



Masters Dissertation in Marketing (BUS5000W)

**EVALUATING THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY ON
BRAND REPUTATION IN THE MINING INDUSTRY: A CASE STUDY OF
EXXARO'S GROOTEGELUK MINE**

Presented in partial fulfilment of the requirements for the degree of Master of
Business Science in Marketing
at the University of Cape Town

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Date: 10 December 2019

Presented in partial fulfilment of the requirements for the degree of Marketing at the
University of Cape Town

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ABSTRACT

Corporate Social Responsibility (CSR) is now playing an imperative role in South Africa and globally, especially in the mining sector. This industry is expected to make profits while contributing towards a better society. Despite the industry's significant contribution to the economy, it also has a negative impact socially and environmentally. Over the past decades the mining sector has been seen as not mindful of its immediate stakeholders. Communities in close proximity to mines do not trust mining companies due to perceptions that mining companies fail to consider the environment within which they operate. Communities are often left with the impression that mines have simply degraded the environment without contributing to sustainable local development such as such as poverty, health, infrastructure, education and unemployment. The reputation of mining companies thus has declined, resulting in economic losses.

Mining companies still interpret CSR as an environmental stewardship rather than a model for improving alignment with its stakeholders, as well as enhancing and building brand reputation. The purpose of this study is to evaluate the impact of CSR on the mining industry's brand reputation. The study links the CSR efforts of Exxaro's Grootegeluk Mine and their ability to enhance the mine's reputation in areas of operation. Exxaro is among the top five coal producers in South Africa. The Grootegeluk Coal Mine is an open cast coal mine in Lephalale, Limpopo.

A quantitative research methodology was applied using a face to face structured self-administered questionnaire to collect primary data from a sample of 330 participants. Descriptive statistical analysis was conducted with a view to condense the sample composition. The non-probability sampling was deemed appropriate for this study, particularly, the simple random sampling. Regression analysis was deemed suitable to for this study. The collected data was analysed using SPSS version 26.0. Research results have shown that CSR has a favourable association with brand reputation. The study found that community members are more aware of the mine's economic responsibility in relation to other dimensions of CSR. This finding implies that the community is more in-tune with aspects that have a direct bearing on their livelihood and are more inclined to seek opportunities and initiatives that improve their overall standard of living. Overall, the findings show that

organisations that invest in socially responsible behaviour have higher levels of perceived reputation among the society.

Philanthropic initiatives should be developed with the involvement of community members to ensure that their real needs will be determined. Poorly developed community projects do not benefit the mine or the community. The mines should look into sourcing the majority of its staff from the local community. In addition, mining organizations should look into aggressively training local community members who do not possess the required skills necessary for employment within the mining sector. Furthermore, communities should be made aware of all CSR initiatives which are relevant to them through community engagement initiatives because this action will lead to attitude and behaviour changes towards the mine.

Previous studies have focused mainly on how CSR initiatives contribute to brand value, customer satisfaction, brand attitude, customer retention, and customer loyalty, and on the relationship between CSR and organization performance. This study highlights the importance of CSR measures on organizational reputation and advises policymakers, the mining industry and scholars.

Keywords: CSR, Brand Reputation, Mining Industry, Communities, Exxaro Mine

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LIST OF ACRONYMS

BBBEE	Broad Based Black Economic Empowerment
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
JSE	Johannesburg Stock Exchange
MPRDA	Minerals Petroleum Resources Development Act

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. INTRODUCTION

Corporate Social Responsibility (CSR) increases public demand of companies' transparency with respect to disclosure of information to meet the expectations of stakeholders (Wang, Chen, Yu & Hsiao, 2015:2232). The concept of CSR refers to the commitment of companies to conduct their activities in an ethical way that contributes to economic development, while improving the living standards of its employees and society (Fasset, 2012:3). Globally, businesses have been burdened with greater accountability for their actions in communities where they operate (Liphapang, 2017:1). This demand means that organisations should not only focus on profit gaining motives, but also contribute to sustainable development in surrounding communities (Nicolaides, 2017:1). The business social responsibility encompasses economic, legal, ethical and philanthropic obligations (Carroll, 2016:1). These four obligations are the dimensions of CSR. A socially responsible business should strive to make a profit, obey the law, be moral, and be a good corporate citizen based on these four obligations. CSR now plays a significant role in South Africa, especially within the mining sector (Hamann, Kapelus, Sonnenberg, Mackenzie & Hollesen, 2005:85). The sector has been the back bone of South Africa's economic development for many decades. It is a nation richly endowed with natural resources (Antin, 2013:1).

CSR contributes to the alleviation of poverty and address socio-economic challenges such as poverty, health, infrastructure, education and unemployment (Siyobi, 2015:1). The South African society has shifted its expectations of the mining industry over the past 25 years. The industry is expected to be a responsible profit-maker while contributing to a better society and, at the same time, be an agent for remedying the negative consequences of the apartheid system, characterised by tremendous socioeconomic inequality. This inequality results in an economic condition whereby people have insufficient means to access minimal levels of health services, food, housing, clothing and education (Monaledi, 2016:1).

Mining companies can contribute to sustainable development in society through financial and non-financial CSR initiatives undertaken in communities of operation. These initiatives can range from involvement in infrastructure projects, educational and skills development programmes as well as providing access to primary health care facilities. CSR is particularly relevant in mining because of the industry's extractive nature. The pressure to engage in CSR is pinned down by interest groups that perceive mining companies as inconsiderate and does not take accountability for the environment in the communities in which they operate (Busacca, 2013:2). The mining industry plays a key role in the country's economical and socio-economic development (Department of Mineral Resources, 2015:16).

Despite the significant contribution of the industry to the economy, its negative impact socially and environmentally cannot be ignored (Wang, Awuah-Offei, Que & Yang, 2016:1). Air pollution, depletion of non-renewable resources, contamination of soil, health and safety concerns, formation of sinkholes, loss of biodiversity are a good illustration of the negative impact of the mining industry (Dube & Maroun, 2017:23). Such adverse environmental and social effects have attracted attention from governments, non-governmental organisations, the public and other stakeholders (Awuah-Offei et al., 2016:1), thus compromising the brand reputation of mining companies. As a result, mining organisations in South Africa engage in numerous CSR initiatives in an attempt to change the negative perceptions that may tarnish their image, which could destroy the firm's reputation (Mabuza, Msezane & Kwata, 2010:2).

BHP Billiton, a leading global mining company, is involved in various sustainable development projects in communities of operation focusing on education and training, capacity building, socio-economic development, and health care (BHP Billiton, 2014:10). However, while being socially and environmentally responsible is very important; organisations need to find ways to strategically use their CSR initiatives for the benefit of a good brand reputation (Sontaite-Petkeviciene, 2015:503). The purpose of this study is to evaluate the impact of CSR on the mining industry's brand reputation in South Africa. Various CSR studies have been conducted in the country evaluating the impact of CSR on other marketing related concepts such as brand loyalty (Dapi & Phiri, 2015), the impact of CSR on marketing

strategies (Frigerio, 2017), and the impact of CSR communication on corporate reputation (Ajayi & Muntle, 2020:1).

Limited academic studies on CSR as it pertains to brand and corporate reputation in the mining sector are available. Moreover, the existing studies on CSR focus on elements such as accountability and responsibility, this study adopts a different approach by exploring CSR from the four dimensions of CSR namely: economic, legal, ethical and philanthropic dimensions. The purpose of this study addresses the existing gap in literature when it comes to CSR and brand reputation. The study will link the CSR efforts of Exxaro's Grootegeluk Mine in Lephalale, Limpopo and their ability to enhance the mine's reputation in areas of operation. Exxaro invests substantial amounts of money and effort in CSR initiatives, the emphasis is on local communities close the mining operations. Exxaro is a firm operating in the mining industry with a market capitalization of 47 billion, it is a pioneer in operations of coal and energy markets which gives it competitive advantage and it employs over 6 000 people. Its objective is to power better lives in Africa and beyond, by responsibly investing in commodities that will sustain life on the continent (Exxaro, 2019:1). The following section delineates and discusses the problem statement.

1.2. PROBLEM STATEMENT

Over the past decade, the mining sector has been perceived as exploitative and not mindful of its immediate stakeholders (Modimoeng, 2016:3). The industry fails to act responsibly while conducting their operations as a result South Africa faces severe environmental challenges such as environmental harm, degradation and contamination (Pretty & Odeku, 2017: 14). Communities in close proximity to mines do not trust mining companies (Harvey, 2017:1). The lack of trust is due to perceptions that mining companies fail to take the environment in which it operates into account (Price Water House Coopers, 2015:41). The accountability and sanctions of mining companies for the impact and consequences of environmental degradation in the communities where they operate has been poor (Pretty & Odeku, 2017: 15).

Communities are often left with the impression that mining operations have simply degraded the environment without contributing to sustainable local development

(Deloitte, 2014:24). Affected communities express that there is lack of local economic development in the provision of roads, basic services such as housing, water, electricity and sewerage by the industry (Modimoeng, 2016:28). As a result of this negative perception by communities, the reputation of mining companies consequently has declined (Price Water House Coopers, 2017:9). Various factors have contributed to the decline, a case being the violent protests that took place in Marikana where 34 mine workers were killed after a protracted wage negotiation impasse (Timeslive, 2019:1). As a result of this protest, an estimated R15 billion in sales and production was lost (Baxter, 2013:1). The market capitalisation of 39 JSE-listed mining companies fell by 5% (Price Water House Coopers, 2012:4), in addition to a severe political backlash. In South Africa there is lack of commitment by mining companies to address socio-economic challenges in local communities (Reuters, 2019:1).

One of the main issues facing the mining industry at the moment is that mining companies interpret CSR as an environmental stewardship measure rather than a model for improving alignment with its stakeholders and enhancing and building brand reputation to improve economic performance (Nastanski & Baglione, 2014:164). Mining companies view CSR as an initiative to obtain a social licence to operate. The industry yields to the pressure by government through the Mining Charter and the Mineral and Petroleum Resources Development Act (MPRDA), international organisations, and the affected communities, to start acting responsibly (Anong, 2019: 4). However, CSR is still vastly underused as a business strategy that can serve as an enabler to unlock shareholder value, while improving investor confidence (del Brío & Bolaños, 2020:1). CSR is a tool that mining companies can use to channel their attitudes and strategies towards relationship building with key stakeholders, investors, employees and communities (Jenkins & Obara, 2006:2).

According to Ernest and Young (2018:8) there needs to be a shift from a reactive and compensation model of CSR to one that is far more strategic and collaborative. In the mining industry, this shift in CSR could be achieved through economic development which entails the investment of generated revenue to ensure sustainable development in communities, environmental protection through minimising the impact of natural resource exploitation and the reduction of social disruption to communities (Jenkins & Obara, 2015:2). By aligning CSR activities with

organisational strategy, an organisation tends to improve its corporate reputation (Pradhan, 2016: 377). Strategic CSR is achieved when the initiatives undertaken by the mine to ensure sustainable development in the communities benefit the organisation and the community. Strategically, mining companies should engage in CSR initiatives that will benefit the organisation in future, for example investing in a skills development programme for community members and in turn employing these candidates to work for the mine. The purpose of this study is to evaluate the impact of CSR on brand reputation in order to understand the progress that has been made by the mining industry toward using CSR as a strategic and collaborative tool.

CSR and brand reputation have been subject to several studies (Arslan & Zaman, 2014:84; Bravo-González, 2017:2; Iqbal, Qureshi, Shahid & Khalid, 2013:2; Sharif 2012:2; Wang et al., 2015:2232). Previous research in this area suggests that CSR and brand reputation have a positive relationship (Gudjonsdottir & Jusubova, 2015:1; Maldonado- Guzman, Pinzón-Castro & Leana-Morales, 2017:1). However, the four dimensions of CSR namely, economic, legal, ethical and philanthropic responsibility have not been adequately explored within the existing relevant literature. There are conflicting results and little evidence as to which dimension is more prevalent in enhancing brand reputation (Fen, Yung & He, 2017:68; Gudjonsdottir et al., 2015: 40; Arslan & Zaman, 2014: 88). The purpose of this study is to study the dimensions of CSR in order to understand their impact on brand reputation.

1.3. RESEARCH AIM AND OBJECTIVES

1.3.1. Research aim

To examine the influence of CSR on brand reputation within the mining industry.

1.3.2. Research objectives

The following research objectives were formulated in accordance with the purpose of the study:

- Determine how/if economic responsibility influences the mining industry's brand reputation.
- Determine how/if legal responsibility influences the mining industry's brand reputation.

- Determine how/if ethical responsibility has an impact on the reputation of the brand in the mining industry.
- Determine how/if philanthropic responsibility has an impact on the reputation of the brand in the mining industry.
- Conduct an empirical investigation to determine the views of society about the mining industry's CSR activities.
- To develop and test conceptual model or theoretical framework that measures the impact of CSR on brand reputation.
- Based on the results of the empirical study, highlight the consequences resulting from theoretical and empirical studies and make recommendations that may assist mining companies in South Africa to improve their CSR initiatives to build their brand reputation.

1.3.3. Research questions

The following research questions were formulated in accordance with the purpose of the study

- Does economic responsibility influence the mining industry's brand reputation?
- Does legal responsibility influence the mining industry's brand reputation?
- Does ethical responsibility have an impact on the mining industry's brand reputation?
- Does philanthropic responsibility have an impact on the mining industry's brand reputation?
- Overall, does CSR have an influence on brand reputation of mining companies?
- What are the recommendations made that may assist mining companies in South Africa to improve their CSR initiatives to build their brand reputation?

