed to being as profitable as possible					
2	The company strives to maintain a strong competitive position					
3	The company strives to maintain a high level of operating efficiency					
4	The company believes that its success is described as always being profitable.					
Legal responsibilities (components) of CSR						
1	The company always acts in a manner consistent with the expectations of the government.					
2	The company strives to comply with various Federal laws and regulations					
3	The company strives to comply with various regional laws and regulations					
4	The company always tried to be a law-abiding corporate citizen					
5	The company makes every effort to fulfil their legal obligations.					
6	The company provides goods/services that meet legal requirements					

Ethical responsibilities (components) of CSR						
1	The company always acts in a manner consistent with societal ethical norms.					
2	The company always recognizes and respect societal, ethical-moral. Norms					
3	The company prevents ethical norms from being compromised in line with achieving corporate goals.					
4	The company tries to do what is expected morally or ethically.					
5	The company knows that ethical behaviour goes beyond simple compliance with laws and regulations.					
Philanthropic responsibilities (components) of CSR						
	The company always acts in a manner consistent with philanthropic and charitable expectations of society.					
	The company is fulfilling its moral obligation to society					
	The company participates in voluntary and charitable activities within their local communities					
	The company provides assistance to private and public educational institutions					
	Corporate Image					
	The CSR initiatives undertaken by St. George Brewery Factory positively contribute to the company's overall reputation.					
	St. George Brewery Factory is perceived as a socially responsible organization due to its CSR activities					
	The CSR initiatives of St. George Beer have influenced my perception of the company in a positive way.					
	I am more inclined to choose St. George Beer as a customer due to its strong reputation and positive image					

4. Employee Perception of Company Characteristics

Please replay the following statements ''yes'' or ''no ''

No	Characteristics	Yes	No
1	Does the company promote honest/ethical employee behaviour		
2	Does the company have a commitment to maintain a safe workplace		
3	Does the company protect employees from any sort of harassment		
4	Does the company provide/pay a portion of medical and education expenses for employees		
5	Does the company treat employees in a friendly, courteous, and responsive manner		

How do you think the company could better support local communities through its CSR initiatives?

_____

What additional CSR initiatives would you like to see the company engage in?

_____

Thank you for taking the time to complete this questionnaire. Your feedback is greatly appreciated.

Appendix -2

Reliability Statistics

Cronbach's Alpha	N of Items
.804	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Economic responsibilities	16.0918	2.702	.472	.804
legal responsibilities	16.0608	2.434	.636	.750
ethical responsibilities	16.4102	2.681	.517	.788
philanthropic responsibilities	16.0743	2.675	.588	.766
Corporate Image	16.1861	2.556	.769	.718