

EFFECTS OF CSR INITIATIVE TYPE ON CONSUMER RESPONSES,
IN RELATIONS TO COMPANY-CAUSE FIT AND STIGMATIZED INDUSTRY

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ABSTRACT

Seoyeon Kim: Effects of CSR initiative type on consumer responses,
in relations to company-cause fit and stigmatized industry
(Under the direction of Dr. Lucinda Austin)

The purpose of this study was to examine the effects of company-cause fit, industry type, and corporate social responsibility (CSR) initiative type on consumer responses to the company engaging in CSR. Also, it examined how the perceived level of company involvement in the given CSR initiative influences the way consumers view the company engaging in CSR.

A 2 (high vs. low fit) x 2 (more stigmatized vs. less stigmatized industry) x 6 (CSR initiative type) experimental survey was performed. Consumer responses were shown differently across the six CSR initiative types; corporate social marketing (encouraging individuals' behavior change) and cause-related marketing (donating a certain percentage of revenues) generated the least positive consumer responses, while corporate philanthropy (direct charitable giving), community volunteerism (community service of employees), and socially responsible business practices (modification of business operation to be more socially responsible) led to the most positive consumer responses.

Regarding the role of company involvement, a series of mediation analyses revealed that the relationship between CSR initiative type and consumer responses was mediated by the perceived company involvement in the given CSR initiative; corporate philanthropy, community volunteerism, and socially responsible business practices were perceived as having more company involvement than corporate social marketing and cause-related marketing, and in turn yielded to more positive consumer responses to the company.

This study's findings provide companies varied in corporate reputation with practical

guidelines on choosing the right implemental approaches to CSR. Other theoretical and practical implications are discussed.

TABLE OF CONTENTS

LIST OF TABLES	viii
CHAPTER I: INTRODUCTION	1
CHAPTER 2: LITERATURE REVIEW	3
I. CSR	3
II. CSR and Consumer Outcomes	8
II.A. Attitudes toward the company	8
II.B. Intentions to support the company	9
III. Mediators between CSR and Consumer Outcomes	10
III.A. Perceived public-serving motives	11
III.B. Perceived commitment to CSR	12
III.C. Perceived corporate hypocrisy	12
IV. Company-Cause Fit	13
V. CSR Initiative Type	17
VI. CSR Communication of Stigmatized Industries	20
VI.A. CSR challenge of stigmatized industries	21
VI.B. Company-cause fit and stigmatized industries	23
VI.C. CSR Initiative type and stigmatized industries	23
VII. Company Involvement	25
CHAPTER 3: HYPOTHESES AND RESEARCH QUESTIONS	29
CHAPTER 4: METHOD	32
I. Participants	32

II. Procedure	33
III. Stimuli	35
III.A. Stimulus industries and social causes	35
III.B. Stimulus CSR initiatives	37
IV. Measures	38
IV.A. Perceived company involvement	38
IV.B. Attitudes toward the company	39
IV.C. Intentions to support the company	39
IV.D. Perceived commitment to CSR	39
IV.E. Perceived public-serving motive	40
IV.F. Perceived corporate hypocrisy	40
IV.G. Controls	40
CHAPTER 5: RESULTS	43
I. Three-Way RM ANCOVA Analyses	43
I.A. Company involvement	44
I.B. Attitudes toward the company	45
I.C. Intentions to support the company	47
I.D. Perceived commitment to CSR	48
I.E. Perceived public-serving motive	49
I.F. Perceived corporate hypocrisy	50
II. Mediation Analyses	52
II.A. Attitudes toward the company	53
II.B. Intentions to support the company	55
II.C. Perceived commitment to CSR	56
II.D. Perceived public-serving motive	57

II.E. Perceived corporate hypocrisy	58
CHAPTER 6: DISCUSSION	60
I. CSR Initiative Type and Consumer Reactions	61
I.A. Findings on corporate social marketing	61
I.B. Findings on cause-related marketing	62
I.C. Findings on corporate philanthropy, community volunteerism, and socially responsible business practices	64
II. CSR Initiative Type and Company Involvement	65
III. Practical Implications	66
III.A. Improving corporate social marketing and cause-related marketing	68
III.B. CSR communication for stigmatized industries	70
IV. Limitations and Future Research Suggestions	72
APPENDIX A: TABLES	75
APPENDIX B: STIMULUS MESSAGES	88
REFERENCES	91

LIST OF TABLES

Table

1. Corporate Social Initiative Types	75
2. Experimental Conditions	75
3. Measurement for perceived company involvement	76
4. Measurement for perceived commitment to CSR	77
5. Measurement for anticorporate sentiment	78
6. Adjusted means and standard errors for perceived company involvement ...	79
7. Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on perceived company involvement in the CSR initiative	79
8. Interaction effect between CSR initiative type and fit on perceived company involvement	80
9. Adjusted means and standard errors for attitudes toward the company	81
10. Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on attitudes toward the company.....	81
11. Adjusted means and standard errors for intentions to support the company	82
12. Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on intentions to support the company	82
13. Adjusted means and standard errors for perceived commitment to CSR	83
14. Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on perceived commitment to CSR	83
15. Adjusted means and standard errors for perceived public-serving motive	84
16. Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on perceived public-serving motive	84
17. Adjusted means and standard errors for perceived corporate hypocrisy	85
18. Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on perceived corporate hypocrisy	85

19. Mediation Analysis Result Summary 86

CHAPTER 1: INTRODUCTION

In general, corporate social responsibility (CSR) refers to a company's obligation to exert a positive impact and minimize its negative impact on society (Pride & Ferrell, 2006). Today, consumer expectations for CSR are higher than ever before. A recent consumer survey reports that 91% of global consumers expect companies to do more than make a profit and 71% are willing to pay extra for a socially responsible product (Cone Communications, 2015).

The awareness of the value of CSR has increased in the corporate side as well. More than 92% of the largest 250 global companies publish reports on their cause-supporting activities (KPMG, 2015; The Conference Board, 2015). Charitable giving from the U.S. corporate sector reached approximately \$20 billion in 2017 alone, with 8% rise from the previous year (Giving USA, 2018). Indeed, studies and reports have supported a range of strategic benefits of CSR, such as improvement of financial performance (e.g., Margolis & Walsh, 2003), reputation management (e.g., Fombrun & Shanley, 1990), consumer loyalty (e.g., Cone Communications, 2015; Nielsen, 2014b), and employee recruiting and retention (e.g., Lougee & Wallace, 2008). The benefit of CSR is not limited to the business side; CSR also contributes to society by supplementing governmental and social welfare efforts to improve social/environmental concerns (Coombs & Holladay, 2011).

Despite the known strengths of CSR, however, CSR communication does not guarantee positive outcomes; consumers may view CSR activities as insincere and negatively evaluate the company, which in turn affects the company's business performance. For this reason, companies often feel difficult to decide approaches to CSR (e.g., selecting causes, selecting activity forms).

Regarding cause selection, company-cause fit, or the perceived relevance between a company and a cause the company supports, has been known to be effective in eliciting positive consumer reactions (Becker-Olsen, Cudmore, & Hill, 2006; Forehand & Grier, 2003). However, researchers have recently called for closer examinations of the fit effect; for stigmatized industries (e.g., fast food, tobacco, alcohol), CSR initiatives highly relevant to the company may remind consumers of the company's negative social contributions and worsen the corporate reputation (Austin & Gather, 2017; Gaither & Austin, 2016). In regard to activity form selection, a variety of CSR initiative types notwithstanding (e.g., cause promotion, donation, community volunteerism), there has been limited understanding about which CSR initiative types are more or less effective in meeting consumer expectations for CSR.

Therefore, this study examines how different CSR initiative types varied in the level of company-cause fit and industry type affect consumer responses to the company engaging in CSR. Specifically, six CSR initiative types proposed by Kotler and Lee (2005) are looked at in a comparative manner: corporate social marketing (encouraging individuals to adopt socially desirable behaviors); cause promotion (sponsoring nonprofit organizations); corporate philanthropy (direct donations); cause-related marketing (donating a certain percentage of revenues); community volunteerism (community service through employees); and socially responsible business practices (modifying business operations to support a cause). The effects of these CSR initiatives are examined under a high-fit (healthy eating) versus a low-fit (women's empowerment) condition; and a more stigmatized industry (fast food company) versus a less stigmatized industry (café chain company) condition.

CHAPTER 2: LITERATURE REVIEW

I. CSR

There are a number of definitions for CSR across academic and professional disciplines. Nevertheless, it seems to be common to view CSR as discretionary corporate actions beyond the legal obligations for the social good in interactions with stakeholders. One of the most frequently used definitions of CSR (Dahlsrud, 2008), proposed by the European Commission (a practical discipline), is “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (Commission of the European Communities, 2001, p. 6). McWilliams and Siegel (2001) in the business/management discipline define CSR as “actions that appear to further some social good, beyond the interests of the firm and that which is required by law” (p. 117). Coombs and Holladay (2011) in the public relations discipline offer a similar definition, but display a clearer range of stakeholders: “CSR is the voluntary actions that a corporation implements as it pursues its mission and fulfills its perceived obligations to stakeholders, including employees, communities, the environment, and society as a whole” (p. 8).

Historically, there have been various perspectives of CSR and the role of business in society. Also, the way CSR is viewed by the business sector and consumers has evolved over time. Notable discussion of CSR in the United States began in the 1960s (Carroll & Shabana, 2010). Charitable giving and cause-supporting activities by companies existed even prior to the 1960s. However, the level of societal expectation for corporate engagement in social issues was minimal. Therefore, cause-supporting activities tended to be

viewed separately from the business and were only limited to individual companies interested in helping with needs of the local community or society.

In the 1960s, major social movements of the time—largely led by activists to promote civil rights, women’s rights, consumers’ rights, and environmental conservation—sparked companies to take actions to address socially cherished values. Frederick (2008) described CSR in the 1960s and 1970s as being “socially responsive;” companies were simply responding to what was demanded by society, but they did not seek to incorporate cause-related activities into their financial performance (Lee, 2008). Conflicting perspectives on the role of business in society appeared from this time, as well. While companies were pressured to participate in social movements, some scholars argued that the primary role of business was to be profitable and maximize shareholders’ returns on investments (Friedman, 1970). This perspective reflects the idea that using shareholders’ invested resources to do something other than improving financial performance eventually leads the business away from fulfilling what shareholders expected at the time of their investment. Even without addressing shareholders, arguments in favor of financial performance as the utmost responsibility of businesses could be made by appealing to businesses’ lack of expertise in social concerns; it was argued that taking care of social concerns would be the responsibility of the government, and thus corporations should not be detracted from their areas of expertise, such as creating employment and developing innovative products (Davis, 1973; Levitt, 1958).

However, the strong societal pursuit of CSR quickly challenged such shareholder- or profit-oriented business philosophies. The idea that corporations should act on social concerns at least partially beyond their economic interests was shared initially among activists, scholars, and government, and later among the larger public and the business sector (Carroll & Shabana, 2010). Companies were urged to consider how stakeholders other than

shareholders (e.g., consumers, suppliers, employees, community) could be affected by their operations and to use their resources and expertise to improve the public good. The awareness of the practical importance of CSR grew during the 1980s and has become widely recognized since then. CSR began to be viewed in relation to certain corporate outcomes, such as financial performance after implementation of a CSR initiative and consumer perceptions/behaviors based on CSR-related reputation (Frederick, 2008; Porter & Kramer, 2006).

CSR is now considered as an integral and strategic element of business to “do better by doing good” (Sen & Bhattacharya, 2001; Varadarajan & Menon, 1988). Through CSR performance, companies seek to build competitive advantages and gain legitimacy in society (Fombrun & Shanley, 1990; Porter & Kramer, 2006). Companies also pursue CSR with the aim of counteracting current and potential crisis risks (Sinclair & Miller, 2012). Along with the increasing awareness of the strategic value of CSR, the percentage of S&P companies issuing corporate social responsibility report increased to 85% in 2017 from 20% in 2011 (Governance & Accountability Institute, 2017). Studies have also supported the benefits CSR brings to companies. Research has found that consumers reward companies engaging in CSR by evaluating the company’s products more positively (Brown & Dacin, 1997); viewing the company more favorably (Bhattacharya & Sen, 2004); showing more willingness to purchase products from the company (Becker-Olsen, Cudmore, & Hill, 2006); and reduce the blame on companies during times of crisis (Klein & Dawar, 2004). Furthermore, consumer surveys report that growing number of consumers are willing to reward or punish companies based on the level of company commitment to positive social/environmental impact (Cone Communications, 2015; Nielsen, 2014b).

Nevertheless, it should be noted that today’s strong orientation towards CSR does not mean corporations will take over the tasks from government or become the primary solver of

social problems. The fact that economically contributing to society through profit generation is the very basic responsibility of corporations is not denied. Even consumers acknowledge the business side of CSR. Consumers do not necessarily view a company negatively because the company seems to practice CSR with a promotional purpose. Rather, consumers understand that companies have promotional motives in CSR and accept such corporate activities with favorable attitudes, as long as perceived sincerity accompanies the actions (Kim & Austin, 2018; Kim & Lee, 2012; Yoon, Gürhan-Canli, & Schwarz, 2006).

With the business performance constant, CSR serves as a plus and presents the company's potential to further succeed (Bae & Cameron, 2006; Choi & Moon, 2016; Kim, 2011). However, a company lacking in business performance does not necessarily win consumer support for its CSR (Sohn & Lariscy, 2012). For example, the shoes brand TOMS' initial success was attributed not only to its novel products but also to its strongly recognized CSR campaign One-for-One which promised to donate a pair of shoes for every pair sold. The campaign is still appreciated by many consumers and other companies, but TOMS has recently experienced declines in profit and brand value; the company's good CSR reputation has not been able to save the company which has failed to innovate itself (e.g., diversifying product lines) (Ronalds-Hannon & Bhasin, 2018). On the contrary to this, a company may have a generally positive reputation based on its strong business performance in the market and may not be willing to engage in CSR. In this case, the company may not see the immediate impact on the business resulting from its lack of CSR, but is likely to face a loss of corporate assets (e.g., reputation, customer loyalty) at a certain point of time as CSR expectations among stakeholders grow (Lougee & Wallace, 2008). The food company Nestlé had been an industry-leading candy producer, but the company faced a significant challenge in its business as its palm oil sourcing practice was accused of deforestation by the activist group Greenpeace and later among a larger number of individuals on social media

(Ionescu-Somers & Enders, 2012). The company's attempts to stop social media discussions on the issue further fueled public criticism, and the company ended up changing how it produces candy products by adopting new policies for ethical sourcing.

In this sense, it can be said that CSR has been called for based on the encouragement for companies to share responsibilities for social concerns as corporate citizens or members of society, and not as isolated economic entities. CSR may not be the utmost goal companies should pursue. Yet, companies need to practice CSR as part of their management policy, rather than regarding it as an accessorial marketing means. The reason being that CSR contributes to sustaining business (Coombs & Holladay, 2011).

Carroll's (1991) "pyramid of CSR," a widely accepted model describing layers of different corporate responsibilities, helps to understand how the CSR expected today is distinguished from other important responsibilities corporations are supposed to fulfill. The model proposes four types of corporate responsibilities aligned from the wide bottom layer to the narrow top: (a) economic responsibilities (providing quality products/services that are profitable); (b) legal responsibilities (being compliant with laws/regulations); (c) ethical responsibilities (being right, just, and fair, even when not required by laws/regulations); and (d) philanthropic responsibilities (responding to society's expectations to be a good corporate citizen). The latter two responsibilities are based on the fulfillment of the first two layers (i.e., economic and legal responsibilities) as the business' operation will be suspended and fail to sustain stakeholders (through financial returns and necessary products/services) as well as the society (through taxes) unless it generates profit and complies with any codified rules. Thus, the fulfillment of economic and legal responsibilities is said to be required, ethical responsibilities are expected, and philanthropic responsibilities are desired (Carroll & Shabana, 2010). Carroll and Shabana (2010) claim that economic and legal responsibilities reflect "the old social contract between business and society" (p. 90), while ethical and

philanthropic responsibilities, which encourage corporations to go beyond what is required, are what the modern idea CSR refers to.

Therefore, this study does not argue that corporations should commit as much resources as they can towards CSR. Rather, this study seeks for ways to best leverage CSR to effectively addresses consumer expectation as well as the relevant social concerns, while minimizing corporate resources spent with diminishing returns due to little recognition among consumers and minimal contribution to the business.

II. CSR and Consumer Outcomes

Consumer expectations for CSR are higher than ever before, and fulfilling such expectations is an integral part for corporations because a business cannot be sustained without consumer support. In that sense, investment of corporate resources for CSR need not be viewed incompatible with business goals. Rather, corporations can utilize CSR to be complementary to their corporate strategies (Coombs & Holladay, 2011). In fact, ample research has shown that CSR elicits consumer support, including both cognitive (e.g., attitudes, attributions) and behavioral (e.g., purchase behavior, word of mouth) outcomes (e.g., Sen & Bhattacharya, 2001; Kim & Lee, 2012; Klein & Dawar, 2004; Nan & Heo, 2007).

II.A. Attitudes toward the company. Similar to the way individuals are perceived, corporate organizations are perceived as having dispositional qualities or characteristics (Aaker, 1997; Hoeffler & Keller, 2002). For example, consumers perceive human disposition-like attributes in companies, such as sincerity, excitement, competence, sophistication, and ruggedness (Aaker, 1997). When observing the helping or giving activities of a company, consumers find positive attributes in the company, such as sincerity and credibility, and perceive the company as a positive entity (Hoeffler & Keller, 2002).

Also, individuals tend to perceive themselves and the organizational entity as sharing positive, enduring, and distinctive characteristics by basic self-definitional needs, such as self-distinctiveness and self-enhancement (Dutton, Dukerich, & Harquail 1994; Tajfel, 2010). Consumers' identification with a company engaging in altruistic activities brings feelings of distinctiveness and enhanced self-esteem, and consequently leads to positive attitudes toward the company in the belief that altruistic consumers supports altruistic companies (Sen & Bhattacharya, 2001). Sen and Bhattacharya (2001) showed that positive records of CSR result in increased company evaluations as consumers found themselves similar to the company in terms of personality attributes (e.g., activist, compassionate, sincere). Furthermore, researchers have found that positive CSR perceptions improve not only the company evaluations but also the evaluations of the company's products (Brown & Dacin, 1997). For example, Kim (2011) and Tao and Wilson (2016) showed that corporate information highlighting CSR led consumers to associate the company not only with CSR but also with market competence (ability to produce quality products).