1.4. LITERATURE REVIEW

1.4.1. Corporate social responsibility in the mining industry

Mining firms represented some of the most socially distractive activities during the apartheid regime (Siyobi, 2015:2). The extractive activities undertaken by mining companies cause major devastation to communities (Jenkins & Obara, 2015:1). The mining industry was practically resistant to effective environmental control during the Apartheid period and operated without restrictions (Hallowes & Munnik, 2006:3). The Apartheid government gave licenses to companies to carry out tremendous environmental damage that affected the environment, the well-being of the workers and the local communities (Leonard, 2018:1). The mines created hostels where black men stayed in single-sex hostels in harsh and degrading conditions (Reid & Walker, 2005). While, their white counterparts were provided accommodation where they could stay with their families. Breckenridge (1998:17) notes that the atmosphere in the mines was one of violence, where white shift leaders would beat black miners on a regular basis, thus creating a culture of violence among mineworkers. In black culture men were recognized as the head of the household, therefore the treatment men received at work had an impact on them attempting to reclaim their position when they got back home.

Post the apartheid era, the democratic government, in an effort to rectify the legacy of past injustices, regulated CSR through legislation such as the MPRDA and BBBEE (Liphapang, 2017:18). The MPRDA was enacted in June 2002 and is a legislative commitment to achieving equitable access to, and the sustainable development of, South Africa's mineral and petroleum resources (Siyobi 2015:3). The Act mandates mining companies to adhere to requirements to obtain or renew a social licence to operate (Thulo, 2015:1).

The social licence to operate is regarded as a privilege that needs to be earned through strong collaboration with the local communities in areas of operation (Ernest & Young, 2018:8). Flowing from the MPRDA is the Social Labour Plan (SLP), a statutory mechanism used by the Government of South Africa to ensure that mining companies contribute to sustainable socio-economic development in their operating areas as well as in areas from which they source their workforce (Marais, 2010:73).

CSR in the mining industry is swiftly becoming a factor that demands greater focus and needs to be embedded in the organisational values and culture (Delloite, 2013: 28). The South African government has been active in enacting CSR regulations post-apartheid directed at empowering black people. This objective was achieved through the introduction of the BBBEE Act in 2003 (Arya & Bassi, 2009:1). BBBEE is aimed at empowering black South Africans to fully participate in all aspects of society in order to address economic imbalances in the country (Kloppers & Fourie, 2013:3419).

1.4.2. Dimensions of CSR

A company undertakes four main responsibilities with the notion of CSR: economic, legal, ethical and philanthropic (see Figure 1.1) (Sidhoum & Serra, 2017:366). These responsibilities create a foundation that defines the nature of the businesses' responsibilities towards communities (Carroll, 2016:2). These responsibilities are considered to form a pyramid and, thus, each responsibility deserves the same consideration (Irshad, Rahim, Khan & Khan, 2017:65). The pyramid indicates that the major responsibility of the company consists of distinct elements which together form a whole, without excluding one another (Grigore, 2010:171). A corporation can only be deemed to contribute entirely to society if it fulfils its economic obligations to stakeholders and is socially responsible (Hamidu, Haron & Amran, 2015:83). Businesses that strive to operate a sustainable long-term business should be able to apply all responsibilities in a balanced way (Strömberg, 2016:4).

The pyramid displays the four dimensions making up CSR, beginning with economic responsibility which is believed to be the foundation of business as businesses exist to make a profit. The second layer of the pyramid is the legal responsibility of business which states that businesses need to obey the law while they conduct their operations. Next is ethical responsibility which is an obligation to do what is right, fair and just avoiding harm to the environment and its stakeholders. Finally the business is expected to improve quality of lives by being a good corporate citizen. This is achieved in the philanthropic responsibility (Carroll, 2017:2). The subsequent section of this chapter discusses each dimension of CSR.

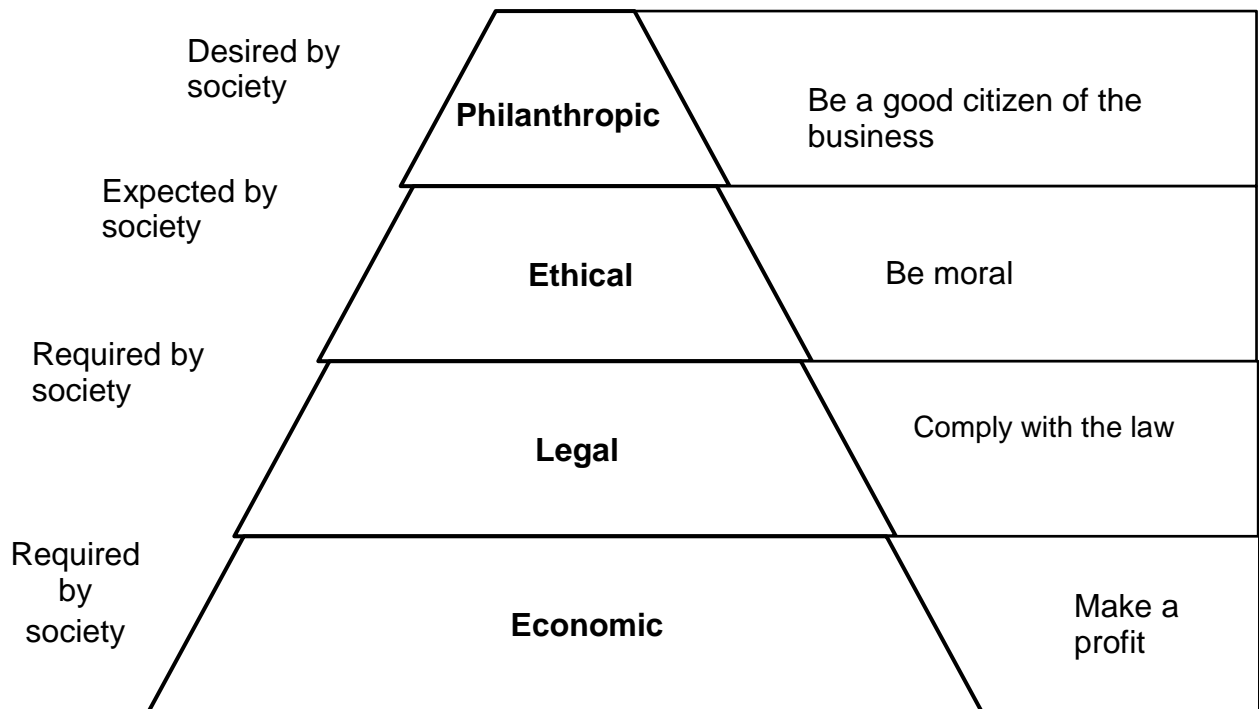


Figure 1.1: The pyramid of Corporate Social Responsibility

Source: Carroll 2016:5

1.4.2.1. Economic responsibility

The business' economic responsibility refers to an understanding of the organisation's direct and indirect economic impact on the local community (Sharma, 2013:2-3). The business is viewed by society as an organisation accountable for producing goods and services (Frank, Sheriff & Mensah, 2015:315). Society requires the organisation to create jobs and contribute to economic activity (Masoud, 2017:12). According to Remsi, Begum and Hassan (2018:74) companies that engage in CSR have a viable financial performance. Financial performance plays an imperative role in carrying out CSR activities because strong financial performance results are the provision of funds to invest in CSR initiatives. These activities do not only enhance the financial performance of the organisation but also contribute positively to brand reputation (Kanwal, Khanam, Nasreen & Hameed, 2013: 67). According to Vitezić, (2011:85) ;Hall and Lee, (2014:1); Pradhan, (2017: 373) a positive correlation between financial performance and brand reputation of companies has been statistically proven, for example, companies that engage in

CSR achieve better financial results. The reputation of any organisation has the potential to influence its financial health (Otunga, 2010:1).

1.4.2.2. Legal responsibility

Legal responsibility is defined as the laws and regulations that companies are required to comply with as a prerequisite of conducting business (Carroll, 2016:3; Omran & Ramdhony, 2015:41). Organisations must display characteristics of good citizenship through engaging in activities that are both safe and required by society (Masoud, 2017:12). Currently, South African businesses are bound by law to benefit society (Singh & Singh, 2013:19). Fen et al., (2017:68); Alwi, Ali and Nguyen, (2017:393) found that the legal dimension of CSR plays an important role in shaping a positive image for the organisation, while other dimensions do not show a significant effect on brand image.

1.4.2.3. Ethical responsibility

The ethical responsibility is defined as practices that are undertaken by business in efforts to do what is right, just and fair without causing any harm to the environment or its stakeholders (Carroll 2016:3). Ethical practices that businesses can adopt include minimising environmental pollution caused by their operations and providing healthcare benefits for employees (Asemah, Okpanachi & Edegoh, 2013:47). Ethical responsibility requires businesses to carry out activities in a manner that society accepts and expects and prevents the values that society shrinks from, to protect the moral rights of stakeholders such as customers, investors and employees (Bediako, 2017:13). According to Khayer, Naeemi and Ahmadi (2017: 1); Singh, Sethuraman and Lam (2017:1), while not all CSR activities affect brand reputation, it has been found that the ethical dimension has a strong impact on brand reputation in particular.

1.4.2.4. Philanthropic responsibility

Philanthropic responsibility refers the voluntary activities undertaken by corporates (Carroll 2016:4). This responsibility includes financial and non-financial contributions for improving the community (Esmailpour & Barjoei, 2016:57). Communities desire that firms contribute to this specific responsibility by expending their money, facilities and time on humanitarian programmes (Swedenborg & Mattsson, 2015:19). The

study of Zaman (2014:88) indicates that the relationship between philanthropic activities and CSR is greater when compared to other CSR responsibilities. However, all the dimensions of CSR are of almost equal importance. To this end, if an organisation desires to build a positive brand image it needs to achieve a high score in every dimension of CSR. The study of Mahmood and Bashir (2020:1) and Gardberg, Zyglidopoulos, Symeou and Schepers (2019:1177) found that philanthropic responsibility may improve the perception of the dimensions of corporate reputation.

1.4.3. Brand reputation

Brand reputation represents the knowledge and feelings an individual possesses about a corporation (Hardeck & Hertl, 2014:313). It is the collective assessment of the trustworthiness and character of the organisation by all stakeholders that ultimately influences their decision to trust and support the organisation (van der Merwe & Puth, 2014:147-148). Brand reputation is highly dependent on the views of both internal and external stakeholders and can be either positive or negative (Alves, Reficco & Arroyo, 2013:55). It is imperative for every company to obtain and maintain a good reputation with surrounding communities (Sihite, Sule, Azis & Kaltum, 2016:26). Growing and competitive market companies need to meet the demands and expectations of different stakeholders for reputational status (Maden, Telci & Kantuur, 2012:654). Companies are consistently striving to find various initiatives to differentiate their offerings from those of their competitors and, thus, build favourable relationships with key stakeholders (Shamma, 2012:151).

According to Ngcobo (2016:1) brand reputation has become very important in the South African mining sector because of its significant contribution to the economy. Although the sector invests millions in CSR initiatives and contributes positively the economy, its brand reputation remains tarnished in communities within which the sector operates. This negative attitude is attributed to the belief that mining companies lead to environmental damage, adversely affect the economy and participate in unethical activities (Deloitte, 2018a:22). This pessimistic view can result in collateral damage for the whole industry (Ernest & Young, 2018:8).

1.5. HYPOTHESIS STATEMENTS

The following four hypotheses were proposed on the basis of the theoretical context and the literature reviewed to illustrate the different dimensions and relationships under investigation in this study:

H1- Economic CSR has a significant positive interaction with brand reputation.

H2- Legal CSR has a significant positive interaction with brand reputation.

H3- Ethical CSR has a significant positive interaction with brand reputation.

H4- Philanthropic CSR has a significant positive interaction with brand reputation.

1.6. CONCEPTUAL FRAMEWORK

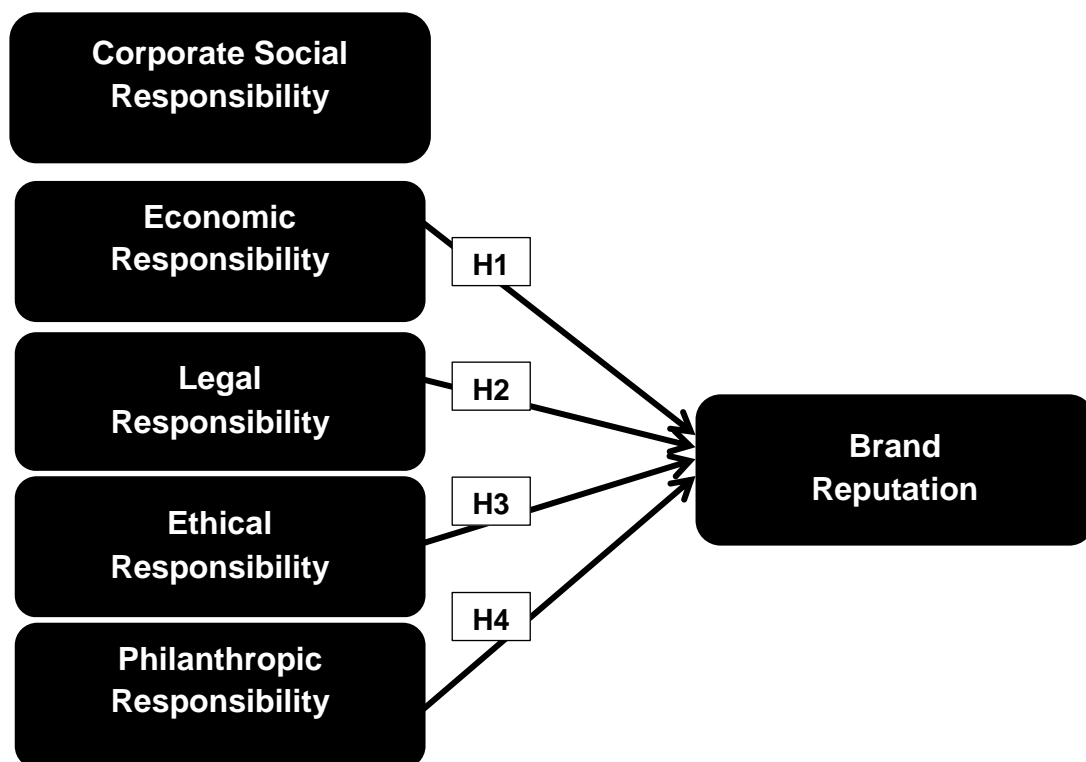


Figure 1.2: Conceptual framework

Source: Author's own compilation

1.7. RESEARCH DESIGN AND METHODOLOGY

1.7.1. Introduction

Research methodology refers to the approach of the researcher to conduct the research project (Babbie & Mouton, 2008:74; Leedy & Ormrod, 2010:12). This section addresses the research strategy that has been implemented for this study to collect, evaluate and interpret data.

1.7.2. Research paradigm

A paradigm is best described as an entire thinking process (Neuman, 2011:94). A paradigm pre-structures perception, conceptualisation and understanding (Campus, 2011:6). There are three broad paradigms: interpretivist, positivist and pragmatic. This study adopted a positivistic paradigm. Positivism is sometimes referred to as 'scientific method' or 'science research' and reflects a deterministic philosophy in which causes probably determine effects or outcomes (Creswell, 2003:7). The study sought to test existing models and/or theories; therefore, it was imperative to use an appropriate philosophical stance. Positivists consider information to be objective and quantifiable (Henning, Van Rensburg & Smit, 2004:17). The study sought to objectively engage with Lephalale community members to understand their views pertaining to the CSR activities of Exxaro's Grootegeluk Mine, therefore, adopting a positivist approach was most suitable for this study.

1.7.3. Research design

Research design is a structure in which research is carried out. It is referred to as the blueprint for collecting, measuring and analysing data (Babbie & Mouton, 2008:74; Bell, Bryman & Harley, 2003:32; Kothari, 2004:31). For this study, the research design selected was descriptive research. Descriptive research is defined as a research method that describes the phenomenon and its characteristics. It involves observing and describing an individual or groups behaviour views and perceptions without influencing the outcome in anyway (Nassaji, 2015:129). According to Gray (2017:59), the aim of descriptive research is to show how factors and practices interrelate and to paint a picture of the situation (Zikmund, Babin, Carr & Griffin, 2009:55). The study sought to describe the relationship between CSR and brand

reputation in the mining industry and thus reflects on community members' perceptions and attitudes in the areas where the Grootegeluk Mine is performing its CSR activities. In this study, the adoption of descriptive research was considered the most appropriate for gaining awareness, perspective and appreciation of the relationship between brand reputation and CSR practices.

1.7.4. Research approach

Quantitative research served as the main methodology for this study. A quantitative approach is described as the analysis of numerical data using techniques that simply describe the phenomenon of interest or seek significant differences between groups or variables (Teddlie & Tashakkori, 2009:5). A quantitative approach is used to examine the relationships between variables and to measure the size, distribution and interaction of variables in a population studied (Malhotra, Gasain & EISawy, 2005:150). Quantitative research was deemed suitable for this study as it allows for the results to be generalised through the entire population. The selected methodology also connects with the positivist approach. According to Dudovskiy (2018:1) positivism is dependent on quantifiable observations leading to statistical analysis of the data collected.

1.7.5. Sampling design

Sampling is a technique that is used by the researcher to select a small number of the representative items or individuals from a pre-defined population to serve as subjects for the study (Sharma 2017, 749). This section addresses the context on which the choice of the survey sample used in this analysis was based.

1.7.6. Target population

According to Tuck, Lowe and Williams (2005:2) mining sustainability needs recognition by the society. Veiga, Scoble and McAllister (2001:192) define mining community as the population that is severely affected by a nearby mining operation. The community does not necessarily have to be involved with the mine by direct employment, but through the activities of the mine through environmental, cultural, economic and other aspects. As key stakeholders, the community members residing close to Grootegeluk Mine constituted the population of this study. Participants had

knowledge about the mine and its CSR activities, were of any gender, a South African citizen, of any ethnic group, above the age of 18 and formal education was not a requirement.

1.7.7. Sample size

Alvi (2016:11) defines a sample as a collection of relatively few people chosen from the population for investigative purposes. The research study was conducted by taking data from 400 community members in areas within which the Grootgeluk Mine predominantly operates and conducts its CSR practices. This action ensured that respondents are knowledgeable about the mine and are aware of the mine's CSR activities within their community. Gay, Mills and Airasian (2012:133) recommend the following sample size guidelines: The whole population will be checked for a population of $N=100$ or less. Fifty percent of the population should be sampled for those populations where $N=400$ to 600. Twenty percent should be sampled for those populations where $N=1500$ to 5000.

According to (Statistics SA: 2011) the population in Lephalale is estimated at 115,767. To this end, a sample of 400 is considered adequate in those populations where there is more than $N=5000$. The author distributed 400 questionnaires to the target population based on the above recommendation. This can be confirmed by previous related studies Modimoeng (2016:3) 200; Mirabi, Tehrani and Moghaddam (2014:481) 384; Maldonado-Guzman, Pinzón-Castro & Leana-Morales (2017:38) 308. The sample of this study is quantitatively more substantial than existing studies in a similar field because a higher degree of confidence in extrapolating results is desired.

1.7.8. Sampling method

There are two types of sampling methods, known as a probability and non-probability sampling. Probability sampling is also known as 'random sampling this is a sampling where every single item has an equal chance of being chosen in the sample (Etikan & Bala, 2017:2; Taherdoost, 2016:21). Non-probability sampling does not involve random selection. A Simple random sampling has been deemed suitable for this study, since each element of the population had an equal likelihood of being chosen

for the study. In simple random sampling, each individual is selected entirely by chance and participants have equal being selected to be part of the study.

Sampling took place in the various areas where the Grootegeluk Mine is carrying out its CSR activities to ensure that the sample is representative of the demographic population. The researcher conducted the simple random sampling of participants at a shopping centre, local churches and in the streets of the community. Letters requesting permission were distributed at local churches and shopping centres and permission was granted to conduct the study.

1.7.9. Data collection

A self-administered survey has been used in this study. By using questionnaires, the researcher can obtain a large amount of data while using minimal resources because participants do not have to elaborate in their responses (Birmingham & Wilkinson 2003:39).

1.7.10. Data preparation

Data preparation is ““converting raw data from questionnaires into an alternative format for analytical use” (Shiu, Hair, Bush & Ortinau 2009:494). The data preparation involves data editing, coding, and capturing (Malhotra 2010:452).

1.7.11. Data analysis

The research used descriptive statistics to evaluate the sample survey's primary data. This method involved measuring both central tendency (such as average, mean, and mode) and dispersion (such as distance, variance, and standard deviation) measurements. The research used tables, charts and graphs to systematically and comprehensibly show the data. Empirical data have been tested by evaluating reliability, validity, descriptive analysis, correlations, and analysis of regression. Compilation and analysis of data was carried out using version 25 of the Statistical Package for Social Sciences (SPSS).

1.8. ETHICAL CONSIDERATIONS

The purpose of the study was clearly explained to the participants before they sign the consent letter. It was also made clear that with or without an excuse, participants were welcome to withdraw from the study. After agreeing to participate in the study, respondents completed the questionnaire which took approximately 15 minutes, as stated in the cover letter of the questionnaire. Agreement to participate was validated by a signature on the first page of the questionnaire. Participants were not asked to disclose their names, identity numbers and addresses. The collected data was stored in the researcher's password-protected laptop and was classified as confidential. Before data was collected, ethical clearance was obtained for the study from the University of Cape Town.

1.9. SIGNIFICANCE OF THE STUDY

The purpose of the present study is to explore the influence of CSR on brand reputation in the mining industry. CSR has a high relevance for mining companies, since the industry conducts its operations in close proximity to communities; they are under scrutiny for their contribution towards sustainable development. To this end, the government has imposed legal regulations for mining houses to adhere to while also improving the quality of lives in areas of operation. Therefore, from the direction of this study, the research has the potential to support Grootegeluk Mine and other mining companies as well as the communities they serve. The study assists mining houses to understand community perspectives and perceptions regarding the socio-economic impact of mines. The management of mines will be able to use CSR as an important tool to increase their brand reputation by properly understanding these aspects.

This study assists the mines in identifying developmental areas and improves stakeholder relations from a CSR perspective. Mining companies will also be able to understand the theoretical dimensions of CSR (Economic, Legal, Ethical and Philanthropic) and how these can fully be utilised for the benefit of the mine and society. The study findings and recommendations could make a positive contribution to the development of CSR activities in the mining sector. Community members in

mining communities will benefit from well-designed CSR initiatives undertaken by the mining industries. These CSR initiatives will be tailor made to the needs of the community. This research adds information about the CSR and its interaction with brand reputation to the current body of knowledge as many other studies measure the dimensions in isolation (Abebe & Cha, 2018:155; Han & Kim, 2019: 371; Alwi & Nguyen, 2017: 393).

1.10. STRUCTURE OF THE THESIS

This study is made up of five chapters that are key to answering the research objectives.

- **Chapter 1** provided a general background to the CSR concept and highlights the study's overview and background, which is the impact of CSR on brand reputation. The questions and objectives of the research are listed, followed by the hypothesis statements and hypothesis model. Next is the methodology chosen for the study and the chapter ends with the purpose of the research undertaken.
- **Chapter 2** provides a review of CSR literature and brand reputation to review the relationship between CSR and brand reputation in a critical manner.
- **Chapter 3** provides an overview of this study's research design and methodology.
- **Chapter 4** focuses on data analysis, interpretation and evaluation of the findings of the research as they relate to the literature reviewed.
- **Chapter 5** is the final chapter of the study and provides conclusions and recommendations from the findings of the research as well as the limitations of the study.

1.11. CONCLUSION

Globally there has been increasing pressure for corporates, especially those within the mining industry, to engage in CSR. Organisations are called upon to engage with communities in order to improve the quality of life of people living and working in the areas where they operate. Mining companies are recorded as being the biggest

contributors towards CSR initiatives; however, communities still have little or no confidence in this sector. Communities remain under the impression that the mines have simply degraded the environment without contributing to socio-economic development in the community. This perception of the mines can be very detrimental to the brand reputation of the industry. There is evidence from studies undertaken with regard to CSR and brand reputation that CSR has the potential to enhance the brand reputation for corporates. Mining houses, therefore, can and should use the platform of CSR to correct past environmental and socio-economic errors within their communities and, in turn, create a favourable brand reputation for the industry.

The purpose of this study is to evaluate the impact of CSR on brand reputation in the mining industry. Using a quantitative approach the study aims to determine how/if the dimensions of CSR namely, economic, legal, ethical and philanthropic responsibility influences the mining industry's brand reputation. The study conducts an empirical investigation to determine the views of society about the mining industry's CSR activities and to develop and test conceptual model or theoretical framework that measures the impact of CSR on brand reputation. The study used a face to face structured self-administered questionnaire to collect primary data from a sample of 330 participants. The sampling technique adopted was simple random sampling using descriptive statistics to evaluate the sample survey's primary data. The next chapter discusses the literature review which aims to provide a clear background to the research problem by locating existing knowledge on the subject of CSR and brand reputation and is designed to achieve the research objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

The previous chapter discussed the introduction of this research, the aims and objectives, research questions, hypothesis statements, conceptual framework, research methodology and the significance of the study. The literature review presented in this chapter was used to provide a clear background to the research problem by locating existing knowledge on the subject of CSR and brand reputation and is designed to achieve the research objectives. The sources consulted included academic books, journal articles, relevant newspaper articles, legitimate research studies, reports and statistical data.

The literature review addresses the theory underpinning the relationship between CSR and brand reputation. Firstly, the chapter will look at various definitions of CSR by scholars, the dimensions of the CSR framework, stakeholders' expectations from mining companies, characteristics of CSR and the benefits for organisations that actively engage in CSR. Secondly, the chapter discusses the laws that govern CSR in the South African mining industry, the current state of CSR in South Africa and the perceptions of community members toward local mines operating in their communities. Thirdly, the chapter will discuss the relationship between CSR and brand reputation. The chapter will conclude by covering different definitions of brand reputation, drivers of brand reputation and tools used to measure brand reputation.

2.2. DEFINING CORPORATE SOCIAL RESPONSIBILITY

The current perception that businesses have an obligation to society is not new. It is possible to trace the business's interest in society many centuries ago. The roots of the corporate social aspect can be traced back to the ancient Roman laws and can be found in institutions such as asylums, needy and aged homes, hospitals and orphanages (Chaffee, 2017:354). It wasn't until the 1930s and 40s that the role of business social performance began to appear in management literature (Agudelo, Johannsdottir & Davidsdottir, 2019:1; Carroll, 1999:269; Chandler, 2016:76). With

growth of businesses in the 1940's and during the Second World War, corporations started to be seen as socially responsible entities and a wider debate about their role in the society began (Heald, 1970:17). Agudelo et al. (2019:5) states that:

“The period after World War II and the 1950's can be considered as a time of adaptation and changing attitudes towards the discussion of corporate social responsibility, but also a time where there were few corporate actions going beyond philanthropic activities. Perhaps the most notable example of the changing attitude towards corporate behavior came from Bowen (1953), who believed that the large corporations of the time concentrated great power and that their actions had a tangible impact on society, and as such, there was a need for changing their decision making to include considerations of their impact”.