II.B. Intentions to support the company. According to the theory of reasoned action (TRA; Fishbein & Ajzen, 1975), attitude toward a behavior is one of the determinants of an individual's actual behavior, and the relationship between attitude and behavior is mediated through behavioral intentions. Using the TRA as a theoretical framework, many studies have demonstrated the positive relationship between CSR perceptions and company-supportive behavioral intentions (e.g., purchase intentions, intentions to spread positive word-of-mouth) (e.g., Dodd & Supa, 2011; Kang & Hustvedt, 2014; Schuler & Cording, 2006). Dodd and Supa (2011) found that consumers having positive attitudes toward buying from socially responsible companies were more likely to purchase more from companies engaged in CSR. Consistently, Kang & Hustvedt (2014) showed that consumers' positive attitudes

toward CSR positively affected their intentions to purchase from and spread positive word-of-mouth about the company engaging in CSR.

Other researchers also found more on types of company-supportive intentions. For example, Kim and Choi's (2012) study revealed that positive CSR perceptions led to intentions to seek employment in the company and intentions to invest in the company. Sen, Bhattacharya, and Korschun (2006) consistently found a positive relationship between CSR perceptions and company-supportive intentions, using measures for intentions to seek information about jobs at the company in the future and intentions to talk positively about the company to friends as a good organization to work for.

The great potential of CSR to elicit actual behavioral support notwithstanding, researchers have addressed that it is more difficult to elicit company-supportive intentions than company-supportive attitudes (Bhattacharya & Sen, 2004; Boulstridge & Carrigan, 2000). Bhattacharya and Sen (2004) reported that "the impact of CSR initiatives on outcomes 'internal' to the consumer (e.g., awareness, attitudes, and attributions) is significantly greater and more easily assessable than its impact on the 'external' or visible outcomes (e.g., purchase behavior, word-of-mouth)" (p. 12). That is, generally positive attitudes towards CSR or certain CSR initiatives is not necessarily tied to company-supportive consumer behaviors in the real world. Given that behavioral engagement with the company is the ultimate level of consumer outcome, it is critical for companies to communicate CSR that is capable of eliciting actual behavioral support from consumers.

III. Mediators between CSR and Consumer Outcomes

The practice of CSR itself does not guarantee consumer support. The corporate reputation research firm Reputation Institute's (2012) Global CSR RepTrak™ 100 reported that of the top 100 reputable companies only a few were viewed to be fair workplaces (14%), responsibly-run organizations transparent in their business dealings (22%), and good

corporate citizens that supported social/environmental causes (6%). Those top 100 reputable companies were the ones spending millions of dollars on CSR each year, but there seems to be a gap between companies' current CSR activities and consumers' actual expectations for CSR. Similarly, the measurement and data analytics company Nielsen's report on the way CSR is viewed by different groups suggests a discrepancy between corporate executives and consumers; 60% of business leaders felt that companies had become more committed to CSR than they were three years ago, whereas only 31% of consumers agreed with this viewpoint (McAllister, 2016).

CSR efforts perceived as sincere connects to successful CSR communication (Ellen, Webb, & Mohr, 2006; Kim & Lee, 2012). Research has found a number of sincerity-related factors which mediate the influence of CSR on consumer support (e.g., positive company attitudes, supportive intentions), including perceived motives, commitment, and corporate hypocrisy behind the given CSR effort.

III.A. Perceived public-serving motives. CSR efforts perceived as driven by public-serving motives are associated with dispositional attributes including sincerity (Kim & Lee, 2012; Yoon et al., 2006), trustworthiness (Kim & Choi, 2012), and genuineness (Ellen, Webb, & Mohr, 2006; Austin & Gaither, 2017), enhancing CSR beliefs, and in turn leading to increased consumer support. On the other hand, CSR efforts perceived to be only self-serving (serving the company's own interests) are likely to result in decreased consumer support (Bae & Cameron, 2006).

Based on attribution theory, Fein (1966) argues that elaboration about the true motives for an act increases when individuals are aware of multiple incompatible motives. Consumers may become suspicious about companies' true motives for engaging in CSR because companies' general motives for making profits seem incompatible with the altruistic spending involved in CSR initiatives. Given the prevalent awareness of the business side of

CSR, self-serving motives are commonly expected to be present in CSR practices, and thus the presence of self-serving motives itself does not necessarily increase negative consumer responses. However, the lack of public-serving motives or the concealment of self-serving motives negatively affects consumer responses (Forehand & Grier, 2003; Yoon et al., 2006).

III.B. Perceived commitment to CSR. Commitment involves performing tasks to meet a goal. In psychology, goal commitment is defined as “the degree to which the individual considers the goal to be important, is determined to reach it by expending effort over time, and is unwilling to abandon or lower the goal when confronted with setbacks and negative feedback” (DeShon & Landis, 1997, p. 106). Based on this and other commonly accepted definitions for goal commitment, goal commitment contains constructs including “the content domain of choice, effort, and persistence to attain a specific goal regardless of obstacles or initial failures to do so” (Seijts & Latham, 2000, p. 318). In the context of CSR communication, the length of time or consistency of efforts for the given CSR initiative (Ellen, Webb, & Mohr, 2006; Vanhamme & Grobbs, 2009; Webb & Mohr, 1998) and the amount of financial resource devoted to CSR (Yoon et al., 2006) have been used to operationalize commitment to CSR.

Perception of CSR commitment is closely related to the perception of CSR motives, as the perceived level of CSR commitment influences attributions of CSR motives. For example, Ellen, Webb, and Mohr (2006) found that individuals inferred more public-serving motives when the given CSR initiative was perceived as committed to CSR; whereas, they perceived firm-serving attributions when the CSR initiative was perceived as less committed to CSR.

III.C. Perceived corporate hypocrisy. Corporate hypocrisy refers to “the belief that a firm claims to be something that it is not” (Wagner, Lutz, & Weitz, 2009, p. 79). The concept of skepticism has also been used interchangeably with corporate hypocrisy in CSR

research, with Obermiller and Spangenberg's (1998) conceptualization as a tendency towards disbelief (Elving, 2013; Forehand & Grier, 2003).

Negative dispositional attributes, such as dishonesty and insincerity, and firm-serving motives are inherent in corporate hypocrisy. Hence, corporate hypocrisy negatively influences CSR beliefs, which is likely to result in unfavorable consumer outcomes.

Wagner, Lutz, and Weiz (2009) revealed that consumers found the company hypocritical when the company's CSR statements were not followed by corporate behavior consistent to the statement, negatively affecting CSR beliefs and attitudes toward the company. Forehand and Grier (2003) also found that perceptions of corporate hypocrisy were generated and company evaluations lowered when the company's CSR statement expressed public-serving motives despite of other readily apparent firm-serving motives.

IV. Company-Cause Fit

Along with the increased awareness of the strategic advantages of CSR since the 1980s, there has been extensive research on cause selection to better leverage the CSR effect. Particularly, researchers have paid attention to how a cause more or less relevant to the company differently affects consumer outcomes.

Company-cause fit refers to the perceived relevance or similarity between a company and a cause in CSR communication (Du, Bhattacharya, & Sen, 2010; Varadarajan & Menon, 1988). It is now widely known that the cause should match the company in consumers' mind at least to some level of extent (Porter & Kramer, 2006). Thus, companies carefully select which causes they will support through their CSR initiatives not only to contribute to society, but also to best benefit from the positive link between the cause and the company. Indeed, many well-known CSR activities feature causes can be easily linked to the company's attributes (e.g., Starbucks' support for coffee farmers, Disney's giving to children's charities).

Early corporate attempts to influence consumer perceptions through positive attributes of third entities can be found in celebrity endorsement of brands/products. Kahle and Homer (1985) first proposed the idea of the “match-up hypothesis” to suggest that product/brand advertising effectiveness increases when the product/brand image is congruent with the image of the third-party endorser; for example, an attractive celebrity is likely to promote an attractiveness-relevant product (e.g., cosmetic cream) better than an unattractive celebrity. The match-up hypothesis suggests that brand/product information contained in marketing communication materials is not limited to what is conveyed verbally, but the accompanied imagery also plays an important role in forming consumer perceptions (Rossiter & Percy, 1980).

Furthermore, studies suggest that when an entity (e.g., endorser, cause) is paired with a company, the image of the entity transfers to the company or vice versa (Gwinner, 1997; Gwinner & Eaton, 1999). Also, this image transfer or exchange between an endorsing entity and a company is enhanced when the two are congruent with each other (Gwinner & Eaton, 1999). For example, Misra and Beatty (1990) found that endorser-brand congruence facilitated the transfer of affective reactions from the endorser to the brand and that more positive affect (emotion) toward the brand was found in the endorser-brand congruent condition rather than in the counterpart condition.

The match-up effect has been viewed from several theoretical perspectives. Attribution/correspondence theory (Folkes, 1988; Jones & Davis, 1965; Smith & Hunt, 1978) explains how match-up gets a company anchored to a cause. According to attribution theory, individuals tend to attribute an event or a behavior to “internal” or “external” causes. Internal causes are thought to be originated from the dispositional properties of the actor, whereas external causes represent results of pressure or situational constraints (Jones & Davis, 1965). When it is believed that a behavior occurred out of the actor’s true desires or

dispositions, the observer is likely to match the behavior (e.g., holding or not holding the door) and the relevant attributes of the behavior (e.g., kind, unkind) more easily and with more confidence (there would not be other plausible reasons better explain the behavior). On the other hand, when a behavior is thought to be made due to external pressures or other hidden motives, the observer is likely to experience difficulty figuring out the true causes of the actor's behavior; determining which attributes or characteristics are appropriate to match with the actor becomes more difficult.

For example, consumers may view an athlete's endorsement of a sporting product as an act internally motivated because the product may have helped some aspect of the endorser's athletic performance. In this case, consumers find internal attribution more helpful and suitable, and hence are likely to link the endorser's competence as an athlete with the promoted sporting product. On the other hand, consumers may become suspicious about the true motivation of the endorser to promote the same sporting product and the true quality of the product when the celebrity endorser does not present sports-related attributes; they may think that the celebrity was coerced to promote the product or the company used the celebrity's popularity to sell the product. As a result, the celebrity endorser and the product may end up being matched with each other more loosely.

Another theoretical perspective to explain the match-up effect comes from schema theory (Lynch & Schuler, 1994). Schema theory posits that individuals process information in relation to their preexisting knowledge or schemas (Lynch & Schuler, 1994; Misra & Beatty, 1990). That is, information that has closer links to the existing knowledge in one's memory is likely to be captured and remembered more promptly and easily. Hence, the more similar or relevant attributes two entities share, the more likely they are to be paired and remembered.

In the context of company-cause fit, CSR information is likely to be processed more smoothly in individuals' minds when a company is presented with a social cause congruent with the company (e.g., Panera's bread donation to hunger relief organizations). That is, consumers are more likely to appreciate CSR initiatives which naturally connect to the company's business (Alcañiz, Cáceres, & Pérez, 2010; Becker-Olsen, Cudmore, & Hill, 2006; Elving, 2013; Forehand & Grier, 2003). For example, when an individual has positive feelings toward a cause and that cause is paired with a conceptually similar company, positive feelings toward the cause may carry over to the company with little cognitive interruption that might otherwise raise discomfort in processing the two together.

Research has supported the positive relationship between company-cause fit and consumer outcomes (e.g., Ellen, Webb, & Mohr, 2006; Sen & Bhattacharya, 2001). For example, Ellen, Webb, and Mohr (2006) found that consumers were more likely to perceive a CSR initiative as being driven by value-driven motives (sincere caring about a cause) and show higher purchase intentions when the company-cause fit was high (i.e., a gas station company helping the old and the disabled with transportation) rather than low (i.e., a gas station company supporting wildlife conservation). Elving (2013) found that high-fit CSR lowered skepticism, led to more positive consumer attitudes toward the company, and elicited the higher level of purchase intention.

On the other hand, low company-cause fit leads individuals to elaborate more on the given CSR information. People may become curious or suspicious about the reason the company engages in altruistic/giving behavior that is seemingly unrelated to the company's interests in profit making (Becker-Olsen, Cudmore, & Hill, 2006; Du et al., 2010). That is, low company-cause fit may raise skepticism towards the CSR initiative, as well as the company. Becker-Olsen, Cudmore, and Hill (2006) found that low-fit CSR initiatives (i.e., Home Depot and domestic violence, Revlon and homelessness), rather than the high-fit

(Home Depot and homelessness, Revlon and domestic violence), led to more negative attitudes toward the company and purchase intentions among consumers.

V. CSR Initiative Type

The causes companies support in their CSR have been increasingly diverse, such as hunger, education, public health, environment and human rights. Upon the selection of a cause to support, companies should decide *how* they would support the cause. Whatever cause a company chooses to support, the way it engages with the cause, or the form of cause-supporting activity, falls into one or some of CSR initiative types proposed by Kotler and Lee (2005). Coombs and Holladay's (2011) introduction to forms of CSR is also consistent with Kotler and Lee's typology.

Kotler and Lee (2005) categorized CSR initiatives based on the way companies practice a given cause-supporting activity (see Table 1 for description of each CSR initiative type). The six CSR initiative types include (1) corporate social marketing, (2) cause promotion, (3) corporate philanthropy, (4) cause-related marketing, (5) community volunteering, and (6) socially responsible business practices.

Companies that take a "corporate social marketing" type of CSR initiative support causes by encouraging socially or environmentally desirable behavior at the individual behavior change level; for example, a supermarket company may influence its consumers' behavior by running a store-wide campaign to encourage reusable bag usage. It needs to be noted that corporate social marketing as a CSR initiative type is not the same as "social marketing." Social marketing refers to "the adaptation of commercial marketing technologies to programs designed to influence the voluntary behavior of target audiences to improve their personal welfare and that of the society of which they are a part" (Andreasen, 1994, p. 110). Social marketing emerged with increased need from nonprofit and government organizations for marketing skills from the business sector to be applied to social change programs (Kotler

& Zaltman, 1971); therefore, the main agents of social marketing activities are organizations in the nonbusiness sector, and those organizations seek to “benefit target consumers and/or the society as a whole, not the marketer” (Andreasen, 1994, p. 111). The idea of corporate social marketing is similar to social marketing, as it attempts to positively influence a behavior of individuals or organizations, using commercial marketing skills. However, corporate social marketing is distinguished from social marketing in that: the main marketing agent is a business organization, and the aim to benefit the marketing agent itself or the company (e.g., corporate image promotion, sales improvement) is inherent in the planning and practice of the social marketing activities.

Through “cause promotion,” companies financially sponsor or contribute other corporate resources to cause-related organizations or external cause-promotional activities for the sake of increasing awareness of a cause; sponsoring public service announcements or cause-promotional efforts of government or nonprofit organizations can be examples. “Corporate philanthropy” refers to money or the like directly donated to a cause. “Cause-related marketing” involves contributing a certain percentage of revenues to a cause; a company may donate 10% of its sales of a particular product to a children’s hospital. When companies take a “community volunteering” type of CSR initiative, they have employees contribute their physical energy or skills to community services; for instance, employees may visit shelters and help with distributing food to hurricane victims. Finally, “socially responsible business practices” involve the company’s voluntary modification or change in the way the company does its business; examples may include a food company changing its sourcing practice in a more ethical way or a manufacturer adding special facilities to reduce its emissions.

Some CSR initiative types have been practiced longer while other CSR initiative types emerged more recently. Among the six CSR initiative types, corporate philanthropy

has been the most common and traditional form of CSR. Cause promotion can also be considered a more traditional form along with corporate philanthropy, in that the company mainly serves as a fund provider/raiser while third-party partners (e.g., government, nonprofit organizations) promote awareness of a cause on the front line. The level of societal expectation for companies to engage in social issues was much lower in the early days of CSR. Social concerns were often thought to be something taken care of under the expertise and lead of government. Consequently, corporate resources committed to CSR were often limited to money, and CSR activities were directed toward responding to and assisting with government/community needs in a passive manner (Smith, 1994).

By the mid-1990s, the societal and corporate awareness of *corporate citizenship* (the individual citizen-like role of the corporation as a member of society) became more visible. Companies began to more clearly recognize the strategic importance of the association between their businesses and CSR. Proactive companies have attempted to position themselves as an active endorser of a cause. Corporate social marketing, cause-related marketing, and socially responsible business practices represent more recent types of CSR initiatives, which highlight a leading role of the company in cause-supporting activities (Coombs & Holladay, 2011; Kotler & Lee, 2005). Community volunteering type of CSR initiatives have also increased recently (CECP, 2018).

Moon (2002) argues that there have been three waves of CSR—community involvement, socially responsible production processes, and socially responsible employee relations—to illustrate how foci of CSR have evolved along the societal expectation for CSR having increased over time. The first wave, community involvement, is the traditional resource-contributing CSR practices (e.g., donations, sponsorships); the latter two waves are related to socially responsible business operation (e.g., limiting negative social/environmental

impact, employee welfare promotion) which represent a more integrated and involved version of CSR.

Although many studies have provided evidence that corporations benefit from CSR, such effects have been often looked at in the absence of the consideration of CSR initiative types. The effects of practicing CSR have been often examined in the context of a single CSR initiative type such as corporate philanthropy and cause-related marketing (e.g., Bae & Cameron, 2006; Ellen, Webb, & Mohr, 2006; Forehand & Grier, 2003), or a mix of multiple CSR initiatives (e.g., Sen & Bhattacharya, 2001). The newly emerging type of CSR initiative—socially responsible business operation—has been given limited research attention. Furthermore, there has been limited research attention to the comparative examination for different CSR initiative types. It is difficult to draw strategic implications about what types of CSR initiatives are more or less effective when CSR initiative types are not specified. To better understand the dynamics of CSR effects (which CSR initiative types correspond to which outcomes), the pragmatic approaches taken by the company across different CSR initiative types need to be empirically distinct (Lankoski, 2008).

VI. CSR Communication of Stigmatized Industries

Recent research has suggested a moderating role of prior corporate reputation in the relationship between CSR and consumer outcomes (Bae & Cameron, 2006; Elving, 2013; Shim & Yang, 2016; Zasuwa, 2017); CSR communication is most likely to be leveraged when the company has a good reputation. Although the potential risk of a reputational threat applies to any corporate organizations, low baseline reputation or stigma is inherent in some companies. Example stigmatized companies include those affiliated to so-called sin industries (e.g., tobacco, alcohol, gambling) or other industries whose negative contributions to the social good through their products or production processes are widely recognized (e.g., fast food, fossil fuel) (Grougiou, Dedoulis, & Leventis, 2016). Devers, Dewett, Mishina,

and Belsito (2009) defined an organizational stigma as “a label that evokes a collective stakeholder group-specific perception that an organization possesses a fundamental, deep-seated flaw that deindividuates and discredits the organization” (p. 155).