Previous studies in the field of marketing have measured CSR and consumer behaviour (Currás-Pérez, Dolz-Dolz, Miquel & Sánchez-García, 2018: 733; Ho, Ding & Lii, 2017:10), brand loyalty (Sharma & Jain, 2019:57; Pratihari & Uzma, 2018:57), brand equity (Singh & Verma, 2017:52; Martinez & Nishiyama, 2019:329) and customer satisfaction (Muhammed & Rashid, 2018: 358, Ashraf, Llyas, Imtiaz & Tahir, 2017:1362). Despite this, other authors believe that CSR is does not influence these concepts (Ajina, Japutra, Nguyen, Alwi & Al-Hajla, 2019:691; Khan & Fatma, 2019:439). The management of brand reputation can be cross-functional but marketing plays a critical role to change consumers' perceptions (McDonald & Dwivedi, 2018:1387; Khachatryan, Rihn, Behe & Hall, 2018:390).

Due to the importance of CSR in the field of mining, business and marketing, several definitions of CSR have been found in literature. Scholars agree that CSR embraces a myriad of definitions and meanings (Ally, 2013:24; Diale, 2014:17; Dube & Maroun, 2017:26; Hamidu et al., 2015:92; Modimoeng, 2016:39; Rammusi, 2013:8). This study specifically explores the influence of CSR on brand reputation from the perspective of marketing management; therefore, it is imperative to explore various definitions of the concept of CSR'. The table below provides an overview of the definitions of CSR in a sequential order as they appear in the literature.

Table 2.1: Definitions of CSR

Definition	Author
CSR is underpinned by three basic principles which are sustainability, accountability and transparency. Society should protect non-renewable resources (sustainability), corporates should acknowledge the impact of their activities on the environment (accountability) and the impact of the organisation should be reported (transparency).	Crowther and Aras (2008:10)
CSR provides marketers with a new objective for their CSR strategies, thus creating long lasting bonds with key stakeholders.	Hildebrand, Sen and Bhattacharya (2011:14)
CSR is referred to as green marketing which is the process of selling products and/or services that are environmentally friendly.	Chaudhary, Tripathi and Monga (2011: 1)
CSR is influenced by the way in which companies align their values and behaviour with stakeholder expectations and requirements.	Ahmed, Islam and Hasan (2012:15)
CSR is a responsibility of businesses to perform their operations in an ethical manner that leads to economic development while raising the standard of living of their workers and society as a whole.	Fasset (2012:3)
CSR is concerned with reducing negative effects and increasing positive contributions.	Singh and Singh(2013 :18)
A socially responsible corporate is recognised as one that treats the environment and its stakeholders with respect, is aware of the impact of its operations and work in unity with stakeholders to achieve the desired results benefiting both stakeholders and the corporate.	Hack, Kenyon and Wood (2014:47).
CSR is the dedication of the organisation to participate in sustainable development activities, transparency and accountability, maintain good stakeholder relationships, protect human rights, comply with CSR principles and	Hamidu, Haron, and Amran (2015:84)

ethical business practices.	
CSR is a set of interlinked business activities that encompass good governance, stakeholder relations, ethical conduct and philanthropic initiatives.	Bontshe (2016:28)
CSR refers to the impact of the organisation on society and the need to address this impact responsibly.	Johannes (2016: 5)
CSR refers to a business bearing a responsibility toward society and its stakeholders in addition to its shareholders.	Wang, Tong, Takeuchi and George (2016:534)
CSR is the relationship between the business and the community within which it operates.	Liphapang (2017: 6)
CSR are marketing activities that benefit society as a whole.	Sanclemente-Téllez (2017:6)

Source: Author's own compilation

The above definitions indicate that several broad ranging conceptualisations of CSR have been put forward, aimed at defining elements that characterise CSR. The common expressions within these definitions in relation to the current study includes the factors such as an ethical manner that leads to economic development (Fasset, 2012:3), the protection of human rights by complying with CSR principles and ethical business practices (Hamidu et al., 2015:84), and the ethical conduct and philanthropic initiatives (Bontshe, 2016:28). The variety of definitions is an indication of the ever-changing roles of CSR in business (Hamidu et al., 2015:92-93). Various studies in marketing have studied CSR in various contexts such as CSR and brand equity (Singh and Verma, 2017:52; Martinez and Nishiyama, 2019:329), CSR and consumer behaviour (Currás-Pérez, Dolz-Dolz, Miquel-Romero and Sánchez-García, 2018:733; Ho, Ding and Lii, 2016:10) CSR and customer loyalty (Chang & Yeh, 2017:38; Iglesias, Markovic, Bagherzadeh & Singh, 2020:151). These studies have adopted the definition of CSR which refers to a sustainable development approach encompassing the economic, legal, ethical and social responsibility of business.

Despite many definitions in the literature, this study adopts a definition of CSR cited by the International Organisation for Standardisation and the Organisation for Economic Co-operation and Development that states that CSR is an organisation's responsibility for the effect of its actions on society and the environment, through open and ethical practices that lead to society's sustainable development, takes into account stakeholder preferences, complies with applicable law and complies with international standards of conduct, is implemented throughout the enterprise and exercised with all participants in its relationships (Kröder & Natale 2017:7). This definition was also adopted in previous studies within the field on marketing that examined the impact of CSR on brand reputation. The King III report also cites this definition, which is also cited by an important guideline for best practice. The King III report is an international corporate governance guideline for best practice that deals with corporate financial, social, ethical and environmental practices (de Beer & du Toit, 2014:206).

Though, the term CSR is widely used by researchers and scholars; South African companies prefer to use the term Corporate Social Investment (CSI) (Banda, 2013:11). Since the dawn of the 1994 democracy, companies have been facing enormous pressure to bring about social change and redress the imbalances resulting from the imposition of apartheid in the country (Ramlall, 2012: 8). South African corporates want to avoid the term responsibility because it might indicate that they are accountable for past injustices and are responsible for providing redress for the violations of human rights under the apartheid regime (Fig, 2005:601). As a result, companies react more positively to the concept of 'investment' instead of 'responsibility,' which they believe is a term that links business with apartheid evils (Skinner & Mersham, 2008:114).

CSI is a facet of CSR (Ndlovu, 2011:73). However, CSR represents a deeper and comprehensive approach to overall organisational and community development (CSI Solutions, 2019:1). According to Rammusi (2013:9), CSR is carried out when a company is fully responsible for the business environment in which it works, CSI is one of CSR's sub-components, which seeks to improve societies by improving the quality of life for individuals. CSI is concerned with activities that are external to the business and are not employed necessarily to increase company profits. Bediako (2017:2) cited that there is a perception that CSR is largely about charity, but it goes

beyond the above by ensuring that business processes are successfully managed to maintain a positive impact on society. According to Kloppers and Fourie (2013:3421) CSR in South Africa should consider the organisation's economic, legal and ethical obligation. Therefore, the current study focuses on these factors as it is important to understand their impact on brand reputation.

2.3. DIMENSIONS OF CSR

Since the demise of apartheid, the role of CSR has become increasingly important especially in South Africa and other emerging countries (Bediako, 2017:2). CSR has become a requirement for businesses, many of whom are so deeply involved that it has become part of their corporate strategies and culture (Liphapang, 2017:6). From a marketing perspective, this means that the firms in mining sectors must align their strategies to support CSR and in turn enhance their brand reputation. Organisations are encouraged to take responsibility for the environmental impact of their actions and operations by applying concepts that have a positive impact on society and the environment (Arslan et al., 2014:85). In addition, the previous research of Narula, Magray and Desore (2017:83); Fraser (2018:1) found that the actions and operations of firms in mining sectors have a positive impact on the economy. Despite this, in the emerging markets, many studies, Mancini and Sala (2018:98); Ghorbani and Kuan (2017:137) reveal a negative impact of the operations of these firms on society and the environment. Businesses are an integral part of their respective socio economic and environmental structures. To this end, their actions and procedures must be mindful of their effect on both investors and the community which supports their life (Goel & Ramanathan, 2014: 50).

Businesses are constantly under pressure from government to adopt and improve CSR activities within their business (Nguyen, Bensemann & Kelly, 2018:1). Therefore, this suggests that firms need to start implementing marketing strategies to build strong brand reputation in the communities in which they operate (Narula, Magray & Desore 2017:87). According to Argandoña (2014:10) a company must be in a position to answer for anything it does or fails to do; and, in the future, it must be in a position to fulfill all the obligations arising from its different responsibilities. These responsibilities include economic, legal, ethical and philanthropic aspects (Kabir,

Petersen & Petersen, 2015:281; Sidhoum & Serra, 2017:366) and create a foundation that defines the nature of businesses' responsibilities towards communities (Carroll, 2016:2). CSR responsibilities that companies are urged to focus on include economic, legal, ethical and philanthropic aspects (Kabir, Petersen & Petersen, 2015:281; Sidhoum & Serra, 2017:366). These aspects are commonly known as the dimensions of CSR and are discussed in detail in the next section.

2.3.1. Economic responsibility

Economic responsibility is the foundation of CSR, businesses exist to make a profit (Atan, Shukri & Zainon, 2015:3; Omran et al., 2015:41). A business must adhere to its major economic responsibilities such as a strong competitive position, commitment to profitability, maintaining business operation efficiency and maximising both profit consistency and earnings per share (Bediako, 2017:13). Economic responsibility is seen as the fundamental obligation of businesses. According to Nochai and Nochai (2014:24) the manner in which a company responds to its stakeholders such as investors, staff, customers, rivals, the public and the natural environment is affected by the economy. CSR activities do not only enhance the brand reputation of the organisation but also contribute positively to financial performance (Kanwal et al., 2013:67). According to Saeidi et al., (2015:341) CSR indirectly promotes firm performance through enhancing brand reputation and competitive advantage, while improving the level of customer satisfaction. A good brand image can be seen as a symbol of a company's financial well-being or competitive advantage (Schwaiger & Raithel, 2012:2). The study of Taghian (2012:2) finds a positive relationship between brand image and market share based on shareholders. More reputable firms generate better operating outcomes (Shi, 2016:1).

The studies of Reverte, Gomez-Melero and Cegarra-Navarro (2015:2870); Waworuntu, Wantah, and Rusmanto (2014: 493); Tsoutsoura (2004: 2) find a positive relationship between engaging in CSR and organisational and financial performance. The studies provide evidence that a socially responsible corporate can reap 'bottom-line' benefits. Ahmed et al., (2012:14) state that the average return on capital for CSR- engaged companies is higher than those not engaged in CSR. According to Saeidi et al., (2015:341) CSR indirectly promotes firm performance

through enhancing brand reputation and competitive advantage, while improving the level of customer satisfaction.

The mining industry is one of the key economic sectors in South Africa and is vital to the socio-economic development of South Africa (Brand South Africa, 2018:1). The industry is the leading sector in terms of the application of economic responsibility (Rusmanto & Williams, 2015:154). According to Wang et al., (2016:1) the positive economic impact associated with mining operations includes job opportunities, increased income and infrastructure improvements. Visser (2005:8) cites that in a developing country like South Africa, where business is actively encouraged to correct historical imbalances, economic contribution takes on the added dimension of BBBEE and equality in jobs. In complying with the BBBEE Act mining companies are mandated to procure 40% of their capital goods, 70% of their services and 50% of their consumer goods from black owned entities. Mining companies are also expected to ensure that workplace equity achieves a representation level of 40% for the historically disadvantaged South African demographic, with representation at all levels of management, and core and critical skills levels (Pretra Diamonds, 2020:1).

One example is Anglo American, which, like any other mining houses, is subject to comply with the South African Mining Charter, a legally binding agreement to improve the access and benefits of historically disadvantaged people to the country's mineral resources. The Mining Charter is a key mechanism for addressing this legacy and promoting transformation in the sector. Mining firms fulfil this agreement through the transformation include ensuring that mine workers and communities have decent living conditions and mines contribute to sustainable development in the areas where they operate (University of Wltwatersrand, 2019:1). By prioritising the development and promotion of previously disadvantaged employees, building strategic financial partnerships with BBBEE companies, and prioritising the purchase of black- owned companies ' materials and services, Anglo American achieves this objective.

According to the Federation for Sustainable Environment (2018:1), the economic achievements of the mining industry have led to forming South Africa more than any other industry. Although the South African economy is no longer dominated by the mining sector, it still accounts for a large proportion of foreign exchange earnings in

the country. The following is a list of statistics officially issued by South Africa's Minerals Council (2019:1) to indicate the significant role mining plays in the South African economy.

- had R356 billion added to GDP,
- R93 billion allocated to fixed investment,
- R475 billion turnover in purchases of primary minerals,
- Taxed R22 billion and royalty R7.6 billion,
- paid employees R127.4 billion,
- R21 billion contributed on behalf of employees to the PAYE and
- Employed 453,543 workers, contributing to an additional 1.4 million indirect jobs, these employees served approximately 4.5 million people.

CSR within the mining industry is very relevant and takes on special significance due to its economic contribution (Viveros, 2014:50). According to Jenkins (2004:24), CSR is concerned with balancing communities' diverse demands and protecting the environment while making a profit within this industry.

2.3.2. Legal responsibility

Businesses exist to make a profit and are mandated by society to follow their economic purpose in compliance with stipulated local government laws (Bediako, 2017:13). Legal responsibilities are the second layer of the CSR hierarchy and coexist as fundamental precepts of the free enterprise system with economic responsibilities. According to Carroll (2016:3) in a quest to meeting legal responsibilities businesses should meet important expectations of business that include:

- Work in a manner consistent with the laws of government;
- Compliance with different regulations;
- As law-abiding private citizens conducting business;
- Completion of all legal obligations to society and other interested parties;
- Providing goods and services that comply with minimum legal requirements.