For some organizations, stigma persists and is not detachable from the organization as it originates from the organization’s core business practices (e.g., gambling, genetically modified organisms); Hudson (2008) called this type of organizational stigma “core-stigma” to refer to the deeply-rooted negative image of an organization and “a strong or extreme form of illegitimacy” (p. 252). Other organizations have become stigmatized after certain reputational threats (e.g., crisis-related stigma); this type of stigma is called “event-stigma” and refers to “stigma that results from discrete, anomalous, episodic events” (Hudson, 2008, p. 253). This study particularly focuses on industries suffering from core-stigma and whose stigma is based on consumer perceptions of the industry’s ethical acceptability rather than a mockery or a ridicule of the industry’s incapability or poor business performance.

VI.A. CSR challenge of stigmatized industries. Stigmatized industries face a special challenge in practicing CSR because their businesses often become targets of CSR-related criticism. Negativity biases are easily applied to the evaluation of companies in stigmatized industries. A negativity bias refers to a person perception process, which involves an individual’s tendency to weigh negative aspects of a person more heavily than positive aspects (Kanouse & Hansen, 1972). When evaluating a person, individuals often focus more on the person’s negative traits despite the presence of positive traits, suggesting that negative information has greater power than positive information in determining overall judgment about a person (Anderson, 1967). Also, a negativity bias is more pronounced in the morality-related domain than in the ability/performance-related domain (Reeder & Brewer, 1979); that is, individuals tend to appreciate negative information more when it is

about morality (negativity bias in moral judgments), while they pay more attention to positive information when it is about ability (positivity bias in ability judgements).

Research suggests that negativity bias is also applicable to organization evaluations (Folkes & Kamins, 1999; Sohn & Lariscy, 2014). For example, Folkes and Kamins (1999) found that companies were more likely to be viewed unfavorably when the company had negative attributes in its corporate ethics, even if the company's positive product attributes (e.g., superior product quality) were present simultaneously. Stigmatized industries are easily associated with unethical businesses or negative social/environmental impact, which is likely to evoke negativity biases. Thus, the baseline reputation is often lower in stigmatized industries. Furthermore, CSR practices of stigmatized industries are more likely to be subject to public scrutiny compared to CSR practices of less stigmatized industries. Because the previously held negative perceptions about the stigmatized company in terms of social responsibility contradicts the good deeds the company communicates, consumers are likely to become reluctant to accept such corporate actions at face value; they rather elaborate on plausible reasons that could have led the company to such actions (Fein, Hilton, & Miller, 1990). In other words, consumers may question the true intent of the given CSR effort of the stigmatized industry and perceive the CSR effort as an attempt to water down the relevant stigma and promote the firm (Austin & Gaither, 2017; Yoon et al., 2006).

In that sense, it is critical for stigmatized industries to minimize perceptions of corporate hypocrisy or the suspicion about ulterior motives for CSR for successful CSR communication. Also, research suggests that communicating public-serving CSR motives and commitment to the cause helps stigmatized industries build consumer support (Austin & Gaither, 2017; Yoon et al., 2006). When the CSR initiative successfully communicates the trustworthiness, which is known to elicit public-serving motives perception, and the commitment to the cause, the stigmatized industry can increase consumer agreement to the

company's CSR claim with less criticism and enhance consumer attitudes toward the company (Sinclair & Miller, 2012).

VI.B. Company-cause fit and stigmatized industries. For stigmatized industries, high-fit CSR initiatives end up being relevant to social causes that the industry negatively contributes to (e.g., public health for tobacco industry, environment for oil industry). In that sense, high-fit CSR initiatives may be viewed more contradictory to the company's business goals, less sincere, and more hypocritical when it comes to CSR communication of companies with bad reputation or stigmatized industries (Elving, 2013). In fact, a number of recent studies suggest that the relationship between company-cause fit and consumer outcomes are reversed when the CSR involves a stigmatized industry (e.g., tobacco, alcohol, fast food, etc.) (e.g., Austin & Gaither, 2017; Kim & Choi, 2012; Yoon et al., 2006). Austin and Gaither (2017) found that a high-fit initiative of a soda company (obesity prevention) rather than a low-fit initiative (literacy education) led to higher levels of perceived self-serving motives, lower levels of perceived values-driven (public-serving) motives, and higher levels of skepticism. Similarly, Kim and Choi (2012) examined consumer responses to the tobacco company Philip Morris's high-fit (smoking prevention campaign) and low-fit (hunger fight donation) CSR initiatives and found that consumers exposed to the low-fit initiative condition were more likely to associate the company with CSR values (more public-serving intent), show more positive attitudes toward the company, and have company-supportive intentions.

VI.C. CSR initiative type and stigmatized industries. There has been highly limited attention paid to stigmatized industries' CSR utilization of different CSR initiative types. Consumer responses to CSR may vary depending on the extent to which CSR initiatives are viewed as sincere endeavors. Unique characteristics presented through certain

CSR initiatives may help the stigmatized industry relieve corporate hypocrisy perceptions among consumers and better communicate sincere commitment to the cause.

For example, Austin and Gaither's (2016) content analysis of Coca-Cola's social media posts on CSR efforts suggests the advantage of the socially responsible business practices type of initiative for stigmatized industries communicating CSR. As one of the few studies on the stigmatized industry's CSR communication across different initiative types, Austin and Gaither (2016) categorized a range of Coca-Cola's CSR initiatives using Kotler and Lee's (2005) typology and found that social media posts highlighting socially responsible business practices received the most favorable public response, while posts focused on cause promotion (paid sponsorships of cause-promotional activities) yielded the most negative public response. The large organizational commitment socially responsible business practices require to influence the way the company operates (e.g., removing high-calorie soda products from school vending machines) may communicate sincerity of the initiatives even if companies are addressing a cause they negatively contribute toward.

Indeed, socially responsible business practices present potential as an effective CSR communication tool for stigmatized industries. Many companies choose to support causes in such a way that the cause-supporting activity does not affect the company's core business operations, while not actually changing the way their businesses negatively contribute to society and/or the environment (Lougee & Wallace, 2008; Zyglidopoulos, Georgiadis, Carroll, & Siegel, 2012). Also, companies associated with more social irresponsibility tend to run more CSR initiatives, with the irresponsibility not necessarily reduced (Kotchen & Moon, 2012). However, researchers have claimed that corporate efforts to reduce the company's own negative social/environmental impacts (e.g., reducing emissions in the company's own plants) have a greater long-term potential for success in business performance than making efforts to add positive impacts through external cause-supporting

activities (e.g., supporting environmental groups) with the company's negative contributions to society unaddressed (Halme & Laurila, 2009; Lougee & Wallace, 2008; Zyglidopoulos et al., 2012).

Reducing or controlling the company's own negative social/environmental impacts requires organizational/systematic changes in business operations (e.g., supplier relationship, production process). Furthermore, socially responsible business practices are distinguished from all other types of CSR initiative in that they involve organization-wide change to support the cause within the company's own operations. When the company engages in CSR through socially responsible business practices, it does not rely on the lead of charities or nonprofit organizations, but positions itself as the planner as well as the implementer of the actual cause-supporting activity, communicating sincere concern for and commitment to the cause.

VII. Company Involvement

The level of company involvement in CSR, or how much the company *as a whole* participates in activities to support the given cause, can serve as a practical indicator of the level of the company's CSR commitment. Particularly, based on prior studies having described characteristics of a company highly committed to CSR (Clarkson, 1995; Henriques & Sadosky, 1999; McAdam, 1973), the concept of company involvement in CSR in this study is narrowed into and conceptualized as the extent to which management is concerned with CSR.

The reactive-defensive-accommodative-proactive (RDAP) scale has been proposed by Clarkson (1995) and used in many studies on CSR (e.g., Ali, 2017; Henriques & Sadosky, 1999). The RDAP scale rates and categorizes companies varied in strategy or posture toward a given cause (Clarkson, 1995): companies with the rating of "reactive" deny responsibility for the cause (doing less than required); "defensive" companies admit

responsibility for the cause but fight it (doing the least that is required); companies with the “accommodative” strategy accept responsibility for the cause (doing all that is required); those rated as “proactive” anticipate responsibility (doing more than is required).

In particular to companies categorized as proactive in CSR, Henriques and Sadosky (1999) describe what are commonly found in such companies’ CSR performance, specifically in a relation to management’s engagement with CSR. CSR performance of companies with proactive strategies is likely to have: a CSR plan; a written document describing the CSR plan; communication tools/plans to inform different stakeholder groups (e.g., shareholders, employees, suppliers, consumers) about the company’s CSR; a unit, board, or management committee dedicated to dealing with CSR or certain causes (Henriques & Sadosky, 1999). Plans and written documents thoroughly describing CSR plans or initiative designs are less likely to exist, if CSR is considered as an accessorial/temporary program and if there is no need for CSR progresses to be communicated with management and throughout the company (Hunt & Auster, 1990). Also, diverse communication opportunities and paths to access CSR information among stakeholders signal that the company is willing to make its CSR information official and public, which requires efforts not to report superficial activities and to actually show commitment to CSR. In the similar vein, the creation of a unit, board, or committee exclusively in charge of CSR issues demonstrates that management has invested time and resources to support corporate actions to monitor and manage CSR issues (Buzzelli, 1991).

Management’s engagement with CSR activities is an important sign that the company is serious about CSR. Management can promote administrative, operational, and interdepartmental support for the given cause; CSR activities led by one or several departments within a company (e.g., marketing, public relations) lack such an ability and authority. CSR initiatives more integrated into a company’s business operations (e.g.,

socially responsible business practices) are likely to present the higher level of management involvement. Marketing or public relations department of a company can design and carry out CSR initiatives even with little support of the management, if the initiative does not require modifications of the existing business routines. However, when a CSR initiative comes to adopting different ways to operate the business (e.g., partnering only with ethically sourcing suppliers, installing emissions-reducing equipment), top management should go through a complex decision-making process, considering how the new CSR initiative would affect the company's currently prevailing business practices, relationships with stakeholders, and financial performance (Yuan, Bao, & Verbeke, 2011).

That is, CSR initiatives bound to companies' core business operations involve a larger amount of corporate resource and commitment including managerial input and are hard to be suspended or abandoned once implemented, compared to CSR initiatives relatively distant from business operations (Kotchen & Moon, 2012; Lougee & Wallace, 2008; Yuan, Bao, & Verbeke, 2011). For this reason, however, CSR initiatives related to business operations have a potential to better communicate sincere and enduring efforts for CSR, while reducing perceptions of corporate hypocrisy. Du and Vieira (2012) point out that companies need to seek for ways to have themselves more directly involved with causes, beyond mere financial contributions or media-friendly activities which have been pervasive even in companies active in CSR communication. In the same vein, Coombs and Holladay (2011) described the CSR process as "change management" in that the way a company operates changes as CSR consistently applies to the overall management of its business. When a company practices CSR, the company experiences organization-wide changes, involving alteration of the company's "structure, strategy, policies, reward systems, labor relations, coordination, and control systems" (Smeltzer, 1991, p. 6). Such systematic changes may seem costly in the short term, with the large amount of time, resources, and

organizational commitment required. However, Lougee and Wallace (2008) note that companies may pass up opportunities to increase their long-term value by not transforming themselves because CSR activities geared toward supporting external causes are negatively associated with long-term financial performance.

CHAPTER 3: HYPOTHESES AND RESEARCH QUESTIONS

This study aims to examine the effects of company-cause fit, industry type, and CSR initiative type on various consumer responses, including perceived company involvement, attitudes toward the company, intentions to support the company, perceived commitment to CSR, perceived public-serving motives, and perceived corporate hypocrisy.

Company-cause fit of a CSR initiative is positively associated with consumer responses in general when the company's reputation is generally positive. However, for stigmatized industries with low baseline reputation, CSR initiatives highly relevant to their businesses may remind consumers of their negative contributions to the social good. Also, consumers may give a skeptical look at the "bad" companies' "good" behaviors, decreasing the perception of public-serving motives and increasing the perception of corporate hypocrisy; stigmatized industries' high-fit CSR may be viewed as an attempt to promote themselves without actual involvement and sincere commitment to the cause. Therefore, it is hypothesized that industry type will moderate the effects of company-cause fit on consumer outcomes.

H1: In the more stigmatized industry condition, but not in the less stigmatized industry condition, CSR initiatives high in company-cause fit will... (Industry type will moderate the relationship between company-cause fit and consumer outcomes)

- a. generate lower levels of perceived company involvement
- b. generate more negative attitudes toward the company
- c. generate lower levels of intentions to support the company
- d. be viewed as less committed to CSR
- e. be viewed as less public-serving

f. be viewed as more hypocritical
than CSR initiatives low in company-cause fit.

Given the limited understanding of consumer outcomes across different types of CSR initiative, this study asks if certain CSR initiative types are perceived as having higher or lower levels of company involvement and more or less effective in eliciting positive consumer responses to the company engaging in CSR.

RQ1: How are the six CSR initiative types different from each other in...

- a. the level of company involvement
- b. attitudes toward the company
- c. intentions to support the company
- d. perceived CSR commitment
- e. perceived public-serving motives
- f. perceived corporate hypocrisy?

Certain CSR initiative types may be viewed more negatively than others, broadening the consumer responses gap between the more stigmatized and the less stigmatized industry. On the other hand, the CSR initiative type of socially responsible business practices involves a relatively large amount of time, resources, and efforts, and thus presents a potential to communicate perceptions of public-serving motives and CSR commitment, eliminating the gap between CSR communication of the more stigmatized versus the less stigmatized industry. Therefore, this study asks if there are interactions in consumers outcomes between CSR initiative type and industry type.

RQ2: Which CSR initiative types reduce the gap between the more stigmatized industry and the less stigmatized industry in... (Does CSR initiative type interact with industry type?)

- a. the level of company involvement

- b. attitudes toward the company
- c. intentions to support the company
- d. perceived CSR commitment
- e. perceived public-serving motives
- f. perceived corporate hypocrisy?

Perceptual factors known as determinants of positive consumer responses to CSR (e.g., high levels of perceived CSR commitment, high levels of perceived public-serving motives, low levels of corporate hypocrisy) may be inherent in the perception of company involvement, since the high level of company/management involvement communicates a larger amount of time and resources committed to the initiative as well as more persistence expected. Thus, this study asks if the relationship between CSR initiative type and consumer responses are mediated by perceived company involvement.

RQ3: How does company involvement mediate the relationship between CSR initiative type and...

- a. attitudes toward the company
- b. intentions to support the company
- c. perceived CSR commitment
- d. perceived public-serving motives
- e. perceived corporate hypocrisy?

CHAPTER 4: METHOD

This study employed a 2 (industry type: more stigmatized vs. less stigmatized) x 2 (company-cause fit: high vs. low) x 6 (CSR initiative type) mixed experimental design. Industry type and company-cause fit were between-subject factors, while CSR initiative type was a within-subject factor (see experimental conditions in Table 2).

I. Participants

Data were obtained from a U.S. national Web-based survey conducted in March 27 through April 4, 2019. A total of 797 adult consumers from across the U.S. were recruited by a reputable research firm Qualtrics: 23.09% from the West; 20.20% from the Midwest; 19.95% from the Northeast; 36.76% from the South. Data collection was paid for by a departmental research fund the primary researcher received.

The average age of participants was 41, and participants were distributed fairly equitably among age groups: 29.3% were between 18 to 29; 24.1% were between 30 to 39; 16.7% were between 40 to 49; 12.2% were between 50 to 59; 12.7% were between 60 to 69; 4.6% were between 70 to 79; and 0.6% were over the age of 80. Approximately 52.2% of participants identified as female, and 47.3% of participants identified as male; 0.5% identified as “other” or preferring not to answer. Participants were primarily White/Caucasian (61.98%), followed by African American/Black (17.82 %), Asian/Pacific Islander (6.78 %), Hispanic/Latino (6.02%), Other (4.89%), and Native American (2.51%).

The average income range for participants was also sufficiently evenly distributed with 24.72% of participants earning less than \$25,000; 28.98% earning between \$25,000 to \$50,000; 23.09% of participants earning between \$50,000 to \$75,000; 19.70% of participants earning over \$75,000; and 3.51% were unsure or preferring not to answer. In terms of

political affiliation, 34.63% of participants identified as conservative (very conservative or conservative), 37.89% identified as moderate, and 27.48% of identified as liberal (very liberal or liberal), which mirrors the current breakdown of political affiliation in the United States (Saad, 2019). The sample also represented a typical range of education levels—approximately, 3.39% had less than a high school education, 28.11% had completed high school or a GED, 24.47% had attended some college, 11.54% had an associate degree, 21.83% had earned a bachelor’s degree, 8.91% had earned a master’s, and 1.76% had earned a doctorate.

II. Procedure

The study procedure was approved by the Institutional of Review Board (IRB) of the University of North Carolina at Chapel Hill. The entire study procedure occurred on an online survey site. Once participants read an online consent form and voluntarily agreed to participate in the study, participants were randomly assigned to either a more stigmatized industry condition or a less stigmatized industry condition. Participants under each of the industry conditions read a total of six randomly presented CSR initiative messages varied in the level of company-cause fit (high vs. low). In other words, all participants either in the more stigmatized industry or the less stigmatized industry condition viewed six different types of high-fit CSR initiative or six different types of low-fit CSR initiatives (Table 1).

Upon starting the survey, participants were told that they would read brief messages on six different fast food chain (more stigmatized industry) or café chain (less stigmatized industry) companies’ corporate social initiatives to endorse healthy eating (high fit) or women’s empowerment (low fit). Before CSR initiative messages were presented, participants were given questions to check manipulation of industry type and company-cause fit.

To check the manipulation of more versus less stigmatized industry perception, participants were given three 7-point Likert scaled items asking about their perceived levels of stigma toward the fast food and café chain industry. Participants indicated how strongly they agreed or disagreed with the following statements (1 = *strongly disagree*, 7 = *strongly agree*): “In general, I believe that the [fast food / café chain] industry’s products contribute negatively to the social good;” “In general, I believe that the [fast food / café chain] industry contributes to the public good negatively;” “In general, I associate the [fast food / café chain] industry with a negative impact on society (Austin, Gaither, & Kim, 2017; Grougiou et al., 2016) ($\alpha = 0.89$).” An independent t-test showed that the fast food industry ($M = 4.03$, $SD = 1.56$) was significantly more stigmatized than the café chain industry ($M = 3.28$, $SD = 1.60$), $t(795) = 6.73$, $p = 0.00$.