The study of Fifka and Pobizhan (2014:192) analyses the degree to which CSR practice is determined by national political and socio-economic institutions and found that CSR understanding and practice is predominantly determined by the institutional environment of the country. Social licence to operate pressures corporates and provides a strong stimulus to improve environmental performance (Graafland & Smid, 2016:1). There is a need for greater standardisation in work environment reporting. The more that becoming green is institutionalised for corporates, the more eco-harmful behaviour constitute a negative effect on perception of the firm (Flamer, 2013:771). Research shows that marketers that use green marketing engage in CSR by producing Green products for welfare of the environment and the for the customers as a whole and in turn enhance their brand reputation (Chaudhary, Tripathi & Monga, 2011: 4; Ko, Hwang & Kim, 2013: 1709; Suki, Suki & Azman, 2016: 262)

In response to the legal dimension of CSR, mining companies must comply with government laws and regulations that include the MPRDA. This Act's primary objective is to promote social and economic development in the mining industry. Among others, some of the key objectives set out in the MPRDA (2002:18) are:

- Promote equitable access to the nation's minerals and petroleum resources to all the people of South Africa;
- Substantially and meaningfully expand opportunities for historically disadvantaged persons;
- Promote economic growth and minerals and petroleum resources development in the Republic;
- Promote employment and advance the social and economic welfare of all South Africans; and
- Ensure that holders of mining and production rights contribute towards the socio- economic development of the areas in which they operate.

The MPRDA objectives above show that the democratic system in South Africa envisages a socially responsible mining industry (Diale, 2014:20). Noncompliance with the MPRDA is considered a breach of law (Werksmans Attorneys, 2011:1).

Kumaran and Thenmozhi (2015:7) assess that there is a positive relationship between corporate governance and corporate reputation. The legal responsibility of business is widely highlighted in the media and society has high expectations pertaining to this aspect (Frank, Sheriff & Mensah, 2015:315). Legal responsibility is central to the reputation, image and identity of the organisation (Coleman, 2015:1). A company that does not adhere to its legal responsibility can lose millions in fines and is exposed to brand damage, while adherence to legal responsibility makes the company more competitive (Sehested 2018:1). Fen, Yung & He, 2017:68 conclude these views by stating that the governance dimension of CSR plays a key role in influencing a general positive image for the organisation.

2.3.3. Ethical responsibility

Ethical responsibilities are restraints that a business adheres to because it is the correct way to behave, not because it has an obligation to do so (Siddique, 2015:24). Ethical responsibility goes beyond the fulfilment of the internal, economic and legal obligations of a company (Swedenborg et al., 2015:20). The ethical component is closely related to the legal responsibilities of CSR and extends these liabilities by imposing a greater expectation on corporates to act at an even higher moral level than the one imposed by the law (Grigore, 2010:169). From a marketing perspective this means that ethical brand perceptions directly influence brand reputation (Alwi, Ali & Nguyen 2017:393; Ferrell, Harrison, Ferrell & Hair 2019:491).

Organisations embrace ethical initiatives as a reaction to negative publicity linked to experiences with different environments and to receive continued support from its stakeholders (Oluwafisoye & Akande, 2013:3). Crane, Matten and Spence (2013:65) identified ethical goals for corporates that are important to their various stakeholders, these goals are listed below:

- Act consistently according to the expectations of the members of the society;
- Admit ethical standards adopted by society and respect them;
- Ensure that ethical standards are not breached in the pursuit of corporate objectives;
- Ensure that corporate behaviour is ethical; and

- Admit that corporate honesty and ethical conduct are more important than the enforcement of man-made legislation.

The mining industry contributes to the economy significantly and these financial benefits cannot be ignored, but the often negative environmental and health impact that go hand-in-hand with this industry cannot be allowed to continue (Mining Safety 2019:1). In response to being ethical South Africa mining houses promote a healthier environment through moving towards zero waste strategies within their operations and have commenced this journey by separation of their waste sources and alternative applications such as recycling, recycle or re-use (Mining Review Africa, 2018:1).

CSR is a moral responsibility that serves to legitimise the organisation as a moral agent (Argandoña, 2014:16). Ethics is no longer a matter of choice or convenience or an object of display (Singh & Singh, 2013:16). CSR is a branch of business ethics as it is practiced today (Goel & Ramanathan 2014:49). Ethical leadership affects CSR positively and in turn affects corporate ethical values and behaviours positively (Aslan & Sendogdu, 2012:693). Business ethics is seen as an important factor affecting business success and brand reputation (Sroka & Szántó, 2018:111). Fan (2005:341) cited that a good brand is one that is legal and ethical and, furthermore, that brands that are ethical enhance the reputation of the firm. Therefore, an ethical brand is essential if corporates wish to maintain their reputation among competitors in the market (Alwi, Ali & Nguyen, 2017: 393).

Marketing is necessarily related to a combination of ethical concerns needing due thought and a sense of spiritual idealism under which basic customer values are not flouted, and utilitarianism under which the implications of acts are deliberately planned out such that 'the greater value to the largest amount' will be achieved by evaluating the costs and benefits of the desirable ethical marketing (Nicolaidis, 2018:1). Other recent studies that found that ethics are an important factor affecting brand reputation in the context of marketing and CSR includes those of Iglesias, Markovic, Singh & Sierra (2019:441); Demetriou, Thrassou & Papasolomou (2018: 97). Therefore, these results motivate the need to test this relationship in the context of mining industry in South Africa.

2.3.4. Philanthropic responsibility

Philanthropic programmes undertaken by companies should contribute to a better society (Nikyar & Tewolde, 2017:2). The study of Arslan & Zaman (2014:88); Mohammed and Rashid (2018: 362); Gardberg, Zyglidopoulos, Symeou and Schepers (2017:1177) finds that the relationship between philanthropic CSR and brand reputation is greater in comparison to other CSR dimensions. However, all the dimensions are almost of equal importance. Thus, if an organisation wishes to build a positive brand image it needs to score high in every dimension of CSR. Crane, Matten and Spence (2013:65) identify the following corporate philanthropic goals that are important for society and its various stakeholders:

- Meet philanthropic and charitable society expectations;
- Participate in Fine Arts events;
- Participate voluntarily in charitable activities within the local community;
- Participate in the activities of public or private education institutions; and
- Participate voluntarily to projects for improving the quality of community life.

Philanthropy is an integral part of CSR (Iwannanda & Adiputra, 2017:876). Social and people-centric (philanthropic and ethical) dimensions of CSR are found to be more relevant than technical and process-centric (economic and legal) dimensions of CSR (Singh et al., 2017:1). Achieving both organisational and social development requires a change from a philanthropic approach to corporate humanism (Cherualath, 2016:1). Pursuing financial earnings are not in contradiction with the community. Companies that engage in CSR increase the ability of a company to attract clients (Grigore, 2010:173). Organisations that are looking to enhance their brand reputation should integrate philanthropic CSR in their internal planning processes (Fioravante, 2010:1).

There are numerous examples of initiatives of philanthropic obligation, with some organisations being relatively innovative in their efforts to build sustainable communities. For example, Thabitha Chauke grows vegetables on land owned by her parents near Hlagakwena Village. Exxaro made contributions to expand her business and make it self-sufficient and profitable by improving and building infrastructure such as storerooms, drip-irrigation and water storage facilities. In the

process of the construction, 16 local individuals were employed and given technical training on agricultural methods and produce marketing (Exxaro 2019:1).

In 2015, Glencore contributed to local employment by employing local residents who comprise 80% of their workforce of which 63% are part of management. Through such initiatives, Glencore Mining minimises the dependency of the local community on its operations by creating sustainable communities with diversified and resilient local economies (Benton, 2016:1). Coal of Africa, a coal mining and development company, is committed to spending R500 million over 30 years on social and environmental projects and supporting local jobs by creating 30 000 direct and indirect jobs (Flores-Araoz, 2011:1). Previous research Leisinger and Schmitt (2010:6); Cowan and Guzman (2018: 683) have revealed significant positive effect of philanthropic responsibility on brand reputation.

2.4. CSR STAKEHOLDER EXPECTATIONS

A CSR stakeholder expectation is defined as CSR that is connected with how stakeholders are treated by organisations (UKEssays: 2018:1). According to Leisinger and Schmitt (2010:1), CSR is a collective effort and cannot be achieved by a single group. The success of a nation's economic and social responsibility is greater when there is a clear division of labour and responsibility between different stakeholders of civil society, together with a common understanding and shared values regarding societal goals. Hildebrand, Sen and Bhattacharya (2011:1354) state that the CSR's strategic approach enables companies to consider and respond to a range of company, employee, shareholder, state, public and environmental stakeholders.

From the marketing perspective, the firm must meet the expectations of these various stakeholders to build a positive brand image. The research in CSR emphasise that corporates that meet the needs of their stakeholders through being socially responsible enhance their brand reputation. This confirms that stakeholders whose expectations are not met become disappointed and this leads to a loss of trust and compromises the brand reputation of an organisation. This is also found in the recent studies of Blackburn, Hooper, Abratt and Brown (2018:484) and Kim (2019:1143) that supporting these results.

Stiglbauer (2011:53) connected the dimensions of CSR with different stakeholder expectations. Stakeholders of a business can be classified into primary and secondary stakeholders. Stakeholders have economic, legal, ethical and philanthropic expectations towards corporates as depicted in Table 2.2. Primary stakeholders such as shareholders, employees, customers, suppliers and government expect high returns, salaries, products and services, good partnerships and compliance. Secondary stakeholders are the communities in close proximity to the operations of the business; these stakeholders require environmental safety and protection as well as contribution to welfare by the business.

Table 2.2: Allocation of stakeholder expectations to CSR levels.

		Economic	Legal	Ethical	Philanthropic
Primary Stakeholders	Shareholders	High returns	Voting rights	Adequate company management	
	Employees	Salaries	Safe work space	Employment satisfaction	
	Customers	Provision of goods	Product quality	Truth in advertising	
	Suppliers	High sale volumes	Contract compliance	Good partnership	
	Government	Profitable	Compliance	Best Practice	Sustainable Development
Secondary Stakeholders	Society	Contribution in finance to social welfare	Environmental safety and protection	Honesty	Contribution to welfare

Source: Stiglbauer (2011: 53)

2.5. CHARACTERISTICS OF CSR

Aminu, Harashid and Azlan (2015:4) identified the core characteristics that are critical features of the concept of CSR and are often visible in its practice. These core characteristics can be linked to the dimensions of CSR and were studied in the field of marketing across wide different context (Chang, Park & Jang, 2017:225; Appuhami & Tashakor, 2017:400; Gantuwati & Augustine, 2017:131). The current study aims to examine these factors in the context of a mining firm in Limpopo, South Africa. Characteristics of CSR as shown in figure 2.2 shows that philanthropic CSR are voluntary financial or non-financial acts undertaken by corporates to improve quality of life in communities of operation. Legal CSR refers to society's expectations for companies to comply with regulations while fulfilling economic objectives. Ethical CSR refers to certain additional responsibilities the society expects companies to fulfil, though not written by laws and economic CSR refers to companies' commitment to produce goods and services needed by the society and to be as profitable as possible.

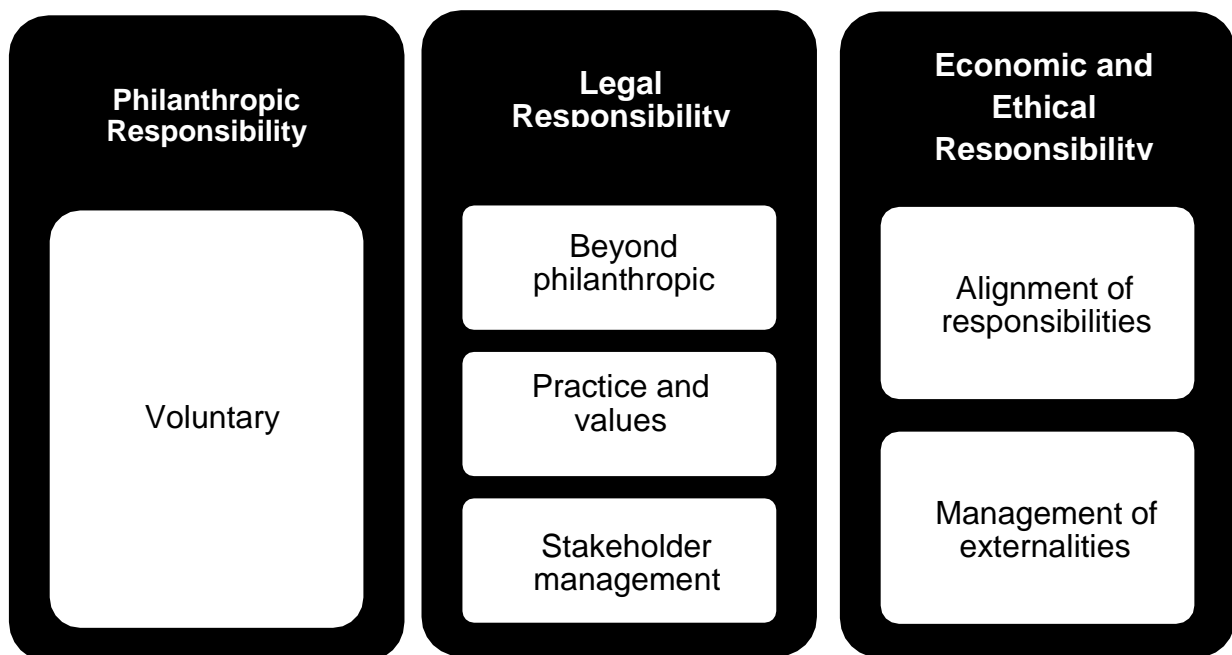


Figure 2.1: Characteristics of CSR

Source: Aminu *et al.* (2015:6)

2.5.1. Voluntary

According to Villamayor (2010:1) voluntary CSR are commitments that are internal to the company with a desire to make a difference and create value. CSR is a voluntary initiative; it is not governed by statute but by society's and consumer requirements (Todorova, 2010:1). An example of voluntary CSR is the training of community health facilitators by Gold Fields Ltd. The facilitators provided access to primary health care to nearly 10 000 community members (Mining in Africa, 2017:1). Another initiative is the construction of R450 million private schools in the rural area of North West funded by Royal Bafokeng Holdings (de Villiers, 2018:1). The recent studies of Nekhili, Nagati, Chtioui and Nekhili (2017:81); Manchiraju and Rajgopal (2017:1257) confirm that voluntary CSR assists companies with a greater desire to make a difference and create value.

2.5.2. Managing externalities

CSR externalities contribute to factors affecting the interests of various stakeholders. Environmental degradation by mining companies is a form of externality. Legal responsibility includes aspects of beyond philanthropic responsibility by including managing externalities and multiple stakeholders. The mining industry's extractive character has a negative impact on the environment, such as water pollution, biodiversity loss, soil erosion, deforestation and sinkhole formation. CSR is a feasible strategic approach to handling externalities, such as taking more security measures and reducing pollution by going green. Recently, there is a growing interest among researchers (Suki & Suki 2019:143; Chung, 2020:722) to understand green marketing issues, of which it plays an important role in modern society

2.5.3. Multiple stakeholder interaction

Management of shareholders includes identifying stakeholder orientations based on characteristics representing their strength, claim legitimacy and urgency. Defining stakeholder orientations is beneficial for the identification and prioritisation of stakeholder's requirements. CSR's position involves consideration among a variety of stakeholders of a range of interests and effects. The research of Romenti (2010: 306); Ardiana (2019:726); Camilleri (2017:79) show that managing multiple stakeholder interactions will result in enhanced brand reputation. Figure 2.2 shows

some of the mining industry's key stakeholders and their interests. Mining industries meet CSR government expectation by adhering to laws and regulations such as the MPRDA and BBBEE. Government also expects the industry to engage in best practice while conducting their activities. The interests of employees, investors, customers, suppliers and contractors are primarily economic these can range from salary expectations, job satisfaction, employee wellness, supply of goods and return on investment. Communities' interests are tied to social and environmental needs; these can include improving quality of life such as job creation, contribution to social welfare and environmental safety and protection.

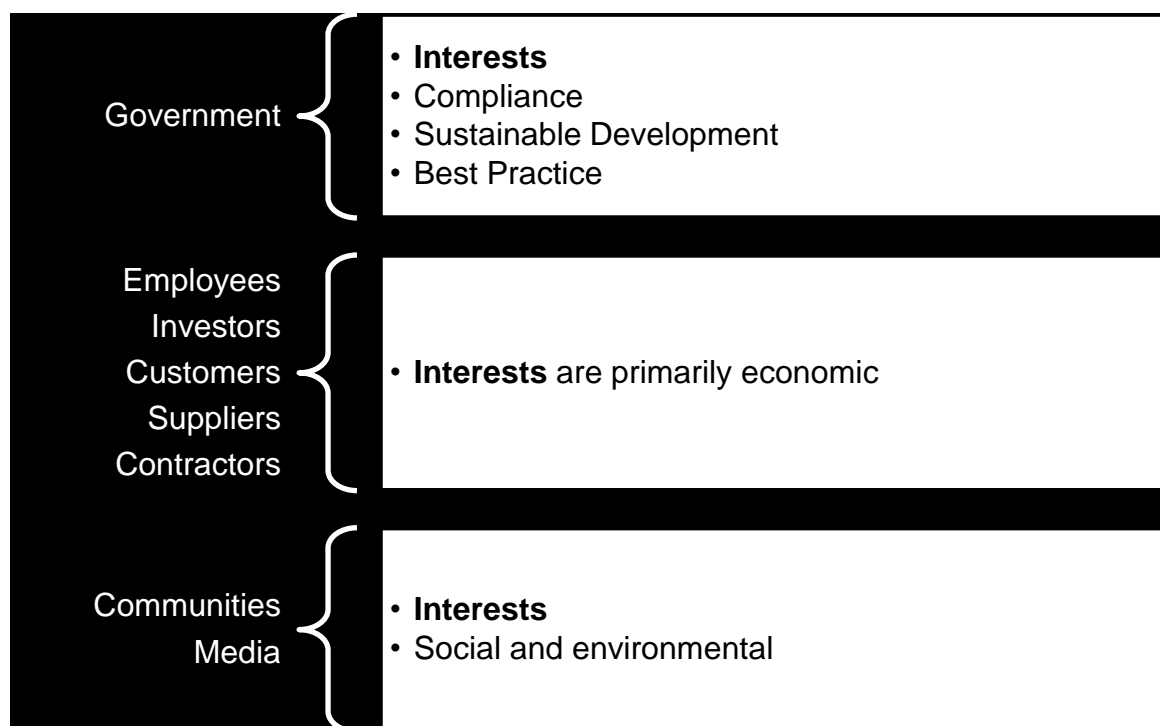


Figure 2.2: Mining Industry Stakeholders

Source: Extractives Hub

2.5.4. Alignment of social and economic responsibilities

While CSR seeks to go beyond a narrow focus on investors and improve productivity, it should not compromise the profitability of an organisation. CSR, therefore, should align the social and economic responsibilities of mining companies. The research of Blasi, Caporin and Fontini (2018:218); Sila and Sek (2017:797); Arevalo and Aravind (2017:201) prove that aligning these concepts will result economic returns for the organisation. Through being socially responsible mining

companies gain the trust of communities in areas of operation and are able to conduct their mining activities freely and obtain a social licence to operate.

2.5.5. Practices and values

CSR activities are influenced or mostly affected by CSR managers' personal values. The study of Luque-Vílchez, Mesa-Pérez, Husillos, and Larrinaga (2019:46); González-Rodríguez, Díaz-fernández, Spers and Leite (2016:8) notes that employees' values and practices (i.e. individualistic characteristics) influence the CSR activities of the firm.

2.5.6. Beyond philanthropy

CSR has become a mandatory practice regulated and accepted by international standards which is shifting from a philanthropic approach towards a more strategic CSR. Companies are embedding their CSR initiatives with their internal policies and culture; it has become a new way of doing business.

2.6. BENEFITS OF CORPORATE SOCIAL RESPONSIBILITY

In addition to being a strong and positive force for social change, organisations can also generate multi-faceted gains from their CSR initiatives (Van Zyl, 2013: 3). The study conducted by Książak (2016:53); Kao, Ye, Wang and Fung (2018:155); Arevalo and Aravind (2017:201) affirms that organisations engaging in CSR initiatives realise many benefits as opposed to those that are purely income driven, with no sense of responsibility for society's growth and the environment. The following section discusses the benefits of CSR:

2.6.1. Attracts investors

Research shows that CSR is a prerequisite for protecting the bottom line (Befeki & Buhovac, 2014:3; Macaulay, Peng, Richard & Washburn, 2018:27). According to Gennari and Salvioni (2017:22) corporates who practise socially responsible behaviour have the potential to influence the market's key financial value drivers such as leading banks, funding institutions and capital providers. Through engaging in CSR mining companies can increase their share price and build a positive profile in the market sector thus encouraging new investors. Institutions request information

on the environmental and social performance of the company prior to engaging in business deals because they acknowledge that engaging in CSR reduces the company's business risk such as reducing the negative impact of the organisation which in turn can provide economic benefits for the business.

Investors are increasingly concerned about the company's overall reputation, public perception and relationships with stakeholders. Lipponen, (2013:100-102) cites that CSR is important in the growth of investor relations as it is part of the strategies of companies. The study of Okere (2018:1) states that CSR and investment decisions have a positive and significant relationship. The study further recommends that businesses should integrate CSR into its processes of value creation by exclusively designing CSR as an instrument for improved performance.

2.6.2. Enhances relationship with stakeholders

Stakeholders are regarded as a key factor for the success of CSR initiatives because they bring their contribution to the knowledge, skills; talent and loyalty; that companies need to achieve its CSR objectives (Arsić & Nikolova, 2017:30). Various stakeholders require companies to not only focus on profits but to help address complex socio- economic problems that they face (Libit & Freier, 2013:1). In South Africa, these problems include poverty, unemployment, inequality, health, education, clean water and sanitation. This requirement is an indication that there is a link between the CSR concept and stakeholders (Barić' 2017:133). Mantashe (2019a:1) affirms that mining is about building relationships with people, when people are not the key focus of its activities mining collapses. Through engaging in CSR initiatives that improve quality of lives in communities of operations mining companies strengthen their relationship with these stakeholders. He emphasises that the stakeholders include both mineworkers and communities in close proximity to the mine.

2.6.3. Attracts, retains and maintains a happy workforce

It's really difficult to recruit and maintain highly qualified employees, due to lack of skills and expertise in certain technical professions especially in the mining area (Mining People International, 2020:1). Organisations are constantly seeking for ways to enhance employee retention (Radwan and Radwan 2015:87). Zhou, Luo and

Tang (2018:339); Hur, Moon and Lee (2018:1087) indicate that internal practices of CSR are significantly associated with job engagement. Gharleghi, Jahanshahi and Nawaser (2015:1) state that CSR practices directly impact employees' creative work involvement. According to Im, Chung and Yang (2016:1), the employees' CSR participation is positively related to job satisfaction, organisational identification and commitment. Organisations tend to use CSR as a driver to enhance employee job engagement and commitment to organisation. CSR is an effective tool to use for convincing employees that the organisation is concerned with their well-being (Zafar et al., 2014).

2.6.4. Good reputation

CSR has a positive effect on an organisation's reputation and should be considered when formulating a business strategy (Alzghoul, Elrehail & Alnajdawi, 2016:1). Organisations increasingly use CSR as a key aspect of their branding strategy (Robinson & Wood, 2018:231). The study of Fatma, Rahman and Khan (2015:840) cites that CSR activities build consumer confidence and in turn have a positive effect on brand reputation. Robinson & Woods (2018:231) asserts that CSR is perceived to have a negative impact on new brands' perceived product performance; this can be reversed if the company explicitly signals a priority for both the product and its CSR endeavours. Established brands do not have a negative impact on CSR. According to Nastanski and Baglione (2014:164) organisations that communicate their CSR activities to stakeholders are able to improve their brand reputation. The success of a firm is extremely dependent on its brand reputation, and there are many organisations that have failed because of a negative reputation and not adequately engaging affected stakeholders in their decision-making processes. This situation has resulted in negative publicity which, subsequently, has adversely affected sales and profit (Sharif, 2012:12).

The mining industry has been under intense public scrutiny for many years. Companies within this sector are often associated with increasing environmental demands, illegal mining operations, political backlash, labour unrest and the mortality of mine workers (Molapo, 2017:4). Gold Fields has been in the public eye ever since it retrenched 1 082 employees and Sibanye Stillwater was adversely affected by a strike when mine workers rejected a three-year wage agreement (Khumalo, 2018:1).

Mining investors keep a close watch on the brand reputation of mining houses because a negative social impact causes their share prices to drop while a positive social impact increases the share price (Molapo, 2017:4).

Minister of Mineral Resources, Gwede Mantashe, has called upon the mining industry to take action against the negative perception of the sector by consciously responsible mining practices that co-exist reciprocally with other economic and social activities. He argues that the industry must take pride in its activities and articulate a more positive narrative about itself (Steyn 2019:1). It is important for mining companies to take note of the concerns and expectations of the communities affected by their operations. Mining corporates should rebrand themselves as partners that care for the communities in which they operate, thus dismissing the negative perception through which they are normally viewed. From this point, it is clear that marketing activities needs to be directed towards CSR initiatives. This change can only be achieved when the mines recognise these communities as stakeholders and make a greater attempt to understand their needs (Muntingh 2011:20).

2.6.5. Competitive advantage

Sigalas and Pekka-Economou (2013:325) defines competitive advantage as a company that possesses high profits, above average returns, superior financial performance, economic profits, cost leadership, differentiation and product features. Competitive advantage is the above industry average manifested exploitation of market opportunities and neutralisation of competitive threats. According to Motilewa and Worlu (2015:16), CSR has a tactical role to play in achieving competitive advantage of internal and external stakeholder loyalty. Brand reputation and organisational commitment are considered the two most powerful differentiation tools which can be achieved through engaging in CSR (Yalçintaş, 2017:11). Organisations with a proactive competitive strategy, its CSR activities will be seen by stakeholders as sincere and genuine and this perception will make them reward the company more which will ultimately see a positive impact on its competitiveness (Amponsah, 2015:49). Mining companies can move towards a competitive strategy by aligning their policies and culture to support their CSR initiatives.

2.7. CORPORATE SOCIAL RESPONSIBILITY IN THE SOUTH AFRICAN MINING INDUSTRY

CSR has become more relevant within the mining industry due to its extractive nature (Busacca 2013:2). With their operations of extracting natural resources, mining activities pose a risk communities and its environment due to the disposal of uncontrolled mine waste, acidic mine drainage and toxic water (Anong 2019:3). For decades mining has consistently exploited the environment until such time that its natural resources run out and then moved its operations to a different environment and repeated the process. This sector has been perceived as a purely profiteering industry while neglecting the mining communities' socio-economic development needs (Cronje & Chenga, 2014:413; Anong 2019:4; Chamber of Mines South Africa, 2016:80). This uncompromising approach led communities to view mining activities as a threat to their natural surroundings, due to their detrimental ecological effects on the atmosphere, water and soil (Vintro & Comanjucosa, 2010:33).