To check the manipulation of high versus low company-cause fit, participants were given five 7-point Likert scaled items asking their perceived fit (relevance) between a given company and a given cause (1 = *strongly disagree*, 7 = *strongly agree*). The items included: “The social issue of healthy eating is related to [fast food / café chain] companies’ products, either positively or negatively;” “[fast food / café chain] companies have a responsibility to address the issue of healthy eating more than any other social issues;” “The social issue of healthy eating is an important cause for [fast food / café chain] companies to address;” “The social issue of healthy eating is impacted, either positively or negatively, by the fast food industry; The social issue of healthy eating is the most important cause for fast [fast food / café chain] companies to address” (Austin, Gaither, & Kim, 2017; Nan & Heo, 2007) ($\alpha = 0.90$). An independent samples t-test was performed for each industry. For the fast food industry, the social issue of healthy eating ($M = 4.76$, $SD = 1.32$) was perceived as significantly more relevant than the social issue of women’s empowerment ($M = 4.00$, $SD = 1.42$), $t(414) = 5.62$, $p = 0.00$. Consistently for the café chain industry, the fit perception

was also significantly different between the social cause of healthy eating ($M = 4.50$, $SD = 1.32$) and the social cause of women's empowerment ($M = 4.03$, $SD = 1.42$), $t(379) = 3.27$, $p = 0.001$.

In addition, participants were asked to report their general views about corporations indicate their levels of anticorporate sentiment (see Table 5 for the full anticorporate sentiment measurement). Then, each participant was presented with six different types of CSR initiative messages crafted based on the CSR initiative typology of Kotler and Lee (2005). Each CSR initiative message was followed by questions to measure: (a) perceived company involvement in the CSR initiative; (b) attitudes toward the company; (c) intentions to support the company; (d) perceived commitment to CSR of the company; (e) perceived public-serving motives of the company; and, (f) perceived corporate hypocrisy.

At the end of the survey, participants' levels of personal relevance ascribed to the given social issue and product involvement were assessed as well as general demographic information.

III. Stimuli

III.A. Stimulus industries and social causes. The fast food and café chain industries were chosen to serve as a more stigmatized industry and a less stigmatized industry, respectively. Also, fictitious companies representing each industry were used. Prior research (e.g., Austin, Gaither, & Kim, 2017; Lee & Comello, 2019) has examined the way stigmatized industries are viewed by presenting fast food companies because fast food often has negative connotations (e.g., junk food) for its widely known health risks (Abraham, Noriega, & Shin, 2018; Brissette, 2018). The café chain industry was considered comparable to the fast food industry in terms of the type of food served (e.g., simple food, beverages) as well as the level of geographical accessibility and convenience. However, café chains are less stigmatized compared to fast food restaurants as they provide crafted

drinks and foods with more balanced levels of calories, and fresher and healthier foods higher in nutrients, rather than processed soft drinks and high-calorie foods.

“Healthy eating” was chosen as a high-fit social cause. Given the increasing consumer demand for healthy foods (Gagliardi, 2015), the social issue of healthy eating was considered congruent with consumers’ values in regard to food products from the fast food and café industry. On the other hand, “women’s empowerment” served as a low-fit social cause for both industries as the issue is seemingly unrelated with the company, its products, or its production processes.

A pre-test with 48 undergraduate and graduate students at a large East Coast university was conducted to examine (a) the perceived stigma for the stimulus industries (i.e., fast food, café) and (b) perceived fit between the stimulus industries and a number of common social causes (i.e., healthy eating, environmental protection, women’s empowerment, diversity), to select social causes that may be best perceived as high- and low-fit for these industries.. Participants were asked how much they agreed to the negative impact of the given industry to the social good (1 = *strongly disagree*, 7 = *strongly agree*) and how much they agreed to the relevance between the given industry and a number of social causes (1 = *strongly disagree*, 7 = *strongly agree*). The items to measure perceived stigmatization of industries and company-cause fit were identical to the manipulation check items used in the main test.

The results revealed that the fast food industry ($M = 4.74, SD = 1.17$) was associated with the social good more negatively than the café industry ($M = 3.40, SD = 1.38$), $t(47) = 7.57, p = 0.00$. Regarding the fit perception, the social issue of healthy eating ($M = 5.97, SD = 1.17$) was perceived significantly more related to the fast food industry than to the social issue of women’s empowerment ($M = 2.86, SD = 1.30$), $t(47) = 13.96, p = 0.00$. Consistently, the social issue of healthy eating ($M = 4.66, SD = 1.57$) was perceived more

related to the café industry than women's empowerment ($M = 2.96$, $SD = 1.32$), $t(47) = 6.74$, $p = 0.00$.

III.B. Stimulus CSR initiatives. Based on CSR initiative examples found in the actual food and restaurant industry, messages introducing six high-fit and six low-fit CSR initiatives of fast food and café chain companies were created. The six different types of CSR initiatives were based on the CSR initiative typology proposed by Kotler and Lee (2005): social marketing; cause promotion; corporate philanthropy; cause-related marketing; community volunteerism; and socially responsible business practices.

In order to control for potential influence from previously held perceptions of certain companies, fictitious companies were used. The length, flow, and tone were kept similar across all stimulus messages. Also, given that individuals form perceptions about a company based on both market performance-based associations and CSR-based associations (Brown & Dacin, 1997), the market performance of each company was controlled to be high by introducing each company as one of the largest in their respective sector in the world. As prior findings suggest that CSR perceptions vary depending on which sources mediate CSR information (e.g., corporate website, advertising, neutral sources) (Yoon et al., 2006), the stimulus messages were allegedly provided by the Corporate Social Responsibility International, an independent nonprofit online outlet which provides unbiased CSR information. All CSR initiatives were stated to have begun at the beginning of the year to prevent the length of CSR program from serving as a confounding variable (see full scenarios in Appendix B).

The message on the CSR initiative type of social marketing described the company's efforts to influence individuals' behavior change; the high-fit CSR initiative was to encourage individuals to make healthier choices in their diet, while the low-fit CSR initiative was to encourage women to support each other to overcome challenges on the road to success.

The cause promotion initiative messages depicted the company's sponsorship of activities for nonprofit organizations committed to healthy eating projects (high-fit) or women's empowerment movements (low-fit).

The corporate philanthropy messages introduced the company's programs to give-back and in-kind donations to charities that help with nutritional needs of individuals (high-fit) or life skills/professional development of women (low-fit).

The cause-related marketing initiative messages were focused on utilizing a percentage of money earned from customer sales to support healthy eating (high-fit) or women's empowerment (low-fit) activities of the relevant nonprofit organizations. In these messages, a product (e.g., salad of the month) was designated to donate a percentage of sales from.

The community volunteerism initiative messages presented employees of the company helping local farmers' markets, food banks, and food-related charities near the company's store locations (high-fit) or serving as mentors to provide leadership/career development resources for girls and women around the area where the company's stores were located (low-fit).

The message for the socially responsible business practices type of CSR initiatives provided information about the company's efforts to improve the company's own operations to better support the social cause; the high-fit CSR initiative was to increase healthy options in the menu, while the low-fit CSR initiative was to improve gender diversity by increasing women's professional and managerial participation in the company.

IV. Measures

IV.A. Perceived company involvement. Nine items were adapted from a prior study on the characteristics of companies proactive in CSR (Henriques & Sadosky, 1999). The items asked about top management's involvement in the given CSR initiative, which

would indicate organization-wide support for the social cause. Participants were asked to report their levels of agreement or disagreement to the given statements (1 = *strongly disagree*, 7 = *strongly agree*; see the full measurement in Table 3). Some of the items included were: “I think the top management of this fast food company is actively involved in the healthy eating initiative, rather than giving inconsistent support;” “I think the top management of this fast food company is informed of the internal and external reporting on the healthy eating initiative presented in the message;” “I think this fast food company is likely to have a board or management committee dedicated to dealing with healthy eating issues.” The nine items were averaged to serve as a perceived company involvement index ($\alpha = 0.93$).

IV.B. Attitudes toward the company. Four 7-point semantic differential items adapted from prior studies (MacKenzie & Lutz, 1989; Nan & Heo, 2007) were used to measure attitudes toward the company after reading the CSR initiative message (*bad/good*, *unfavorable/favorable*, *unpleasant/pleasant*, *socially irresponsible/socially responsible*). The four items were averaged to serve as an attitude index ($\alpha = 0.94$).

IV.C. Intentions to support the company. With five 7-point Likert scale items (Kim & Lee, 2015; Sen et al., 2006), participants were asked how likely they would be to say positive things about the company to others, purchase more products from the company in the next two months, invest in the company if they had money to invest, seek information about jobs at the company in the future, and talk positively about the company to friends as a good organization to work for (1 = *extremely unlikely*, 7 = *extremely likely*). These five items were averaged to form a company-supportive intention index ($\alpha = 0.91$).

IV.D. Perceived commitment to CSR. Nine items were adapted from the goal commitment measurement developed by Hollenbeck, Williams, and Klein (1989) to reflect cognitive, affective, and behavioral reactions to a goal. Participants were asked to report

their levels of agreement or disagreement to the given statement (1 = *strongly disagree*, 7 = *strongly agree*; see the full measurement in Table 4). Some of the items included: The [fast food/café chain] company is likely to have to revise the initiative plan, depending on how things go (reversed item); The [fast food/café chain] company is strongly committed to pursuing the initiative plan; The company is willing to put forth more effort than its normal corporate social responsibility efforts to run this initiative. The nine items were averaged to serve as a perceived CSR commitment index ($\alpha = 0.76$).

IV.E. Perceived public-serving motive. Participants were asked to report how much the company's motivations to engage in the CSR initiative were to serve (a) the social good, and (b) public interests (1 = *strongly disagree*, 7 = *strongly agree*) (Forehand & Grier, 2003; Kim & Lee, 2012). The two items were averaged and served as a perceived public-serving motive index. Following the suggestions made by Eisinga, Grotenhuis, and Pelzer (2013) for two-item measure reliability, a Spearman-Brown coefficient was obtained ($\rho = .82$).

IV.F. Perceived corporate hypocrisy. Six 7-point Likert-scaled items were adopted from a prior study (Shim & Yang, 2016) to measure perceived corporate hypocrisy (1 = *strongly disagree*, 7 = *strongly agree*): (a) This company acts hypocritically; (b) What this company says and does are two different things; (c) This company pretends to be something that it's not; (d) This company does exactly what it says (reversed item); (e) This company keeps its promises (reversed item); and, (f) This company puts words into actions (reversed item). All items were averaged and used as a perceived corporate hypocrisy index ($\alpha = 0.78$).

IV.G. Controls. This study included six control variables. Among the general demographic measures, age, gender, and political affiliation were included as controls. Young and politically liberal individuals are more likely to expect companies to engage in

CSR activities and view CSR activities more positively, compared to older and politically conservative individuals (Mohr, Webb, & Harris, 2001; Nielsen, 2014a). Regarding one of the stimulus social causes “women’s empowerment,” the level of support for the issue may vary across individuals’ political beliefs (Clutch, 2019) and women more so than men may give more support for the issue due to its relevance to a group they may identify with.

Engagement in social issues or the level of personal support for the given issue is also known to positively affect CSR perceptions (Fuse, 2015; Kim & Lee, 2012; Lellahom, 2017; Sen & Bhattacharya, 2001) and was used as a control for issue involvement. Participants were asked to indicate how important it was for them to support activities for [encouraging healthy eating/empowering women], using a 7-point Likert scale.

Another control was industry involvement, through frequency of interaction with fast food or café chain restaurants. Given that behavior reflects one’s attitudes toward the relevant objects/behavior (Ajzen, 1991), frequent use of fast food or café restaurants may indicate the individual’s positive attitudes toward the industries or their products, and in turn increase the perceptions of the industries’ CSR activities. Participants reported how frequently they used fast food or café chain restaurants on a monthly basis.

Lastly, anticorporate sentiment was included as a control. Individuals’ preexisting anticorporate sentiment can negatively affect reactions to corporate activities (Krishna, Kim, & Shim, in press). Thus, participants were asked about their general view about corporations to indicate their levels of anticorporate sentiment, using a 7-point Likert scale (Krishna, Kim, & Shim, in press) (1 = *strongly disagree*, 7 = *strongly agree*; see the full measurement in Table 5). Some of the items included: “Too much power is placed in the hands of a few big companies in my country;” “I do not trust the motivations of big corporations;” “I am concerned about monopoly and the excessive power of a few big companies in my country.” All items were averaged and served as an anticorporate

sentiment index ($\alpha = 0.92$).

CHAPTER 5: RESULTS

Two sets of data analysis were performed to test the hypotheses and research questions aforementioned: three-way Repeated Measures Analyses of Covariance (RM ANCOVAs) to test H1, RQ1, and RQ2, and mediation analyses to test RQ3.

I. Three-Way RM ANCOVA Analyses

H1, RQ1, and RQ2 were to examine the main and interaction effects of industry type, fit, and CSR initiative type on consumer responses (i.e., perceived company involvement, attitude toward the company, intentions to support the company, perceived commitment to CSR, perceived public-serving motives, and perceived corporate hypocrisy). A series of 2 (industry type; between) x 2 (company-cause fit; between) x 6 (CSR initiative type; within) RM ANCOVAs was performed.

Overall, no interactions between industry type and company-cause fit were not found. **H1** hypothesized that in the stigmatized industry condition, but not in the less stigmatized industry condition, CSR initiatives high in company-cause fit will generate more negative consumer outcomes; however, the results revealed that industry type did not moderate the relationship between company-cause fit and any of the tested consumer outcomes [i.e., perceived company involvement (H1a), attitudes toward the company (H1b), company-supportive intentions (H1c), perceived CSR commitment (H1d), perceived public-serving motive (H1e), perceived corporate hypocrisy (H1f)]; **H1a** through **H1f** were not supported.

RQ1 asked how the six CSR initiatives proposed by Kotler and Lee (2005) are differently perceived by consumers. CSR initiative type had a main effect on all consumer outcome variables. Specifically, social marketing and cause-related marketing generated the

least positive consumer responses, whereas corporate philanthropy, community volunteerism, and socially responsible business practices led to the most positive consumer responses.

Detailed results on the main effect of CSR initiative type and pairwise comparisons across different CSR initiative types are presented below and in Table 6-18.

RQ2 asked if CSR initiative type interact with industry type. The RM ANCOVA results showed no interaction effects between CSR initiative type and industry type in any of the tested consumer outcomes.

I.A. Company involvement. A three-way RM ANCOVA was conducted to examine the effects of industry type, company-cause fit, and CSR initiative type on the perceived company involvement in the CSR initiative after controlling for the covariates (i.e., age, gender, political affiliation, issue involvement, industry involvement, and anticorporate sentiment). Adjusted means and standard errors as well as the RM ANCOVA result are presented in Table 6-8.

There was no three-way interaction effect, $F(4.82, 3777.04) = 1.66, p = 0.14$. But, a significant two-way interaction was found between fit and CSR initiative type, $F(4.82, 3777.04) = 3.19, p = 0.01$. In the cause-related marketing condition (contributing a certain percentage of revenue to charities), the level of perceived company involvement was significantly higher when the CSR initiative was low-fit (women's empowerment) (adjusted $M = 4.85, SE = 0.06$), than when the CSR initiative was high-fit (healthy eating) (adjusted $M = 4.59, SE = 0.06$), with an adjusted mean difference of 0.26, 95% CI [.10, .42], $p = .001$, $F(1, 783) = 10.21, p = .001$. In all other CSR initiative type conditions, there were no significant differences in the perceived company involvement between high-fit and low-fit CSR initiatives.

CSR initiative type had a significant main effect on perceived company involvement, $F(4.82, 3777.04) = 7.27, p < 0.001$. The adjusted mean company involvement was

significantly lower in the social marketing condition (adjusted $M = 4.68$, $SE = 0.04$) than in the cause promotion condition (adjusted $M = 4.83$, $SE = 0.04$), with an adjusted mean difference of -0.14 , 95% CI $[-.26, -.03]$, $p = .005$; the corporate philanthropy condition (adjusted $M = 4.89$, $SE = 0.04$), with an adjusted mean difference of -0.21 , 95% CI $[-.33, -.08]$, $p < .001$; the community volunteerism condition (adjusted $M = 4.96$, $SE = 0.04$), with an adjusted mean difference of -0.27 , 95% CI $[-.40, -.14]$, $p < .001$; and the socially responsible business practices condition (adjusted $M = 4.99$, $SE = 0.04$), with an adjusted mean difference of -0.30 , 95% CI $[-.43, -.17]$, $p < .001$.

Cause promotion (adjusted $M = 4.83$, $SE = 0.04$) generated significantly lower company involvement compared to the community volunteerism condition (adjusted $M = 4.96$, $SE = 0.04$), with an adjusted mean difference of -0.13 , 95% CI $[-.25, -.01]$, $p = .03$; and the socially responsible business practices condition (adjusted $M = 4.99$, $SE = 0.04$), with an adjusted mean difference of -0.16 , 95% CI $[-.28, -.04]$, $p = .002$.

Cause-related marketing (adjusted $M = 4.72$, $SE = 0.04$) generated significantly lower company involvement compared to corporate philanthropy (adjusted $M = 4.89$, $SE = 0.04$), with an adjusted mean difference of -0.17 , 95% CI $[-.29, -.06]$, $p < .001$; community volunteerism (adjusted $M = 4.96$, $SE = 0.04$), with an adjusted mean difference of -0.24 , 95% CI $[-.36, -.12]$, $p < .001$; and socially responsible business practices (adjusted $M = 4.99$, $SE = 0.04$), with an adjusted mean difference of -0.27 , 95% CI $[-.38, -.15]$, $p < .001$.

I.B. Attitudes toward the company. A three-way RM ANCOVA was conducted to examine the effects of industry type, fit and CSR initiative type on attitude toward the company after controlling for the covariates (i.e., age, gender, political affiliation, issue involvement, industry involvement, and anticorporate sentiment). Adjusted means and standard errors as well as the RM ANCOVA result are presented in Table 9-10.

There was no three-way interaction effect, $F(4.73, 3704.84) = 2.24$, $p = 0.05$. Also,

no significant two-way interaction effects were found between industry type and fit [$F(1, 783) = 0.84, p = 0.36$], between industry type and CSR initiative type [$F(4.73, 3704.84) = 0.84, p = 0.51$], and between fit and CSR initiative type [$F(4.73, 3704.84) = 1.98, p = 0.08$].