According to Krometis, Sarver and Cook (2015:185), mining companies need to adopt the principles of CSR and to plan and perform their projects in ways that will have a positive impact on societies and ecosystems around them. Global attitudes toward the mining sector have shifted and stakeholders, such as local communities, governments and investors are calling for transparency, accountability and a measurable commitment to good practices and continuous sector improvement (Jenkins & Yakovleva, 2006:276). The research done by Kim and Lee (2018: 107); Gazolla, Ratti and Amelio (2017: 355); Marco-Fondevila, Abadía and Scarpellini (2018:756) confirms that peoples' attitudes toward the mining sector have shifted and stakeholders are calling for transparency, accountability and a measurable commitment to good practices and continuous sector improvement. To date, there are many studies that support these results (Phiri, Mantzari & Gleadle, 2018:26; Jackson & Jackson 2017:105; Schultz & Seele, 2020:303).

CSR in the mining industry is swiftly becoming an area that is demanding greater focus and needs to be embedded in its organisational values and culture (Deloitte 2013:28). According to Ramlall (2012:273), mining companies can be socially responsible through adhering to a range of CSR related regulations established by the Government of South Africa to promote CSR practices. These regulations are

enacted by the government to protect communities from the risk of the negative impact of mining (Nell, 2015:2). Examples of applicable CSR regulations in the mining sector in South Africa are as follows:

2.7.1. King Report IV, South Africa

The King Reports on Corporate Governance are a guideline for South African corporates on governance structures and operations. The reports were developed in the year 1994 (King I), 2002 (King II), and 2009 (King III) and a fourth revision (King IV) in 2016 (IDSA:2009:5). The King IV report entails guides on best practices in corporate governance and its key focus is on social, environmental and economic concerns (Johannes, 2016:64). The report mentions that business organisations should be perceived as good corporate citizens (KPMG 2016:11). The King IV report recommended that best practices in corporate governance must:

- Set the course for good corporate citizenship, including respect for the constitution, laws, standards and own policies and procedures, as well as the purpose, strategy and conduct of the organisation;
- Use agreed performance indicators and targets to oversee and track the status of a company as a good corporate citizen in areas such as employment, economic activity and efficiency, social and environmental impact; and
- Reveal how corporate citizenship is handled in current and future areas of focus, tracking interventions and discussing consequences of corporate citizenship.

According to Price Water House Coopers (2016:1), good corporate governance requires a company to acknowledge that it does not operate in isolation, but its actions have an impact on society and, therefore, it should bear accountability towards current and future stakeholders such CSR regulations in the mining sector in South Africa forces firms to engage in sustainable development. The latest report in mining sector South Africa shows that these regulations have improved socio-economic challenges in the country, which shows that mining firms in SA practice good corporate citizen in areas such as employment, economic activity and

efficiency, social and environmental impact. The report appeals to organisations to be transparent in the application of their corporate governance practices.

2.7.2. Broad Based Black Economic Empowerment (BBBEE)

Mining companies represented some of the most socially disruptive activities during the apartheid regime (Siyobi, 2015:2), these include erosion, sedimentation and vegetation removal. BBBEE is one of the primary instruments enacted by the post-apartheid South African government in an attempt to redress the legacy of apartheid. The BBBEE Act has been one of the cornerstones of South Africa's growth since 1994 and was promulgated in the sense of apartheid. BBBEE is aimed at empowering black South Africans to fully participate in all aspects of society in order to address economic imbalances in the country (Kloppers & Fourie, 2013:3419). Participation in the mining sector includes increasing skills levels, creating more jobs, and reducing poverty amongst the black community.

The BBBEE framework includes the BBBEE Generic Scorecard that incorporates elements such as skills development, preferred procurement, enterprise development and socio-economic development. When applied in mining sector, the BBBEE Generic Scorecard aims to promote equitable access to the nation's mineral resources to all the people of South Africa, substantially and meaningfully expand opportunities for historically disadvantaged South Africans, including women, to enter the mining and minerals industry and to benefit from the exploitation and promote employment and advance the social and economic welfare of mining communities and the major labour distribution areas (Fauconnier and Mathur-Helm, 2008:4). Corporates are evaluated in terms of their compliance with the BBBEE Scorecard. Through the BBBEE Act, CSR initiatives are regarded as an instrument through which economic parity can be achieved in South Africa (Kloppers & Fourie, 2013:3419). Therefore, corporates are obliged to adopt CSR as part of their operational strategies (Ramlall, 2012: 8).

2.7.3. Mineral and Petroleum Resources Development Act (MPRDA)

The MPRDA was enacted in 2002; the Act includes provisions that have a significant impact on private land ownership, collective ownership of land and the empowerment of historically disadvantaged people to access the mineral resources

of South Africa. Its primary objective is to provide for the transformation of the mining sector for the benefit of all South Africans. The MPRDA provides equal access to mining and sustainable development of the mineral and petroleum resources of the nation (Liphapang, 2017:8). The Act mandates mining companies to adhere to requirements to obtain or renew a social license to operate (SLO) (Thulo, 2015:1). The SLO is regarded as a privilege that needs to be earned through strong collaboration with the local communities in areas of operation (Ernest & Young, 2018:8). Communities have the right to grant or withhold their consent to mining practices that affect the social, economic and environmental aspects of their lives in the process of obtaining an SLO (Nell, 2015:2).

In a recent dispute Xolobeni, a community in the Eastern Cape, prevented the awarding of mining rights for a mine to operate in their community in terms of the MPRDA. The community raised concerns pertaining to the safety and security of individuals in the community (Phakgadi, 2018:1). The Interim Land Rights Protection Act specifies that mining rights cannot be granted without the consent of the community and any interested parties directly affected by this mining right (Interim Protection of Informal Land Rights Act, 2011:3). Despite the Interim Land Rights Protection Act, research shows that mines that operate in the communities still fail to consult with affected parties to obtain a licence to operate (Kennedy, Ishmael, & Wenzel, 2020:1). Also flowing from the MPRDA is the Social Labour Plan (SLP), a statutory mechanism used by the government to ensure that mining companies contribute to sustainable socio-economic development in operating areas and in areas from which their workforce originates (Marais, 2010:73). The SLP also forms part of the mining applications and renewals section of the SLO (Monaledi, 2016:3).

The above listed legislations are imposed on all mining houses to ensure that mining activities support communities by promoting the active involvement of historically disadvantaged South Africans and ensuring that mining is done in an appropriate manner (April, 2012:115; Cronjé & Chenga, 2009:6; Kloppers & Du Plessis, 2008:93).

2.8. MINING COMMUNITY ENGAGEMENT

Community engagement is more than a casual contact in compliance with laws with the different city officials. It is an extreme, strategic imperative that is central to the long-term survival of mining companies. It strengthens trust and includes establishing healthy relationships within and with our impacted communities (and beyond) and shows empathy and openness to community needs and problems (Gold fields, 2015:4). In South Africa today, local communities are outraged that mines are not engaged in CSR projects to support the communities where the mines are built (Mbanjwa, 2017: 1). As cited by Manson (2013:409) local communities in close proximity to the mine should benefit directly from mining by engaging in activities such as infrastructure, educational programmes, skills development and employment opportunities. Despite the efforts of mining houses to communicate their CSR initiatives as a core competence, the industry has not, on average, been able to integrate community relations and development functions into its core business model (Harvey, 2017:5).

The mining industry only benefits a few individuals that are employed by the sector, while continuing to condemn the majority of the members of mining affected communities to poverty. This study was conducted by Actionaid South Africa, an institution focusing on a social justice movement in more than 40 countries working for people living in poverty (Actionaid South Africa, 2018:6). According to this study 73% of community members in mining areas indicated that the mine has not employed any members of their household. Lephalale is slightly below the sample average at 70% (Actionaid South Africa, 2018:50). The study of Makaringe and Khobai (2018:1) investigates the effect of unemployment on economic growth in South Africa and reports that there is a contrasting relationship linked with unemployment and economic growth both in the long and short run. A total of 41% of the people interviewed indicated that they are engaged in casual, part-time or contract-based manual jobs (Actionaid South Africa, 2018:51). This finding is an indication that even when employment opportunities are afforded by the local mines, they are not offered on a sustainable and long-term basis.

The study also states that an overwhelming response of 91% of community members did not know about an SLP (Actionaid, 2018:52). This lack of knowledge

indicates that the degree of accountability the community can impose on the mine is severely compromised because the communities are unaware of the legal instruments at their disposal. Furthermore, 85% of the sample were not aware of any structures engaging with the mine (Actionaid 2018:52). The results of the study conducted at Lephalale are in line with the average sample at 85%. The major challenges perceived by the community in Lephalale are unemployment and air pollution. Grootgeluk Mine employs 3 200 people (Exxaro, 2019), however, the broad consensus of the sample indicated that 79% of the Lephalale residents had not benefitted from the mine at all (Actionaid, 2018:64) through infrastructure, education, health facilities, employment, learnerships/skills development/training, youth development, etc. This finding indicates that a huge percentage of the mine employees do not reside in communities that are close to the mine.

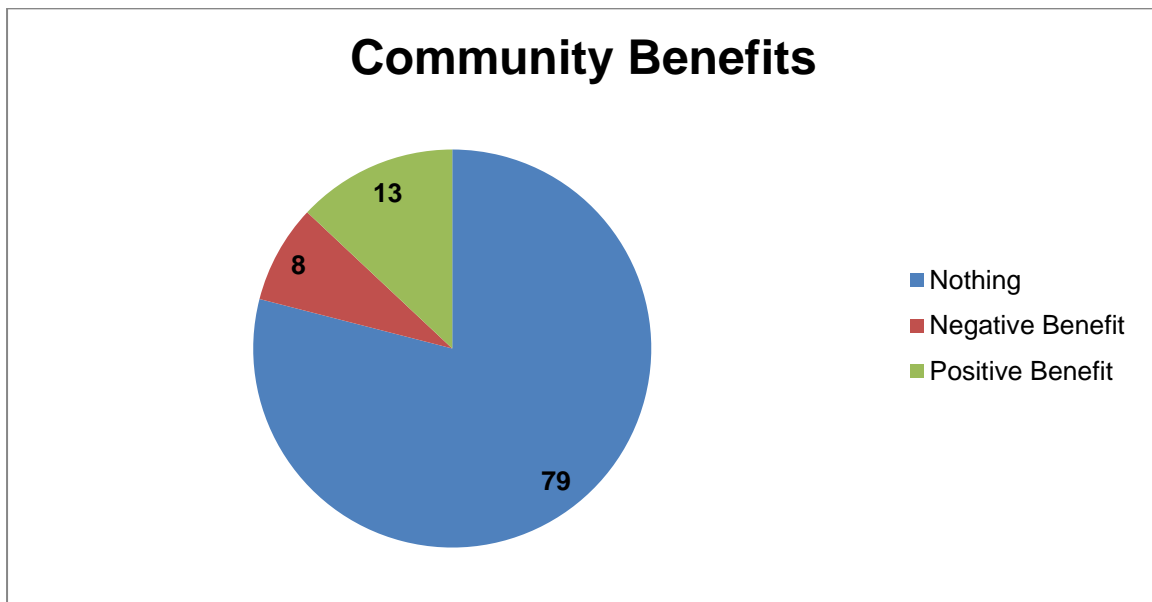


Figure 2.3: Mining Community Benefits

Source: (Actionaid, 2018: 64)

The study found that there needs that are required by community members include employment and skills development (39%), accountability, consultation and communication by the mine (35%), basic services and infrastructure (20%) and some form of compensation (6%).

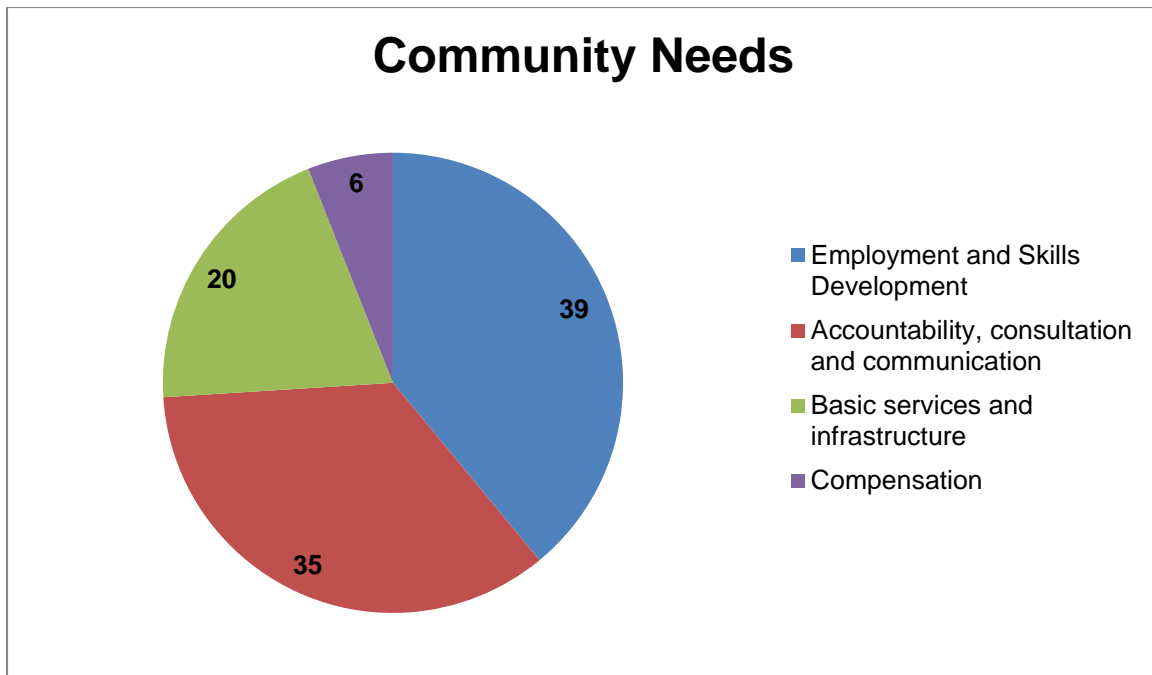


Figure 2.4: Mining Community Needs

Source: (Actionaid, 2018: 64)

In line with the above results, mining communities are perceived to have vast resources and are not making enough effort to advance the quality of lives of the individuals residing in nearby areas, joblessness, poverty and desperation aggravates this perception (Muntingh, 2013:119). Mining companies should consider aggressively investing in infrastructure, education, health facilities, employment, learnerships/skills development/training and youth development, etc in communities of operations.