CSR initiative type had a significant main effect on company attitude, $F(4.73, 3704.84) = 8.00, p < 0.001$. Pairwise comparisons were run for CSR initiative type with a Bonferroni adjustment applied. Social marketing and cause-related marketing showed the lowest adjusted mean company attitudes. The adjusted mean company attitude was significantly lower in the social marketing condition (adjusted $M = 4.97, SE = 0.05$) than in the corporate philanthropy condition (adjusted $M = 5.19, SE = 0.05$), with an adjusted mean difference of $-0.21, 95\% CI [-.36, -.07], p < .001$; community volunteerism (adjusted $M = 5.15, SE = 0.05$), with an adjusted mean difference of $-0.18, 95\% CI [-.33, -.03], p = .005$; and socially responsible business practices (adjusted $M = 5.21, SE = 0.05$), with an adjusted mean difference of $-0.24, 95\% CI [-.38, -.10], p < .001$.

Cause promotion (adjusted $M = 5.04, SE = 0.05$) generated significantly lower company attitudes compared to the corporate philanthropy condition (adjusted $M = 5.19, SE = 0.05$), with an adjusted mean difference of $-0.14, 95\% CI [-.27, -.01], p = .02$; and the socially responsible business practices condition (adjusted $M = 5.21, SE = 0.05$), with an adjusted mean difference of $-0.17, 95\% CI [-.29, -.04], p = .002$.

Cause-related marketing (adjusted $M = 4.97, SE = 0.05$) generated significantly lower company attitudes than corporate philanthropy (adjusted $M = 5.19, SE = 0.05$), with an adjusted mean difference of $-0.22, 95\% CI [-.35, -.09], p < .001$; community volunteerism (adjusted $M = 5.15, SE = 0.05$), with an adjusted mean difference of $-0.19, 95\% CI [-.32, -.06], p < .001$; and socially responsible business practices (adjusted $M = 5.21, SE = 0.05$), with an adjusted mean difference of $-0.24, 95\% CI [-.37, -.12], p < .001$.

I.C. Intentions to support the company. A three-way RM ANCOVA was conducted to examine the effects of industry type, company-cause fit, and CSR initiative type on intentions to support the company after controlling for the covariates (i.e., age, gender, political affiliation, issue involvement, industry involvement, and anticorporate sentiment). Adjusted means and standard errors as well as the RM ANCOVA result are presented in Table 11-12.

There was no three-way interaction effect, $F(4.86, 3801.28) = 0.40, p = 0.84$. Also, no significant two-way interaction effects were found between industry type and fit [$F(1, 783) = 0.00, p = 0.97$], between industry type and CSR initiative type [$F(4.86, 3801.28) = 0.54, p = 0.74$], and between fit and CSR initiative type [$F(4.86, 3801.28) = 1.25, p = 0.29$].

CSR initiative type had a significant main effect on company-supportive intentions, $F(4.86, 3801.28) = 6.33, p < 0.001$. Pairwise comparisons were run for CSR initiative type with a Bonferroni adjustment applied. The adjusted mean company-supportive intention was significantly lower in the social marketing condition (adjusted $M = 4.33, SE = 0.05$) than in corporate philanthropy condition (adjusted $M = 4.53, SE = 0.05$), with an adjusted mean difference of $-0.20, 95\% CI [-0.34, -0.07], p < .001$; community volunteerism condition (adjusted $M = 4.51, SE = 0.05$), with an adjusted mean difference of $-0.18, 95\% CI [-0.32, -0.04], p = .003$; and socially responsible business practices condition (adjusted $M = 4.54, SE = 0.05$), with an adjusted mean difference of $-0.21, 95\% CI [-0.34, -0.07], p < .001$.

Cause promotion (adjusted $M = 4.41, SE = 0.05$) generated significantly lower supportive intentions compared to the corporate philanthropy condition (adjusted $M = 4.53, SE = 0.05$), with an adjusted mean difference of $-0.13, 95\% CI [-0.25, -0.01], p = .03$; and the socially responsible business practices condition (adjusted $M = 4.54, SE = 0.05$), with an adjusted mean difference of $-0.13, 95\% CI [-0.26, -0.002], p = .042$.

Cause-related marketing (adjusted $M = 4.37, SE = 0.05$) generated significantly

lower supportive intentions than corporate philanthropy (adjusted $M = 4.53$, $SE = 0.05$), with an adjusted mean difference of -0.17 , 95% CI $[-.29, -.05]$, $p = .001$; community volunteerism (adjusted $M = 4.51$, $SE = 0.05$), with an adjusted mean difference of -0.15 , 95% CI $[-.27, -.02]$, $p = .013$; and socially responsible business practices (adjusted $M = 4.54$, $SE = 0.05$), with an adjusted mean difference of -0.17 , 95% CI $[-.30, -.05]$, $p = .001$.

I.D. Perceived commitment to CSR. A three-way RM ANCOVA was conducted to examine the effects of industry type, company-cause fit, and CSR initiative type on the perceived commitment to CSR after controlling for the covariates (i.e., age, gender, political affiliation, issue involvement, industry involvement, and anticorporate sentiment). Adjusted means and standard errors as well as the RM ANCOVA result are presented in Table 13-14.

There was no three-way interaction effect, $F(4.65, 3644.02) = 2.19$, $p = 0.06$. Also, no significant two-way interaction effects were found between industry type and fit [$F(1, 783) = 0.38$, $p = 0.54$]; between industry type and CSR initiative type [$F(4.65, 3644.02) = 1.38$, $p = 0.23$]; and between fit and CSR initiative type [$F(4.65, 3644.02) = 1.95$, $p = 0.09$].

Among the independent variables, only CSR initiative type had a significant main effect on perceived commitment to CSR, $F(5, 4752) = 8.62$, $p < 0.001$. The adjusted mean commitment was significantly lower in the social marketing condition (adjusted $M = 4.17$, $SE = 0.03$) than in the cause promotion condition (adjusted $M = 4.33$, $SE = 0.03$), with an adjusted mean difference of -0.17 , 95% CI $[-.26, -.08]$, $p < .001$; the corporate philanthropy condition (adjusted $M = 4.42$, $SE = 0.03$), with an adjusted mean difference of $-.25$, 95% CI $[-.36, -.15]$, $p < .001$; cause-related marketing condition (adjusted $M = 4.29$, $SE = 0.03$), with an adjusted mean difference of -0.12 , 95% CI $[-.21, -.03]$, $p = .001$; the community volunteerism condition (adjusted $M = 4.42$, $SE = 0.03$), with an adjusted mean difference of -0.25 , 95% CI $[-.35, -.15]$, $p < .001$; and the socially responsible business practices condition (adjusted $M = 4.45$, $SE = 0.03$), with an adjusted mean difference of -0.29 , 95% CI $[-.39,$

-.18], $p < .001$.

Cause promotion (adjusted $M = 4.33$, $SE = 0.03$) generated significantly lower perceived commitment compared to the socially responsible business practices condition (adjusted $M = 4.45$, $SE = 0.03$), with an adjusted mean difference of -0.12 , 95% CI $[-.21, -.03]$, $p = .001$.

Cause-related marketing (adjusted $M = 4.29$, $SE = 0.03$) generated significantly lower levels of commitment to CSR compared to corporate philanthropy condition (adjusted $M = 4.42$, $SE = 0.03$), with an adjusted mean difference of $-.13$, 95% CI $[-.22, -.04]$, $p < .001$; community volunteerism condition (adjusted $M = 4.42$, $SE = 0.03$), with an adjusted mean difference of $-.13$, 95% CI $[-.22, -.04]$, $p = .001$; and socially responsible business practices (adjusted $M = 4.45$, $SE = 0.03$), with an adjusted mean difference of -0.16 , 95% CI $[-.25, -.08]$, $p < .001$.

I.E. Perceived public-serving motive. A three-way RM ANCOVA was conducted to examine the effects of industry type, company-cause fit, and CSR initiative type on perceived public-serving CSR motives after controlling for the covariates (i.e., age, gender, political affiliation, issue involvement, industry involvement, and anticorporate sentiment). Adjusted means and standard errors as well as the RM ANCOVA result are presented in Table 15-16.

There was no three-way interaction effect, $F(4.92, 3851.89) = 1.80$, $p = 0.11$. Also, no significant two-way interaction effects were found between industry type and fit [$F(1, 783) = 0.95$, $p = 0.33$]; between industry type and CSR initiative type [$F(4.92, 3851.89) = .57$, $p = 0.72$]; and between fit and CSR initiative type [$F(4.92, 3851.89) = 2.26$, $p = 0.05$].

Industry type had a significant main effect on perceived public-serving motives, $F(1, 783) = 5.55$, $p = 0.02$. The adjusted mean for public-serving motives was significantly lower in the more stigmatized industry condition (adjusted $M = 4.80$, $SE = 0.05$) than in the

less stigmatized industry condition (adjusted $M = 4.96$, $SE = 0.05$), with an adjusted mean difference of -0.17 , 95% CI $[-.31, -.03]$, $p = .019$.

CSR initiative type also had a significant main effect on perceived public-serving motive, $F(4.92, 3851.89) = 2.74$, $p = 0.02$. The adjusted mean public-serving motive was significantly lower in the social marketing condition (adjusted $M = 4.73$, $SE = 0.05$) than in the corporate philanthropy condition (adjusted $M = 4.99$, $SE = 0.05$), with an adjusted mean difference of $-.26$, 95% CI $[-.40, -.12]$, $p < .001$; the community volunteerism condition (adjusted $M = 5.00$, $SE = 0.05$), with an adjusted mean difference of $-.26$, 95% CI $[-.41, -.11]$, $p < .001$; and the socially responsible business practices condition (adjusted $M = 4.95$, $SE = 0.04$), with an adjusted mean difference of $-.22$, 95% CI $[-.37, -.07]$, $p < .001$.

Cause promotion (adjusted $M = 4.83$, $SE = 0.05$) generated significantly lower public-serving motives perception compared to corporate philanthropy (adjusted $M = 4.99$, $SE = 0.05$), with an adjusted mean difference of $-.16$, 95% CI $[-.29, -.02]$, $p = .016$; and community volunteerism (adjusted $M = 5.00$, $SE = 0.05$), with an adjusted mean difference of $-.16$, 95% CI $[-.30, -.01]$, $p = .018$.

Cause-related marketing (adjusted $M = 4.79$, $SE = 0.05$) also generated significantly lower levels of public-serving motives compared to corporate philanthropy (adjusted $M = 4.99$, $SE = 0.05$), with an adjusted mean difference of $-.20$, 95% CI $[-.33, -.06]$, $p < .001$; community volunteerism (adjusted $M = 5.00$, $SE = 0.05$), with an adjusted mean difference of $-.20$, 95% CI $[-.34, -.06]$, $p = .001$; and socially responsible business practices (adjusted $M = 4.95$, $SE = 0.04$), with an adjusted mean difference of $-.16$, 95% CI $[-.29, -.03]$, $p = .006$.

I.F. Perceived corporate hypocrisy. A three-way RM ANCOVA was conducted to examine the effects of industry type, company-cause fit, and CSR initiative type on the perceived corporate hypocrisy after controlling for the covariates (i.e., age, gender, political affiliation, issue involvement, industry involvement, and anticorporate sentiment). Adjusted

means and standard errors as well as the RM ANCOVA result are presented in Table 17-18.

There was no three-way interaction effect, $F(4.76, 3724.25) = 1.17, p = 0.32$. Also, no significant two-way interaction effects were found between industry type and fit [$F(1, 783) = 1.11, p = 0.29$]; between industry type and CSR initiative type [$F(4.76, 3724.25) = .67, p = 0.64$]; and between fit and CSR initiative type [$F(4.76, 3724.25) = 1.09, p = 0.36$].

CSR initiative type had a significant main effect on perceived corporate hypocrisy, $F(4.76, 3724.25) = 7.79, p < 0.001$. The adjusted mean for corporate hypocrisy was significantly higher in the social marketing condition (adjusted $M = 3.70, SE = 0.04$) than in the cause promotion condition (adjusted $M = 3.59, SE = 0.04$), with an adjusted mean difference of .11, 95% CI [.003, .22], $p = .037$; the corporate philanthropy condition (adjusted $M = 3.46, SE = 0.04$), with an adjusted mean difference of .24, 95% CI [.12, .36], $p < .001$; the cause-related marketing condition (adjusted $M = 3.57, SE = 0.04$), with an adjusted mean difference of .13, 95% CI [.03, .24], $p = .003$; the community volunteerism condition (adjusted $M = 3.46, SE = 0.04$), with an adjusted mean difference of .24, 95% CI [.12, .37], $p < .001$; and the socially responsible business practices condition (adjusted $M = 3.42, SE = 0.04$), with an adjusted mean difference of .28, 95% CI [.16, .40], $p < .001$.

Cause promotion (adjusted $M = 3.59, SE = 0.04$) generated significantly higher corporate hypocrisy perception compared to corporate philanthropy (adjusted $M = 3.46, SE = 0.04$), with an adjusted mean difference of .13, 95% CI [.03, .23], $p = .004$; community volunteerism (adjusted $M = 3.46, SE = 0.04$), with an adjusted mean difference of .13, 95% CI [.02, .24], $p = .006$; and socially responsible business practices condition (adjusted $M = 3.42, SE = 0.04$), with an adjusted mean difference of .17, 95% CI [.06, .28], $p < .001$.

Cause-related marketing (adjusted $M = 3.57, SE = 0.04$) also generated significantly higher levels of perceived corporate hypocrisy compared to corporate philanthropy (adjusted $M = 3.46, SE = 0.04$), with an adjusted mean difference of .11, 95% CI [.01, .21], $p = .031$;

community volunteerism (adjusted $M = 3.46$, $SE = 0.04$), with an adjusted mean difference of .11, 95% CI [.01, .21], $p = .032$; and socially responsible business practices (adjusted $M = 3.42$, $SE = 0.04$), with an adjusted mean difference of .15, 95% CI [.04, .25], $p = .001$.

II. Mediation Analyses

Important determinants of positive consumer responses to CSR (e.g., perceived CSR commitment, perceived public-serving motives) may be intrinsically featured in CSR initiatives high in company involvement. Also, the aforementioned three-way RM ANCOVA results suggest that different CSR initiative types are varied in the level of perceived company involvement. Therefore, exploring the influence of perceived company involvement across different CSR initiative types can contribute to further understanding CSR initiative type as a factor to consider for more effective CSR communication, along with company-cause fit and industry type which have received relatively more research attention.

RQ3 was to test if company involvement mediated the relationship between CSR initiative type and consumer responses (i.e., attitude toward the company, intentions to support the company, perceived commitment to CSR, perceived public-serving motives, perceived corporate hypocrisy).

The statistical modeling software Mplus was used to perform a series of path analyses. Path analysis is used to estimate a model of several related regression relationships simultaneously (e.g., direct effect or a relationship between a predictor and an outcome variable, indirect effect or a relationship between a predictor and an outcome variable through a mediator) (Muthén & Muthén, 2010). Particularly, the MODEL INDIRECT command of Mplus allows the estimation of indirect effects in path analysis (Muthén & Muthén, 2010). For this study, the indirect effect of CSR initiative type on consumer outcomes through the perceived company involvement was estimated.

A certain CSR initiative type was set as a reference group (e.g., CSR initiative type 1

or social marketing) and statistically significant path coefficients (slopes) were looked for in order to see if the difference in the dependent variable (e.g., company attitude) between the reference CSR initiative type and the counterpart CSR initiative type was a result of the mediating effect of company involvement.

Results suggested that company involvement in the CSR initiative mediated the effects of the CSR initiative type on consumer responses. Overall, with the mediating effect of company involvement, consumer responses were expected to be more positive in the CSR initiative types of corporate philanthropy, community volunteerism, and socially responsible business practices than in the CSR initiative types of corporate social marketing and cause-related marketing. In other words, participants perceived higher levels of company involvement in corporate philanthropy, community volunteerism, and socially responsible business practices compared to social marketing and cause-related marketing, and in turn their perceptions of the company became enhanced (higher levels of positive attitudes, supportive intentions, CSR commitment, and perceived public-serving motives; lower levels of corporate hypocrisy). Also, consumer responses were mediated by company involvement and expected to be lower in social marketing compared to all other CSR initiative types except cause-related marketing. Similarly, consumer responses were mediated by company involvement and expected to be lower in cause-related marketing compared to all other CSR initiative types except social marketing.

Detailed results on the indirect effect of company involvement, including unstandardized betas and standard errors, are presented below and in Table 19.

II.A. Attitudes toward the company (RQ3a). With the CSR initiative type of social marketing being the reference group, company attitude was expected to increase in the CSR initiative types of cause promotion ($b = 0.10$, $SE = 0.04$, $p = 0.01$), corporate philanthropy ($b = 0.15$, $SE = 0.04$, $p = 0.00$), community volunteerism ($b = 0.19$, $SE = 0.04$, p

= 0.00), and socially responsible business practices ($b = 0.22$, $SE = 0.04$, $p = 0.00$) as a result of the mediating effect of perceived company involvement. However, the mediating effect of company involvement was not found for cause-related marketing ($b = 0.02$, $SE = 0.04$, $p = 0.64$).

With the CSR initiative type of cause promotion being the reference group, company attitude was expected to decrease in cause-related marketing ($b = -0.08$, $SE = 0.04$, $p = 0.04$), while company attitude was expected to increase in community volunteerism ($b = 0.09$, $SE = 0.04$, $p = 0.02$) and socially responsible business practices ($b = 0.12$, $SE = 0.04$, $p = 0.00$) as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in corporate philanthropy ($b = 0.05$, $SE = 0.04$, $p = 0.25$).

With the CSR initiative type of corporate philanthropy being the reference group, company attitude was expected to decrease in cause-related marketing ($b = -0.13$, $SE = 0.04$, $p = 0.00$) as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in community volunteerism ($b = 0.04$, $SE = 0.04$, $p = 0.27$) and socially responsible business practices ($b = 0.07$, $SE = 0.04$, $p = 0.07$).

With the CSR initiative type of cause-related marketing being the reference group, company attitude was expected to increase in community volunteerism ($b = 0.17$, $SE = 0.04$, $p = 0.00$) and socially responsible business practices ($b = 0.20$, $SE = 0.04$, $p = 0.00$) as a result of the mediating effect of perceived company involvement.

With the CSR initiative type community volunteerism being the reference group, the mediating effect of company involvement was not found in socially responsible business practices ($b = 0.03$, $SE = 0.04$, $p = 0.49$).

II.B. Intentions to support the company (RQ3b). With the CSR initiative type of social marketing being the reference group, company-supportive intentions were expected to increase in the CSR initiative types of cause promotion ($b = 0.10$, $SE = 0.04$, $p = 0.01$), corporate philanthropy ($b = 0.14$, $SE = 0.04$, $p = 0.00$), community volunteerism ($b = 0.18$, $SE = 0.04$, $p = 0.00$), and socially responsible business practices ($b = 0.21$, $SE = 0.04$, $p = 0.00$) as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in cause-related marketing ($b = 0.02$, $SE = 0.04$, $p = 0.61$).

With the CSR initiative type of cause promotion being the reference group, company-supportive intentions were expected to decrease in cause-related marketing ($b = -0.08$, $SE = 0.04$, $p = 0.04$), while company-supportive intentions were expected to increase in community volunteerism ($b = 0.09$, $SE = 0.04$, $p = 0.02$) and socially responsible business practices ($b = 0.11$, $SE = 0.04$, $p = 0.00$), as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in corporate philanthropy ($b = 0.04$, $SE = 0.04$, $p = 0.25$).

With the CSR initiative type of corporate philanthropy being the reference group, company-supportive intentions were expected to decrease in cause-related marketing ($b = -0.12$, $SE = 0.04$, $p = 0.00$). The mediating effects of perceived company involvement were not found in community volunteerism ($b = 0.04$, $SE = 0.04$, $p = 0.27$) and socially responsible business practices ($b = 0.07$, $SE = 0.04$, $p = 0.07$).

With the CSR initiative type of cause-related marketing being the reference group, company-supportive intentions were expected to increase in community volunteerism ($b = 0.16$, $SE = 0.04$, $p = 0.00$) and socially responsible business practices ($b = 0.19$, $SE = 0.04$, $p = 0.00$).

With the CSR initiative type of community volunteerism being the reference group,

the mediating effect of company involvement was not found in socially responsible business practices ($b = 0.03$, $SE = 0.04$, $p = 0.49$).

II.C. Perceived commitment to CSR (RQ3c). With the CSR initiative type of social marketing being the reference group, perceived CSR commitment was expected to increase in the CSR initiative types of cause promotion ($b = 0.06$, $SE = 0.02$, $p = 0.01$), corporate philanthropy ($b = 0.08$, $SE = 0.02$, $p = 0.00$), community volunteerism ($b = 0.10$, $SE = 0.02$, $p = 0.00$), and socially responsible business practices ($b = 0.12$, $SE = 0.02$, $p = 0.00$) as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in cause-related marketing ($b = 0.01$, $SE = 0.02$, $p = 0.61$).

With the CSR initiative type of cause promotion being the reference group, perceived CSR commitment was expected to decrease in cause-related marketing ($b = -0.04$, $SE = 0.02$, $p = 0.04$), while perceived CSR commitment was expected to increase in community volunteerism ($b = 0.05$, $SE = 0.02$, $p = 0.02$) and socially responsible business practices ($b = 0.06$, $SE = 0.02$, $p = 0.00$), as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in corporate philanthropy ($b = 0.02$, $SE = 0.02$, $p = 0.25$).

With the CSR initiative type of corporate philanthropy being the reference group, perceived CSR commitment was expected to decrease in cause-related marketing ($b = -0.07$, $SE = 0.02$, $p = 0.00$), as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in community volunteerism ($b = 0.02$, $SE = 0.02$, $p = 0.27$) and socially responsible business practices ($b = 0.04$, $SE = 0.02$, $p = 0.07$).

With the CSR initiative type of cause-related marketing being the reference group, perceived CSR commitment was expected to increase in community volunteerism ($b = 0.09$,

SE = 0.02, $p = 0.00$) and socially responsible business practices ($b = 0.11$, SE = 0.02, $p = 0.00$).

With the CSR initiative type of community volunteerism being the reference group, the mediating effect of company involvement was not found in socially responsible business practices ($b = 0.02$, SE = 0.02, $p = 0.49$).

II.D. Perceived public-serving motives (RQ3d). With the CSR initiative type of social marketing being the reference group, perceived public-serving motives were expected to increase in the CSR initiative types of cause promotion ($b = 0.10$, SE = 0.04, $p = 0.01$), corporate philanthropy ($b = 0.14$, SE = 0.04, $p = 0.00$), community volunteerism ($b = 0.19$, SE = 0.04, $p = 0.00$), and socially responsible business practices ($b = 0.21$, SE = 0.04, $p = 0.00$) as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in cause-related marketing ($b = 0.02$, SE = 0.04, $p = 0.61$).

With the CSR initiative type of cause promotion being the reference group, perceived public-serving motives were expected to decrease in cause-related marketing ($b = -0.08$, SE = 0.04, $p = 0.04$), while perceived public-serving motives were expected to increase in community volunteerism ($b = 0.09$, SE = 0.04, $p = 0.02$) and socially responsible business practices ($b = 0.11$, SE = 0.04, $p = 0.00$) as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in corporate philanthropy ($b = 0.04$, SE = 0.04, $p = 0.25$).

With the CSR initiative type of corporate philanthropy being the reference group, perceived public-serving motives were expected to decrease in cause-related marketing ($b = -0.13$, SE = 0.04, $p = 0.00$) as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in community

volunteerism ($b = 0.04$, $SE = 0.04$, $p = 0.27$) and socially responsible business practices ($b = 0.07$, $SE = 0.04$, $p = 0.07$).

With the CSR initiative type of cause-related marketing being the reference group, perceived public-serving motives were expected to increase in community volunteerism ($b = 0.17$, $p = 0.00$) and socially responsible business practices ($b = 0.19$, $SE = 0.04$, $p = 0.00$).

With the CSR initiative type of community volunteerism being the reference group, the mediating effect of company involvement was not found for socially responsible business practices ($b = 0.03$, $SE = 0.04$, $p = 0.49$).

II.E. Perceived corporate hypocrisy (RQ3e). With the CSR initiative type of social marketing being the reference group, perceived corporate hypocrisy was expected to decrease in the CSR initiative types of cause promotion ($b = -0.07$, $SE = 0.03$, $p = 0.01$), corporate philanthropy ($b = -0.10$, $SE = 0.03$, $p = 0.00$), community volunteerism ($b = -0.13$, $SE = 0.03$, $p = 0.00$), and socially responsible business practices ($b = -0.15$, $SE = 0.03$, $p = 0.00$) as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in cause-related marketing ($b = -0.01$, $SE = 0.03$, $p = 0.61$).

With the CSR initiative type of cause promotion being the reference group, perceived corporate hypocrisy was expected to increase in cause-related marketing ($b = 0.06$, $SE = 0.03$, $p = 0.04$), while perceived corporate hypocrisy was expected to decrease in community volunteerism ($b = -0.06$, $SE = 0.03$, $p = 0.02$) and socially responsible business practices ($b = -0.08$, $SE = 0.03$, $p = 0.00$) as a result of the mediating effect of perceived company involvement. The mediating effect of company involvement was not found in corporate philanthropy ($b = -0.03$, $SE = 0.03$, $p = 0.25$).

With the CSR initiative type of corporate philanthropy being the reference group, perceived corporate hypocrisy was expected to increase in cause-related marketing ($b = 0.09$,

SE = 0.03, $p = 0.00$), as a result of the mediating effect of perceived company involvement.

The mediating effect of company involvement was not found in community volunteerism ($b = -0.03$, SE = 0.03, $p = 0.27$) and socially responsible business practices ($b = -0.05$, SE = 0.03, $p = 0.07$).

With the CSR initiative type of cause-related marketing being the reference group, perceived corporate hypocrisy was expected to decrease in community volunteerism ($b = -0.11$, SE = 0.03, $p = 0.00$) and socially responsible business practices ($b = -0.13$, SE = 0.03, $p = 0.00$).

With the CSR initiative type of community volunteerism being the reference group, the mediating effect of company involvement was not found in socially responsible business practices ($b = -0.02$, SE = 0.03, $p = 0.49$).

CHAPTER 6: DISCUSSION

This study examined the effects of company-cause fit, industry type, and CSR initiative type on consumer reactions to the company engaging in CSR. Specifically, a more stigmatized industry (fast food company) and a less stigmatized industry (café chain company)'s CSR initiatives either high (healthy eating) or low (women's empowerment) in the level of company-cause fit were compared. Also, given increasing and evolving consumer expectations for CSR, this study examined if consumer reactions varied depending on different forms of CSR initiatives. The evolving expectation for CSR has shifted the company's role from a donor to an active endorser of a cause in cause-supporting activities (Moon, 2002; Porter & Kramer, 2006). Hence, it was hypothesized that CSR initiative types higher in the level of company involvement would better meet consumer expectations for CSR than CSR initiative types lower in the level of company involvement. Particularly, six CSR initiative types were examined: corporate social marketing (encouraging individuals to adopt socially desirable behaviors); cause promotion (sponsoring nonprofit organizations); corporate philanthropy (direct donations); cause-related marketing (donating a certain percentage of revenues); community volunteerism (community service through employees); and socially responsible business practices (modifying business operations to support a cause).

Overall, this study yielded two major findings. First, consumer reactions varied across a range of CSR initiative types; corporate social marketing and cause-related marketing generated the least positive consumer reactions, while corporate philanthropy, community volunteerism, and socially responsible business practices led to the most positive consumer reactions. Second, the relationship between the CSR initiative type and consumer

reactions was mediated by the perception of company involvement; corporate philanthropy, community volunteerism, and socially responsible business practices were perceived as having more company involvement than corporate social marketing and cause-related marketing, and in turn yielded to more positive consumer outcomes. Each of these findings is discussed in detail below.

I. CSR Initiative Type and Consumer Reactions

This study found that consumers react differently to the varied types of CSR initiatives, suggesting that not all forms of CSR are equal in terms of their potential to bring consumer support. CSR research has often examined the role of CSR on consumer outcomes by looking at the effects of a single type or a number of mixed types of CSR initiatives. Thus, with a variety of approaches and forms of CSR being sporadically reported through research and practices, it has been difficult to understand whether certain CSR initiatives better meet the evolving and increasing expectations for CSR than others. The present study contributes to advancing understanding of the unique characteristics and effects of different types of CSR initiatives in a comparative manner. Particularly noteworthy is that consumers react more negatively overall to corporate social marketing and cause-related marketing.

I.A. Findings on corporate social marketing. Corporate social marketing which aims to foster individual behavior change for social good led to decreases in the level of perceived company involvement, CSR commitment, and public-serving motives as well as an increase in the perceived corporate hypocrisy in comparison with corporate philanthropy, community volunteerism, and socially responsible business practices. Corporate philanthropy, community volunteerism, and socially responsible business practices were not different from each other in consumer responses.

Corporate social marketing is considered as a relatively more recent form of CSR

initiative which appeared in a response to the heightened consumer expectations for CSR being more integrated into the company's business or the higher level of company involvement in CSR (Kotler & Lee, 2005). However, this study's findings suggest that consumers felt higher levels of company involvement in more traditional forms of CSR, such as corporate philanthropy and community volunteerism.

These findings contrast Kotler and Lee's (2005) idea that corporate social marketing is the "best of breed" among alternative CSR initiatives, as it enables the company to build markets while supporting a social cause at the same time; for example, a café chain company may foster healthy eating behaviors and position its business as a healthy food provider. The decreased perceptions of public-serving motives and commitment, as well as the increased perceptions of corporate hypocrisy, shown in corporate social marketing suggest that corporate social marketing is viewed as an attempt to serve the company's own interests with little sincere commitment to supporting the cause (Austin & Gaither, 2016). Although consumers acknowledge and accept the business side of CSR (i.e., CSR as part of profit-making activities for the company), CSR activities most benefit the company when public-serving motives and sincerity are present to a certain extent in the consumer's mind (Coombs & Holladay, 2011; Yoon et al., 2006). The company's major role in corporate social marketing is to encourage individuals to change their own behavior in a healthier or more socially desirable way. Such positioning in CSR communication may appear that the company pushes individuals outside of the company (e.g., consumers) to make a change without the company making its own efforts to become a force for a positive social change, which is likely to raise suspicion about the company's true motives for the CSR initiative (Austin & Gaither, 2016).

I.B. Findings on cause-related marketing. Cause-related marketing which involves contributing a certain percentage of revenues to a cause led to decreases in

perceptions of company involvement and public-serving CSR motives perception when compared to corporate philanthropy and socially responsible business practices. Perceptions of company involvement were also lower for cause-related marketing than for community volunteerism. Similar to the findings on corporate social marketing, consumers did not view the company as being highly engaged in the initiative and interested in the public good as much as they did in regard to corporate philanthropy or socially responsible business practices. However, unlike the consumer response to corporate social marketing, consumers did not view cause-related marketing as a more hypocritical approach to CSR than corporate philanthropy or socially responsible business practices; the sincerity of the initiative did not appear to be questioned.

Cause-related marketing has gained attention from researchers and practitioners as a discrete CSR initiative type since its introduction in the 1980s (Braedon, 1985; Freeman & Walley, 1998; Nan & Heo, 2007). In the early days of cause-related marketing, the CSR initiative type was viewed in a similar way to corporate social marketing; it was said to be a novel approach for the company to do business well while contributing to the social good (Varandarajan & Menon, 1988). However, the CSR initiative type has been rarely examined in comparison with other CSR initiatives.

Cause-related marketing is similar to corporate philanthropy in that it involves direct donation to charities or nonprofit organizations, but is also different as it often requires consumer participation for the donation (e.g., 10% of sales from a certain product goes to a cause). Involving consumer participation in a CSR initiative may be an effective way to increase consumer awareness of the initiative and the company's good will. But, such an approach may also seem half-hearted because it communicates that the company is willing to donate only when consumer participation and sales accompanies. Hence, the perception of the full involvement of the company in the initiative may suffer, while firm-serving motives

are highlighted more than public-serving motives. On the other hand, corporate philanthropy, which involves giving activities regardless of sales, may communicate more determined willingness to support the cause. Also, community volunteerism and socially responsible business practices do not involve consumers or sales; rather, these CSR initiatives require use and consumption of the company's existing resources (e.g., employees, expertise, system), which is likely to demonstrate high levels of corporate involvement in the initiative and commitment to the cause.

I.C. Findings on corporate philanthropy, community volunteerism, and socially responsible business practices. In comparison with corporate social marketing and cause-related marketing, corporate philanthropy, community volunteerism, and socially responsible business practices generated more positive consumer reactions, including perceived company involvement, CSR commitment, public-serving motives, and corporate hypocrisy. Corporate philanthropy and community volunteerism represent traditional and passive forms of CSR initiatives, but these CSR initiatives were viewed as favorably as socially responsible business practices, the most recent and perhaps more evolved type of CSR initiative. The belief that corporations' expertise in cause-supporting activities resides in their ability to mobilize a large amount of financial and human resources may have applied to the way consumers viewed corporate philanthropy and community volunteerism.

Another possible explanation for the favorable consumer reactions to corporate philanthropy is that consumers may believe that helping groups in need should be prioritized over supporting more general social issues. Corporate philanthropy often involves providing necessary resources to the needy as presented in the present study's stimulus messages for the initiative type as well (e.g., food donations to underserved areas). In fact, a recent consumer survey with 1,000 U.S. consumers conducted by a marketing research firm Toluna reports that "hunger, homelessness, or medical relief" (56%) were viewed as the most

important causes brands should support among a number of causes, such as environmental sustainability, women's rights, and policy change (Bazilian, 2017).

Consumers may believe that nonprofit organizations or the relevant authorities (e.g., government, associations) have better expertise in figuring out the public interest and should be the ones who actually decide which causes are more important than others and how the cause-supporting activity should be executed (Davis, 1973); hence, as long as the cause is perceived important, consumers may feel that the company is performing a right role in corporate philanthropy and community volunteerism by providing a good amount of resources (e.g., money, human resources, skills), which can be difficult for nonprofit /public sectors to raise (Coombs & Holladay, 2011).

II. CSR Initiative Type and Company Involvement

The more positive consumer responses in the CSR initiative types of corporate philanthropy, community volunteerism, and socially responsible business practices compared to corporate social marketing were mediated by the perceived level of company involvement. Also, consumer responses were enhanced in the CSR initiative types of corporate philanthropy, community volunteerism, and socially responsible business practices compared to consumer responses in cause-related marketing, with the mediating effect of perceived company involvement. In other words, consumers were finding higher levels of company involvement in CSR initiative types of corporate philanthropy, community volunteerism, and socially responsible business practices than in corporate social marketing and cause-related marketing, and in turn their perceptions toward the company engaged in the given CSR initiative were enhanced. The patterns of the results were consistent across all consumer response measures, including attitudes toward the company, company-supportive intentions, perceived CSR commitment, perceived public-serving motives, and perceived corporate hypocrisy.

These findings suggest that the known determinants of CSR beliefs, including perceived CSR commitment, perceived public-serving motives, and perceived corporate hypocrisy, are influenced by the extent to which consumers associate the given CSR initiative type with company/management involvement. These findings on the mediating role of company involvement in consumer responses to CSR initiatives offer guidelines on effective CSR communication. Companies may increase perceptions of CSR commitment and public-serving motives while minimizing perceptions of corporate hypocrisy by highlighting how the company has made significant managerial and organization-wide efforts to improve the given cause. According to this study, corporate social marketing and cause-related marketing are particularly low in the perceptions of company involvement, and hence are ineffective in eliciting positive CSR beliefs. When designing corporate marketing or cause-related marketing, companies may consider selecting a cause capable of conveying their managerial commitment. For example, a café company providing fair-trade coffee products may launch a corporate social marketing or cause-related marketing campaign to promote fair-trade coffee consumption not to exploit coffee farmers in underserved regions; since the campaigns are connected to the company's managerial approach to fair-trade coffee consumption, suspicion about superficial promotion of a cause may decrease and CSR beliefs may enhance even if the campaigns are to encourage customers' behavior change and ask for participation in a give-back campaign.

III. Practical Implications

This study's findings on the comparative effects of various CSR initiative types provide practical guidelines on what companies should consider when deciding approaches to CSR initiative implementation. Despite the widely known benefits of CSR, companies are often unsure about whether their CSR activities are actually bringing strategic advantages and puzzled when consumers do not appreciate their CSR efforts (Chun, 2016). Particularly, it

has been challenging for companies to understand which initiative forms to support their chosen cause can be more or less effective to communicate commitment to CSR and to win consumer support (Yuan, Bao, & Verbeke, 2011). On top of increasing consumer demands for CSR, the high variety of CSR initiative forms available may overwhelm companies and push them into ill-informed CSR approaches, which may result in poorly coordinated CSR practices and little recognition among consumers.

It is important for companies to be strategic in allocating corporate resources for CSR. When CSR activities are disconnected with business performance (e.g., profit generating, reputation building, gaining consumers), they may lead to a failure to meet the economic responsibility (being profitable) of a company, which is required based on the most fundamental expectations for corporations (Carroll, 1991); shareholders' investment in the company may suffer and CSR-related costs the company has spent may be passed on to consumers. Therefore, companies should be able to utilize different CSR initiatives to best contribute to the chosen cause as well as its business.

Overall, this study found that consumer reactions are relatively negative related to corporate social marketing and cause-related marketing as consumers are less likely to perceive the company's full involvement in such CSR initiatives. The lower levels of perceived company involvement in the two CSR initiative types may suggest that the expected scope of CSR has expanded. Corporate social marketing and cause-related marketing, which first appeared in the 80s and 90s, were once considered as promising ways to benefit both business and society by positioning the company as the principal agent of cause-supporting programs rather than as a backer of nonprofit sectors (Kotler & Lee, 2005). Because the general awareness of CSR was being heightened and the strategic usage of CSR was starting to be recognized at that time, communicating "whether" the company is interested in causes may have sufficed to meet the business goal as well as consumer

expectations for CSR; in that sense, corporate social marketing and cause-related marketing may have been effective enough to increase the awareness of the company's cause-supporting efforts among consumers. However, two decades have passed since then, and it seems that "how" rather than "whether" a company engages in CSR is more important for today's consumers.

CSR is now a common criterion to evaluate companies as consumers expect companies not only to show their interests in causes but also to practice the company's actual business in a socially responsible way. In fact, a global consumer survey (Edelman, 2010) reports that "64% believe it is no longer enough for corporations to give money; they must integrate good causes into their everyday business." CSR programs without supporting the chosen cause in the company's business routine may backfire. For instance, community members' anger went viral when a local Walmart in Canton, Ohio held a food drive for its employees in need during the Thanksgiving season; the food drive was viewed as an unreasonable organizational request for the store's underpaid employees to take care of other underpaid colleagues, with Walmart as the employer making no effort to provide living wages for its associates (Perkins, 2013; Ungar, 2013). More detailed suggestions for CSR communication practitioners are discussed below.

III.A. Improving corporate social marketing and cause-related marketing.

According to this study's findings, corporate social marketing and cause-related marketing generated the least positive consumer responses in all consumer outcome measures, suggesting a need for reconsideration of adopting these CSR initiative types. Socially responsible business practices and corporate philanthropy can be good alternatives, given that consumer responses to these CSR initiatives were significantly more positive.

However, companies may also consider making improvements in their existing corporate social marketing or cause-related marketing initiatives without completely giving

up on them. Specifically, a company may keep an existing corporate social marketing or cause-related marketing initiative, but add corporate philanthropic activities, community volunteering, or socially responsible business practices in a way that the newly added initiative is integrated into the existing initiative. The higher level of perceived company involvement and stronger perception of public-serving motives and commitment that accompany corporate philanthropy, community volunteerism, and socially responsible business practice may relieve the negative perceptions associated with corporate social marketing and cause-related marketing. Also, given the difficulty in translating internal consumer outcomes to external outcomes (Bhattacharya & Sen, 2004), the potential of community volunteerism and socially responsible business practices is particularly promising; these CSR initiative types were effective to elicit not only internal outcomes (e.g., attitudes) but also external outcomes (e.g., purchase intentions, willingness to spread positive word-of-mouth) which are barometers of successful CSR communication at the business end.

As one of the few studies on different approaches to a cause, Du, Bhattacharya, and Sen (2007) compared the yogurt brand Stonyfield Farm which used a cause-related marketing initiative (i.e., 10% of profit donated to environmental groups) along with socially responsible business practices (i.e., partnership with environment-friendly suppliers, environmental packaging) versus another yogurt brand, Yoplait, which had been known for its cause-related marketing to donate 10¢ to the Susan G. Komen Breast Cancer Foundation for each yogurt lid returned by consumers; the results revealed that Stonyfield Farm's multifaceted approach to CSR elicited greater consumer rewards than Yoplait's sole cause-related marketing, even though the initiative of Yoplait had been well-known and liked. Successful utilization of multiple CSR initiative types can also be found in practice. The personal care brand Dove has taken corporate social marketing as its primary approach for its CSR campaign Self-Esteem Project to help girls and women build self-esteem and body

confidence. The project has been focused on spreading media messages designed to encourage women to combat anxiety about the way they look (corporate social marketing). At the same time, the brand has engaged in community volunteerism to provide self-esteem education for girls in different countries where the brand's markets exist. The brand reports that the Self-Esteem Project has improved its brand equity. For example, the brand has found women who are aware of the Self-Esteem Project were 15% more likely to purchase Dove products (Unilever, n.d.).

III.B. CSR communication for stigmatized industries. This study's findings suggest that CSR initiative type influences consumer reactions to a greater extent than industry type. Specifically, the hypothesized reversed fit effect for a more stigmatized industry was not found. Consumers were not different in most of their reactions to the given CSR initiative between the more versus less stigmatized industry condition. In fact, findings on the relationship between industry type and company-cause fit have been mixed. Some studies reported that the generally accepted positive relationship between company-cause fit and consumer reactions was not found when it came to CSR from a company in a stigmatized industry (e.g., Austin & Gaither, 2017; Kim & Choi, 2012), while others including the present study (e.g., Kim & Lee, 2012) found that consumers did not necessarily view a stigmatized industry negatively for its CSR activities congruent with a cause to which the industry negatively contributes.

Therefore, it is early to conclude that stigmatized industries should focus on either high- or low-fit CSR initiatives. Determining the level of company-cause fit is probably not a one-size-fits-all strategy. With no reputational threats or notable CSR challenges present, communicating low-fit CSR can be a good way for the stigmatized industry to present its commitment to the cause without reminding consumers of the industry's negative social/environmental contributions (Austin & Gather, 2017; Gaither & Austin, 2016).

However, ethical criticism is inherent in the stigmatized industry's business, and the criticism may become heightened at a certain point of time, threatening the industry's reputation and legitimacy. Thus, it is important for stigmatized industries to demonstrate constant efforts for reducing their negative contributions to the social good, and stay prepared to counteract current and potential claims against the industry's business (Carroll & Shabana, 2010; Sinclair & Miller, 2012); that is, stigmatized industries are eventually expected to address causes highly relevant to their businesses (e.g., oil company and environment, fast food company and obesity). In times of crisis, a stigmatized company may experience harsher reputational threats. This holds true, if its prior CSR efforts were geared only toward low-fit causes, with the belief that the company has overlooked its responsibility to address concerns related to its negative social/environmental contributions. Therefore, it is not recommended for stigmatized industries to completely disregard high-fit CSR initiatives. Rather, stigmatized industries should monitor the existing and potential CSR challenges and address their business-specific ethical obligations not only for strategic purposes but also to gain legitimacy from society (Austin, Gaither, & Kim, 2017; Coombs & Holladay, 2011).

What is important in stigmatized industries' high-fit CSR communication is that the CSR efforts should involve the company's active participation in the cause negatively affected by the company's business. Passive or superficial forms of high-fit initiatives are likely to backfire, such as corporate social marketing initiatives without other CSR efforts. For example, McDonald's experienced consumer criticism when it launched a corporate social marketing campaign for obesity prevention (Gaither, Austin, & Schulz, 2018). The company distributed fitness trackers along with its Happy Meal boxes for kids to encourage healthy behaviors, but there were no changes in the obesity-increasing factors present in the company's products and operations.

IV. Limitations and Future Research Suggestions

This study looked at the consumer side, which is one of many stakeholder groups. Multiple stakeholder groups (e.g., shareholders, employees, community) affect and are affected by the initiation and the progress of CSR activities (Slack, Corlett, & Morris, 2015). Therefore, for the company to better meet stakeholder expectations it is important to understand how expectations for and responses to CSR activities vary across stakeholder groups (Du et al., 2010). Future research is recommended to explore these various stakeholder groups.

Also, the two industries tested in this study were food and retail service providers whose products/services and operations are highly visible to consumers. Prior research suggests that demands for CSR tend to be higher for industries subject to greater public scrutiny for their closer engagement with consumers; consumers are relatively less sensitive to CSR efforts from business-to-business industries (e.g., heavy manufacturing, computers/precision products) (Kotchen & Moon, 2012). In this sense, a more varied range of industries and consumer reactions is suggested for future study.

In addition, this study chose the fast food industry as a stigmatized industry for its stigma related to public health which is a universally cherished cause. However, industries with a more varied range of stigma need to be further studied. Some industries' core-stigmas may be stronger in consumers' mind (e.g., gambling, nuclear energy) than others (e.g., soda, alcohol). Furthermore, because individuals differently weigh stigma-related attributes when evaluating an industry/company, organizational stigmatization is often subjective, even when the industry has a core-stigma generally accepted in society. For example, alcohol, tobacco, soft drink, and fast food industries have core-stigma for their products' negative impact to health. But, some companies affiliated to these industries stay reputable, as their consumers weigh the companies' product qualities or pleasures the

products bring to them more heavily than the company's stigma-related attributes; brands, such as Coca-Cola, Marlboro, and Heineken are ones among the 100 world's most valuable or reputable brands (Badenhausen, 2019; Valet, 2019). Therefore, individuals varied in their levels of stigmatization of an industry need to be looked at to better understand the way consumers react to CSR of stigmatized industries. Also, consumer reactions to CSR of industries/companies with event-stigma (Hudson, 2008) in comparison with industries/companies with core-stigma need to be studied to see how one-time reputational threat versus more prolonged reputational threat play different roles in CSR communication.

Although the manipulation of higher versus lower company-cause fit was successful with significant differences in the levels of fit found, both the high-fit cause (healthy eating) and the low-fit cause (women's empowerment) were viewed fairly relevant to the given companies; the average perceived fit ratings were over the mid-point (score 4) on a 7-point scale for the high-fit as well as the low-fit cause, which may have reduced fit effects in consumer outcomes. The tested low-fit cause of women's empowerment may have been perceived as universally important regardless of which industries/companies support the cause, and consequently consumer support may have been high in the low-fit condition as much as in the high-fit condition. Given that few companies choose a cause that is completely irrelevant to their business, the causes used in this study and the relevant findings may better reflect reality in CSR communication. However, future research with more various levels of fit and different CSR issues will further advance understanding of the relationship between company-cause fit and consumer reactions.

Age was controlled, and thus the results reported in this study present the general patterns of consumer responses to CSR initiatives. However, given the increasing purchase power of younger population and their potential to be the major consumer group in the market, how younger consumers specifically respond to CSR initiatives needs to be studied

and compared with older consumer groups. Consumer surveys consistently report that CSR is thought to be more important for Millennials than for older populations (e.g., Nielsen, 2014b; Peretz, 2017), and, similarly, this perceived importance affects Millennial's purchasing decisions. This study showed only limited support for CSR differences in relation to supportive intentions, including purchasing, in contrast to differences seen for attitudes, perceived company involvement, and perceived corporate hypocrisy. Millennial consumers may show different patterns in their responses to CSR initiatives when varied by CSR type or company-cause fit, and thus the effect of age needs to be further studied.

This study suggests the need for developing a comprehensive model to explain the dynamic relationships among CSR-related factors and consumer outcomes. This study and prior CSR research have found main effects as well as moderating or mediating effects of a range of CSR-related factors (e.g., company-cause fit, industry type, CSR initiatives varied in the level of company involvement). Consumer outcome variables (e.g., perceived CSR motives, perceived CSR commitment) have also been found to affect each other. Sporadically reported relationships among these factors need to be modeled in a comprehensive form. Additionally, many similar variables related to this research are differently named and studied using inconsistent scales (e.g., perceived corporate hypocrisy v. skepticism; attribution of motives v. public- or firm-serving motives, etc.). More clarity in definitions and terms and consistency around measurement of these factors would help to better synthesize the large body of research on CSR programs.

APPENDIX A: TABLES

Table 1
Corporate Social Initiative Types (Kotler & Lee, 2005, p. 96)

Corporate social marketing	Supporting individual behavior change campaigns
Cause promotion	Supporting social causes through paid sponsorships of promotional efforts
Cause-related marketing	Donating a percentage of revenues to a specific cause based on product sales during an announced period of time
Corporate philanthropy	Making direct contributions to a charity or cause, usually in the form of grants or donations
Community volunteering	Providing volunteer services in the community
Socially responsible business practices	Adopting discretionary business practices and investments that support social causes

Table 2
Experimental Conditions (N = 797)

Industry type	More stigmatized (fast food chain)		Less stigmatized (café chain)	
Company-cause Fit	High (healthy eating) n = 217	Low (women's empowerment) n = 199	High (healthy eating) n = 196	Low (women's empowerment) n = 185
CSR initiative Type	1. Social marketing	1. Social marketing	1. Social marketing	1. Social marketing
	2. Cause promotion	2. Cause promotion	2. Cause promotion	2. Cause promotion
	3. Corporate philanthropy	3. Corporate philanthropy	3. Corporate philanthropy	3. Corporate philanthropy
	4. Cause-related marketing	4. Cause-related marketing	4. Cause-related marketing	4. Cause-related marketing
	5. Community volunteerism	5. Community volunteerism	5. Community volunteerism	5. Community volunteerism
	6. Socially responsible business practices	6. Socially responsible business practices	6. Socially responsible business practices	6. Socially responsible business practices
	Condition 1	Condition 2	Condition 3	Condition 4

Table 3
Measurement for perceived company involvement

-
- 1 I think the top management of this [fast food/café chain] company is actively involved in the [healthy eating/women's empowerment] initiative, rather than giving inconsistent support.
 - 2 I think supporting the social issue of [healthy eating/women's empowerment] is integrated into this company's business operations.
 - 3 I think the top management of this [fast food/café chain] company is informed of the internal and external reporting on the [healthy eating/women's empowerment] initiative presented in the message.
 - 4 I think this [fast food/café chain] company actively encourages its employees to get involved in the [healthy eating/women's empowerment] initiative presented in the message.
 - 5 I think this [fast food/café chain] company is likely to have written documents which describe thoroughly prepared plans for the [healthy eating/women's empowerment] initiative presented in the message.
 - 6 I think this [fast food/café chain] company is likely to have a "corporate social responsibility department," separate from the marketing or public relations department, to manage corporate social initiative activities exclusively.
 - 7 I think this [fast food/café chain] company is likely to have a board or management committee dedicated to dealing with [healthy eating/women's empowerment] issues.
 - 8 I think this [fast food/café chain] company actively communicates its plans for the [healthy eating/women's empowerment] initiative with its employees so that employees can engage with the initiative activities.
 - 9 I think this [fast food/café chain] company actively communicates its plans for the [healthy eating/women's empowerment] initiative with its shareholders and/or other stakeholders so that shareholders/stakeholders can engage with the initiative activities.
-

Table 4
Measurement for perceived commitment to CSR

- 1 This company will be able to commit to taking action on this initiative.
 - 2 It is unrealistic for the [fast food/café chain] company to expect to make the initiative fully work (reversed item).
 - 3 The [fast food/café chain] company is likely to have to revise the initiative plan, depending on how things go (reversed item).
 - 4 The [fast food/café chain] company wouldn't care if it achieves the initiative goal or not (reversed item).
 - 5 The [fast food/café chain] company is strongly committed to pursuing the initiative plan.
 - 6 It wouldn't take much to make the [fast food/café chain] company abandon the initiative (reversed item).
 - 7 The [fast food/café chain] company views managing the initiative as a good goal to shoot for.
 - 8 The company is willing to put forth more effort than its normal corporate social responsibility efforts to run this initiative.
 - 9 The [fast food/café chain] company thinks that there is not much to be gained by trying to achieve the initiative goal (reversed item).
-

Table 5
Measurement for anticorporate sentiment

-
- 1 Too much power is placed in the hands of a few big companies in my country.
 - 2 I do not trust the motivations of big corporations.
 - 3 I am concerned about monopoly and the excessive power of a few big companies in my country.
 - 4 Some big corporations in my country control not only individuals but also our broad society to maximize their profits.
 - 5 I feel that too much benefit is given to big corporations while the needs of broader society are not addressed.
 - 6 Big corporations are the sources of the social problems we encounter in our country.
 - 7 Big corporations are manipulating people's buying behavior (i.e., making people to buy unnecessary goods).
 - 8 The company is willing to put forth more effort than its normal corporate social responsibility efforts to run this initiative.
 - 9 Big corporations operate to maximize their profits at the expense of the public and society.
-

Table 6
Adjusted means and standard errors for perceived company involvement

		Adj. Mean	Standard Error
Industry type	More stigmatized (fast food)	4.79	.02
	Less stigmatized (café)	4.90	.02
Fit	High (healthy eating)	4.80	.02
	Low (women's empowerment)	4.89	.02
CSR initiative type	Social marketing	4.68	.04
	Cause promotion	4.83	.04
	Corporate philanthropy	4.89	.04
	Cause-related marketing	4.72	.04
	Community volunteerism	4.95	.04
	Socially responsible business practices	4.99	.04

Table 7
Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on perceived company involvement in the CSR initiative

Source	SS	df	MS	<i>F</i>	Partial η^2
CSR type	23.36	4.82	4.84	7.27***	.009
CSR type \times Industry	4.19	4.82	.87	1.31	.002
CSR type \times Fit	10.26	4.82	2.13	3.19**	.004
CSR type \times Industry \times Fit	5.34	4.82	1.11	1.66	.002
Error	2514.64	3777.04	.67		

Source	SS	df	MS	<i>F</i>	Partial η^2
Industry	12.97	1.00	12.97	3.21	.004
Fit	9.44	1.00	9.44	2.33	.003
Industry \times Fit	.02	1.00	.02	.01	.000
Error	3165.84	783.00	4.04		

Table 8
Interaction effect between CSR initiative type and fit on perceived company involvement

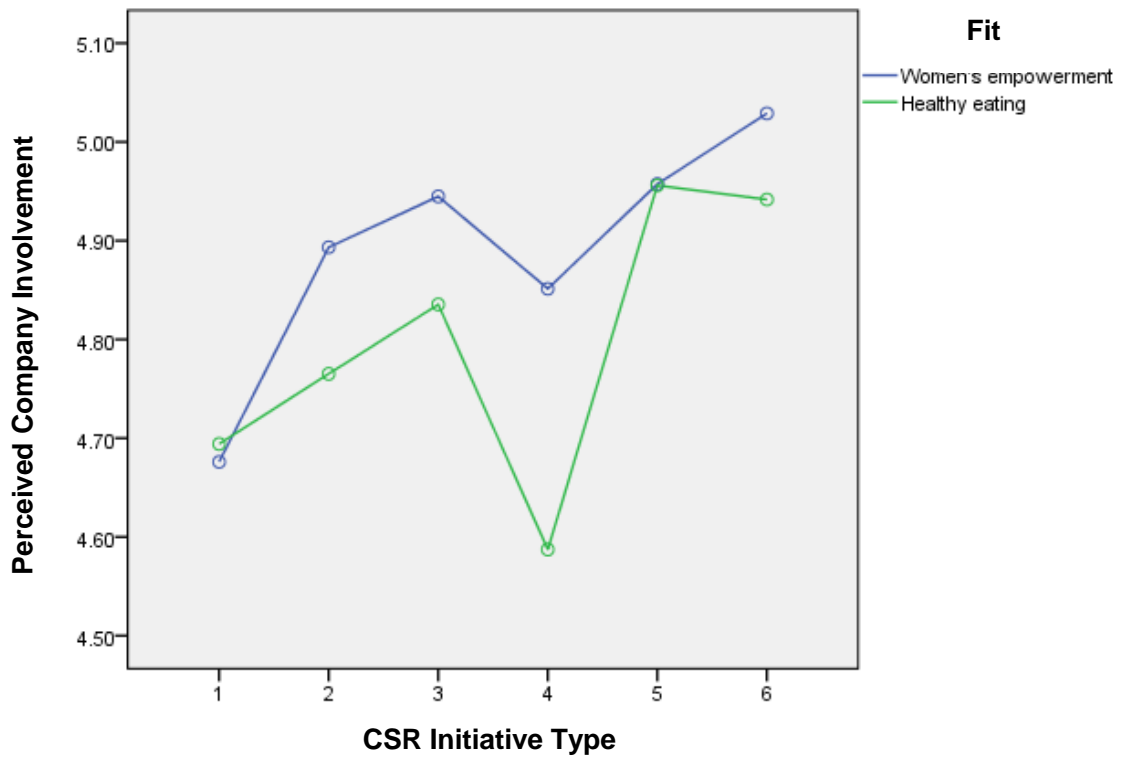


Table 9
Adjusted means and standard errors for attitudes toward the company

		Adj. Mean	Standard Error
Industry type	More stigmatized (fast food)	5.03	.03
	Less stigmatized (café)	5.14	.03
Fit	High (healthy eating)	5.07	.03
	Low (women's empowerment)	5.10	.03
CSR initiative type	Social marketing	4.97	.05
	Cause promotion	5.04	.05
	Corporate philanthropy	5.19	.05
	Cause-related marketing	4.97	.05
	Community volunteerism	5.15	.05
	Socially responsible business practices	5.22	.05

Table 10
Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on attitudes toward the company

Source	SS	df	MS	<i>F</i>	Partial η^2
CSR type	31.46	4.73	6.65	8.00***	.010
CSR type \times Industry	3.31	4.73	.70	.84	.001
CSR type \times Fit	7.79	4.73	1.65	1.98	.003
CSR type \times Industry \times Fit	8.81	4.73	1.86	2.24	.003
Error	3077.48	3704.84	.83		

Source	SS	df	MS	<i>F</i>	Partial η^2
Industry	11.62	1.00	11.62	1.47	.002
Fit	.36	1.00	.36	.05	.000
Industry \times Fit	6.65	1.00	6.65	.84	.001
Error	6190.85	783.00	7.91		

Table 11
Adjusted means and standard errors for intentions to support the company

		Adj. Mean	Standard Error
Industry type	More stigmatized (fast food)	4.37	.03
	Less stigmatized (café)	4.53	.03
Fit	High (healthy eating)	4.45	.03
	Low (women's empowerment)	4.45	.03
CSR initiative type	Social marketing	4.32	.05
	Cause promotion	4.41	.05
	Corporate philanthropy	4.54	.05
	Cause-related marketing	4.36	.05
	Community volunteerism	4.51	.05
	Socially responsible business practices	4.54	.05

Table 12
Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on intentions to support the company

Source	SS	df	MS	<i>F</i>	Partial η^2
CSR type	23.52	4.85	4.85	6.33***	.008
CSR type \times Industry	1.99	4.85	.41	.54	.001
CSR type \times Fit	4.63	4.85	.95	1.25	.286
CSR type \times Industry \times Fit	1.49	4.85	.31	.40	.001
Error	2911.69	3801.28	.77		

Source	SS	df	MS	<i>F</i>	Partial η^2
Industry	25.84	1.00	25.84	3.68	.005
Fit	.03	1.00	.03	.00	.000
Industry \times Fit	.01	1.00	.01	.00	.000
Error	5499.14	783.00	7.02		

Table 13
Adjusted means and standard errors for perceived commitment to CSR

		Adj. Mean	Standard Error
Industry type	More stigmatized (fast food)	4.33	.02
	Less stigmatized (café)	4.36	.02
Fit	High (healthy eating)	4.34	.02
	Low (women's empowerment)	4.35	.02
CSR initiative type	Social marketing	4.16	.03
	Cause promotion	4.33	.03
	Corporate philanthropy	4.42	.03
	Cause-related marketing	4.29	.03
	Community volunteerism	4.41	.03
	Socially responsible business practices	4.45	.03

Table 14
Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on perceived commitment to CSR

Source	SS	df	MS	<i>F</i>	Partial η^2
CSR type	16.43	4.65	3.53	8.62***	.011
CSR type \times Industry	2.64	4.65	.57	1.38	.002
CSR type \times Fit	3.72	4.65	.80	1.95	.002
CSR type \times Industry \times Fit	4.16	4.65	.89	2.19	.003
Error	1491.94	3644.02	.41		

Source	SS	df	MS	<i>F</i>	Partial η^2
Industry	1.09	1.00	1.09	.39	.001
Fit	.00	1.00	.00	.00	.000
Industry \times Fit	1.07	1.00	1.07	.38	.000
Error	2176.50	783.00	2.78		

Table 15
Adjusted means and standard errors for perceived public-serving motive

		Adj. Mean	Standard Error
Industry type	More stigmatized (fast food)	4.79	.03
	Less stigmatized (café)	4.97	.03
Fit	High (healthy eating)	4.86	.03
	Low (women's empowerment)	4.89	.03
CSR initiative type	Social marketing	4.73	.05
	Cause promotion	4.83	.05
	Corporate philanthropy	4.99	.05
	Cause-related marketing	4.79	.05
	Community volunteerism	4.99	.05
	Socially responsible business practices	4.96	.05

Table 16
Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on perceived public-serving motive

Source	SS	df	MS	<i>F</i>	Partial η^2
CSR type	12.05	4.92	2.45	2.74*	.003
CSR type \times Industry	2.50	4.92	.51	.57	.001
CSR type \times Fit	9.94	4.92	2.02	2.26	.003
CSR type \times Industry \times Fit	7.93	4.92	1.61	1.80	.002
Error	3447.92	3851.89	.90		

Source	SS	df	MS	<i>F</i>	Partial η^2
Industry	32.47	1.00	32.47	5.55*	.007
Fit	.26	1.00	.26	.04	.000
Industry \times Fit	5.56	1.00	5.56	.95	.001
Error	4580.71	783.00	5.85		

Table 17
Adjusted means and standard errors for perceived corporate hypocrisy

		Adj. Mean	Standard Error
Industry type	More stigmatized (fast food)	3.56	.02
	Less stigmatized (café)	3.50	.02
Fit	High (healthy eating)	3.53	.02
	Low (women's empowerment)	3.54	.02
CSR initiative type	Social marketing	3.70	.04
	Cause promotion	3.59	.04
	Corporate philanthropy	3.46	.04
	Cause-related marketing	3.57	.04
	Community volunteerism	3.46	.04
	Socially responsible business practices	3.42	.04

Table 18
Three-way RM ANCOVA summary on the effects of industry type, fit, and CSR initiative type on perceived corporate hypocrisy

Source	SS	df	MS	<i>F</i>	Partial η^2
CSR type	21.20	4.76	4.46	7.79***	.010
CSR type \times Industry	1.82	4.76	.38	.67	.001
CSR type \times Fit	2.97	4.76	.63	1.09	.001
CSR type \times Industry \times Fit	3.20	4.76	.67	1.17	.001
Error	2131.74	3724.25	.57		

Source	SS	df	MS	<i>F</i>	Partial η^2
Industry	3.51	1.00	3.51	.86	.001
Fit	.43	1.00	.43	.10	.000
Industry \times Fit	4.56	1.00	4.56	1.11	.001
Error	3204.96	783.00	4.09		

Table 19
Mediation Analysis Result Summary

Reference		B (SE)	
		Company attitudes	Supportive intentions
Social marketing	Cause promotion	0.10** (0.04)	0.10** (0.04)
	Philanthropy	0.15*** (0.04)	0.14*** (0.04)
	CRM	0.02 (0.04)	0.02 (0.04)
	Volunteerism	0.19*** (0.04)	0.18*** (0.04)
	Socially responsible business practices	0.22*** (0.04)	0.21*** (0.04)
Cause promotion	Philanthropy	0.05 (0.04)	0.04 (0.04)
	CRM	-0.08* (0.04)	-0.08* (0.04)
	Volunteerism	0.09* (0.04)	0.09* (0.04)
	Socially responsible business practices	0.12** (0.04)	0.11** (0.04)
Corporate philanthropy	CRM	-0.13** (0.04)	-0.12** (0.04)
	Volunteerism	0.04 (0.04)	0.04 (0.04)
	Socially responsible business practices	0.07 (0.04)	0.07 (0.04)
Cause-related marketing	Volunteerism	0.17*** (0.04)	0.16*** (0.04)
	Socially responsible business practices	0.20*** (0.04)	0.19*** (0.04)
Community volunteerism	Socially responsible business practices	0.028 (0.04)	0.026 (0.04)

Table 19 (continued)
Mediation Analysis Result Summary

Reference		B (SE)		
		Commitment to CSR	Public-serving motives	Corporate hypocrisy
Social marketing	Cause promotion	0.06** (0.02)	0.10** (0.04)	-0.07** (0.03)
	Philanthropy	0.08*** (0.02)	0.14*** (0.04)	-0.10*** (0.03)
	CRM	0.01 (0.02)	0.02 (0.04)	-0.01 (0.03)
	Volunteerism	0.10*** (0.02)	0.19*** (0.04)	-0.13*** (0.03)
	Socially responsible business practices	0.12*** (0.02)	0.21*** (0.04)	-0.15*** (0.03)
Cause promotion	Philanthropy	0.02 (0.02)	0.04 (0.04)	-0.03 (0.03)
	CRM	-0.04* (0.02)	-0.08* (0.04)	0.06* (0.03)
	Volunteerism	0.05* (0.02)	0.09* (0.04)	-0.06* (0.03)
	Socially responsible business practices	0.06** (0.02)	0.11** (0.04)	-0.08** (0.03)
Corporate philanthropy	CRM	-0.07** (0.02)	-0.13** (0.04)	0.09** (0.03)
	Volunteerism	0.02 (0.02)	0.04 (0.04)	-0.03 (0.03)
	Socially responsible business practices	0.04 (0.02)	0.07 (0.04)	-0.05 (0.03)
Cause-related marketing	Volunteerism	0.09*** (0.02)	0.17*** (0.04)	-0.11*** (0.03)
	Socially responsible business practices	0.11*** (0.02)	0.19*** (0.04)	-0.13*** (0.03)
Community volunteerism	Socially responsible business practices	0.02 (0.02)	0.03 (0.04)	-0.02 (0.03)

APPENDIX B: STIMULUS MESSAGES

1. Social marketing	<p style="text-align: center;">High-fit (healthy eating)</p> <p>At the beginning of this year, [E Burger / E Café] launched a new initiative to take a more active role in promoting healthy eating. Much of the initiative has focused on advertising and marketing communication materials directed towards individuals, inviting them to take action to make healthier food choices in restaurants. The messages encourage individuals to choose more fruits, vegetables, low-fat dairy, and drinks with less sugar. Through posters and social media, this [fast food / café chain] company also aims to provide educational resources and inspire individuals to learn more about various ways to improve wellness and enjoy eating in a healthier way.</p>
	<p style="text-align: center;">Low-fit (women’s empowerment)</p> <p>At the beginning of this year, [E Burger / E Café] launched a new initiative to take a more active role in encouraging women’s empowerment. Much of the initiative has focused on advertising and marketing communication materials directed towards women, inviting them to take action in their communities to help each other overcome challenges on the road to success. The messages call women to reach out to each other, build support networks, and uplift each other. Through posters and social media, this [fast food / café chain] company aims to inspire women to follow their dreams and to be the change that their communities need.</p>
2. Cause promotion	<p style="text-align: center;">High-fit (healthy eating)</p> <p>[R Burger / R Café] began a new program in January this year to advocate for healthy eating. Many of the activities in the cause-supporting program have been designed to sponsor and promote the cause of healthy eating and healthy eating projects run by nonprofit organizations. Over the first half of this year, the company’s advertisements have promoted healthy eating and organizations, such as the American Heart Association and the Partnership for a Healthier America, as well as health and wellness campaigns the organizations promote. This [fast food / café chain] company also plans to gradually expand its partnership to promote conferences and summits on children’s nutrition education programs.</p>
	<p style="text-align: center;">Low-fit (women’s empowerment)</p> <p>[R Burger / R Café] began a new program in January this year to advocate for women’s empowerment. Many of the activities in the cause-supporting program have been designed to sponsor and promote the cause of women’s empowerment and women’s empowerment projects run by nonprofit organizations. Over the first half of this year, the company’s advertisements have promoted women’s empowerment and organizations, such as the National Organization for Women (NOW) and the National Association for Female Executives (NAFE), as well as women’s rights campaigns the organizations promote. This [fast food / café chain] company also plans to gradually expand its partnership to promote conferences and summits on women’s civic involvement and professional development.</p>
3. Corporate philanthropy	<p style="text-align: center;">High-fit (healthy eating)</p> <p>Beginning this year, [J Burger / J Café] has run a series of activities to support healthy eating. Specifically, the company has made a special effort to provide donations to nonprofit organizations that help underserved</p>

	<p>communities with limited access to nutritious foods. The company’s contributions during the first half of the year have included charitable cash giving and food donations to healthy eating programs run by the Alliance for a Healthier Generation, and Feeding America. In addition, this [fast food / café chain] company looks to gradually increase the number of nonprofit organizations that are committed to providing skills and tools individuals and families need to eat healthier.</p>
	<p>Low-fit (women’s empowerment)</p>
	<p>Beginning this year, [J Burger / J Café] has run a series of activities to empower women. Specifically, the company has made a special effort to provide donations to nonprofit organizations that help girls and women in underserved areas. The company’s contributions during the first half of the year have included charitable cash giving and in-kind contributions to women’s advocacy programs run by the National Women’s Council and the Girls Incorporated. In addition, this [fast food / café chain] company looks to gradually increase the number of nonprofit organizations that are committed to providing life skills and tools girls and women need to pursue their dreams.</p>
<p>4. Cause-related marketing</p>	<p>High-fit (healthy eating)</p>
	<p>[N Burger / N Café] is involved in a new initiative to advocate for healthy eating. The initiative started in January of this year, and has focused on utilizing customer sales to support a healthier choice promotion initiative. During the first half of this year, a percentage of sales from the company designated “salad of the month” will go toward nonprofit organizations encouraging healthier eating habits among individuals in general as well as improving nutrition in underserved communities. This [fast food / café chain] company says it will gradually increase the amount of donations linked with its “item of the month” products.</p>
	<p>Low-fit (women’s empowerment)</p>
	<p>[N Burger / N Café] is involved in a new initiative to advocate for women’s empowerment. The initiative started in January of this year, and has focused on utilizing customer sales to support a women’s empowerment initiative. During the first half of this year, a percentage of sales from the company designated “menu item of the month” will go toward nonprofit organizations supporting girls in high-risk areas as well as professional women in industries where women are underrepresented. This [fast food / café chain] company says it will gradually increase the amount of donations linked with its “item of the month” products.</p>
<p>5. Community volunteerism</p>	<p>High-fit (healthy eating)</p>
	<p>[O Burger / O Café] kicked off this year with a new corporate social responsibility campaign to voice its support for healthy eating. A main focus of the campaign has been employee volunteer activities in helping communities to grow, distribute, and access healthy foods in and around the areas where the company’s stores are located. By June of this year, the company was successful in connecting its employees with community service opportunities in local farmers’ markets, food banks, and charities near the company’s store locations. This [fast food / café chain] company also aims to gradually increase the number of stores participating in the community service program.</p>
	<p>Low-fit (women’s empowerment)</p>

	<p>[O Burger / O Café] kicked off this year with a new corporate social responsibility campaign to voice its support for women’s empowerment. A main focus of the campaign has been to provide employee-led mentorship opportunities to girls and women in and around the area where the company’s stores are located. By June of this year, the company was successful in connecting female community members to its employees who can share resources and skills for developing leadership and careers. This [fast food / café chain] company also aims to gradually increase the number of stores participating in the mentoring program to empower female community members.</p>
<p>6. Socially responsible business practices</p>	<p style="text-align: center;">High-fit (healthy eating)</p>
	<p>At the beginning of January this year, [V Burger / V Café] announced a new project to better promote healthy eating. The new corporate social responsibility project focused specifically on increasing healthy options in its menu. During the first half of this year, the company demonstrated its progress in adding new menu offerings and reformulating some of the existing items to increase vegetable and lean protein options while also reducing calories, sugar, and sodium. Furthermore, this [fast food / café chain] company recently made an announcement that it will gradually reduce calories in its kids’ menu, while adding non-soda beverages and fruit/veggie sides as featured choices on the menu.</p>
	<p style="text-align: center;">Low-fit (women’s empowerment)</p>
<p>At the beginning of January this year, [V Burger / V Café] announced a new project to better promote women’s empowerment. The new corporate social responsibility project focused specifically on increasing women’s professional and managerial participation in the company’s own operations. During the first half of this year, the company demonstrated its progress in reflecting gender diversity of the overall workforce in a range of units while also increasing the purchase of goods and services from women-owned businesses. Furthermore, this [fast food / café chain] company recently made an announcement that it will gradually improve gender diversity of its board of directors by increasing the representation of women leaders.</p>	

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