2.9. THE STATE OF CORPORATE SOCIAL RESPONSIBILITY IN SOUTH AFRICA

For more than two decades Trialogue, a CSR research institution, has conducted research into the state of CSR in South Africa. The findings for the 2017/18 financial year state that the total estimated CSR expenditure across all corporates that engage in CSR in South Africa was R9.7 billion, with the mining sector accounting for 27% of the total CSR expenditure (Trialogue, 2018:28-29).

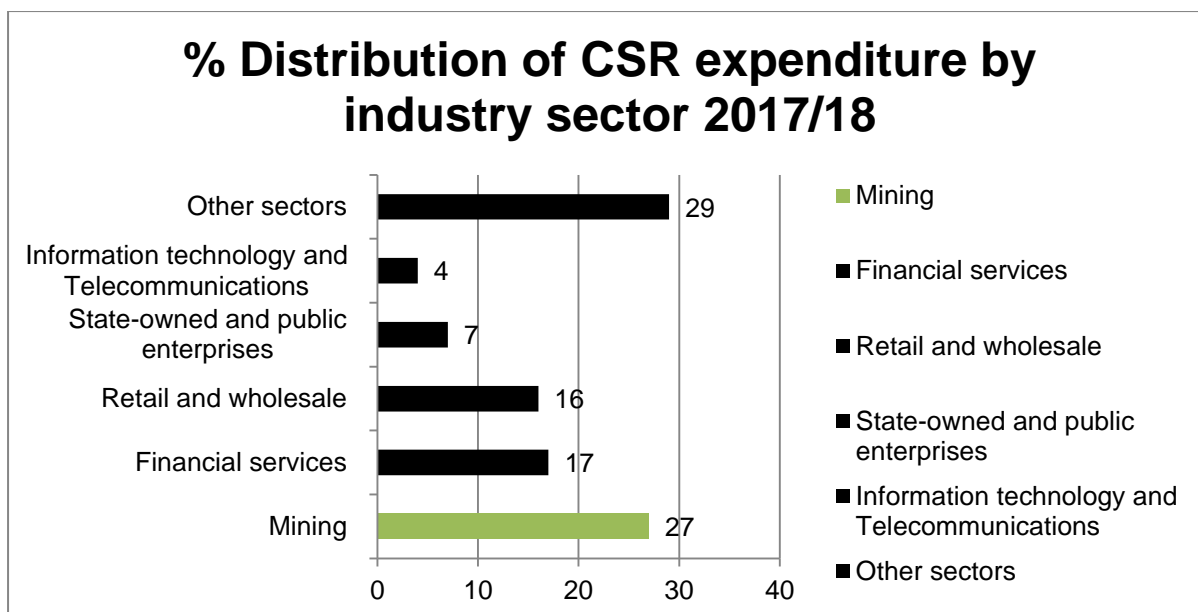


Figure 2.5: Distribution of CSR expenditure by industry sector

Source: Trialogue (2018:29)

According to Antin (2013:1), South Africa’s mining sector contributes significantly to the country’s economic development through its competitive position as the most naturally resource- rich nations in the world. Given the sector’s enormous budget it is no surprise that the sector is the largest contributor to CSR initiatives. Figure 2.5 presents the distribution of CSR expenditure by industry sector for 2017/18. The mining industry contributed 27% of the South African CSR expenditure in 2018. The sector is the biggest CSR contributor among other sectors.

The most common method of determining CSR budgets in South Africa is that 45% of corporates allocate 1% net profit after tax to CSR initiatives (Triologue 2017:42). The spend remains concentrated amongst large companies; the top 100 companies spent R6.9 billion (Triologue 2018:29). According to Matuszak and Rózanska (2017:2) CSR is largely associated with big companies that have a large budget and attract more attention from the media. These companies are generally concerned to protect and positively build their reputations with the broader public as well as key stakeholders. With an investment of R170 million to 31 enterprise and supplier development beneficiaries in 2019, Exxaro is within this category (Exxaro, 2019:43). The average CSR spend decreased from R64 million in 2017 to R46 million in 2018. This reduction was due to three large mining houses not participating in the research

(Dialogue, 2018:32). This fact also affirms that mining companies are indeed the largest contributors to CSR initiatives. Figure 2.6 below presents the business rationale for engaging in CSR.

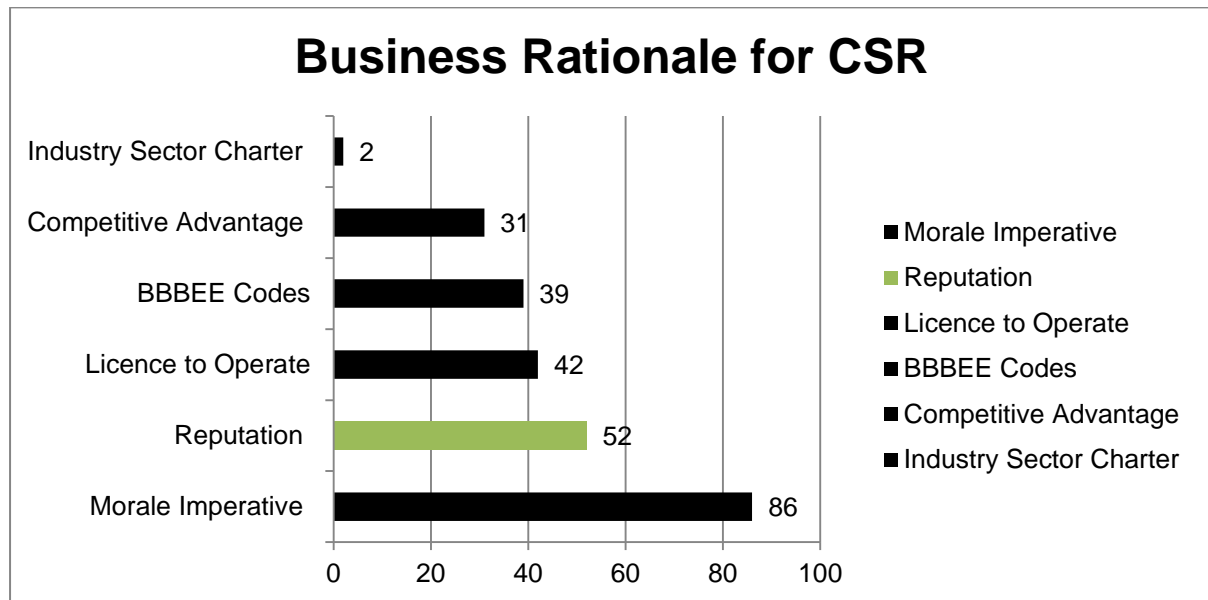


Figure 2.6: Business rationale for CSR

Source: Dialogue (2017:44)

The majority of companies (86%) engage in CSR initiatives as a result of a moral imperative. A total of 52% support CSR initiatives for reputational purposes, licence to operate obligations, especially mining houses (42%), and the BBBEE Codes 39% (Dialogue, 2017:44).

2.10. THE RELATIONSHIP BETWEEN CSR AND BRAND REPUTATION

CSR has become an important driver of brand reputation; which means that organisations can strengthen their reputation by engaging in CSR initiatives (Sontaite- Petkeviciene, 2015:503). There is overwhelming evidence that supports the notion that companies who adopt CSR as a core marketing discipline, which is integrated into their overall marketing and business strategy, stand a fair chance of attaining a favourable reputation (Cowan & Guzman, 2018:1; Grover, Kar & Ilavarasan, 2019:39; Heinberg, Ozkaya & Taube, 2018: 260; Walter, 2012:1; Verčič & Ćorić, 2018:444). CSR initiatives of an organisation have the ability to increase the value of the organisation and, in turn, increase the confidence of various

stakeholders in the brand reputation (Gazzola, 2014:74). Unfortunately, some firms embrace CSR not because it is the moral thing to do but because it strengthens their brand reputation (Iqbal et al., 2013:18). Mining companies' CSR activities are well documented in the media; these companies are effectively communicating their CSR efforts to build a positive brand image. According to Modimoeng (2017: 153) mining companies only contribute towards community development because of legislative requirements and brand reputation.

CSR can also help change consumer preferences because consumers tend to make their purchase decisions based on their perceptions of the company (Komodromos & Melanthiou, 2014: 475). According to Pradhan (2016:377), the business tends to improve its brand reputation by aligning its CSR programs with the organisational strategy. With a deep dedication to sustainability, Exxaro aims to perform its mining activities in a manner that helps not only the company but also the communities in which it works. The company is using its financial resource and social resources to create prosperous, safe neighborhoods and healthier communities to live. This is done by the implementation of wellness, education and environmental initiatives in the communities. These initiatives have been strongly outlined in the media hence giving the organisation a positive brand image. Firms can also use CSR initiatives as a product and services differentiation tool by creating a positive image and safeguarding their reputations (Lee, Chang & Lee, 2017:356).

CSR serves more as a strategic objective for global companies because of its global nature of operations and the need to protect its brand image (Bediako, 2017:2). According to Skinner & Mersham (2008:115) the current trend towards a more proactive CSR requires finding the right balance where business and society's CSR benefits are maximised. As shown in figure 2.7, strategic CSR interventions should be at the level of investment for the business and social change. This suggests that mining firms providing CSR driven by social change benefits the organisation and the community. This view is supported in the previous studies by Bocquet, Bas, Mothe & Poussing (2019:101913); Chomvilailuk & Butcher (2018:764); Kim & Lee (2017:107).

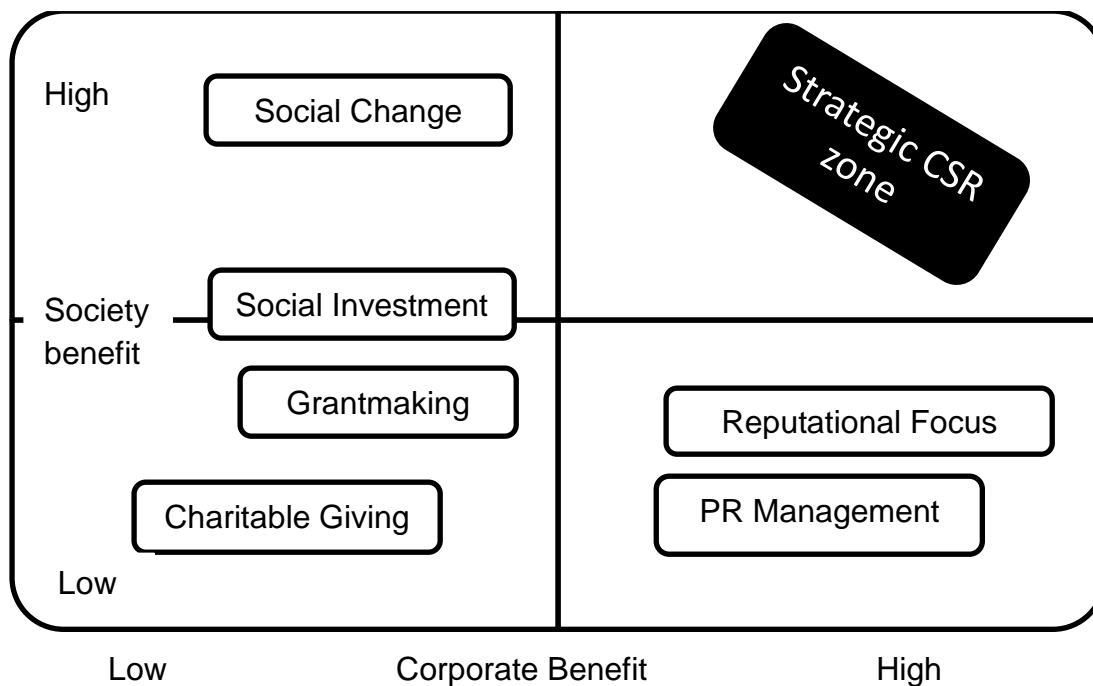


Figure 2.7: Strategic CSR

Source: CSI Handbook (2006:9)

- **Public relations management** – Companies are participating in CSR marketing campaigns rather than social change.
- **Reputation focus** – Companies are engaged in CSR initiatives as genuine efforts to make the license to operate benefits a developmental difference.
- **Charitable giving** – Companies participate ad hoc in CSR initiatives.
- **Grantmaking** – Companies are involved in CSR under pre-defined criteria.
- **Social investment** – Companies are committed to long-term CSR initiatives with a stronger focus on returns.
- **Social change** – Companies are engaged in CSR to address system-wide imbalances instead of isolated causes. A social change approach requires developmental expertise and the ability to influence developmental practices at policy or national government level.

CSR plays a key role in today's competitive market, and any unethical behavior can have objectionable consequences that could have a negative impact on the business affecting its brand reputation (Mačaitytė & Virbašiūtė 2018: 6; Chouhun, Meneses & Ribeiro, 2018:605). As an industry that relies on reputation for its continued success, the mining industry is not spared this reality. A recent study by the Center for

Environmental Rights study revealed that some of the Johannesburg Stock Exchange's top companies are flouting environmental laws and failing to tell their investors. An example being improper waste management, high nitrate, chloride and sulphate levels in ground water and surface water, and failure to distinguish clean and dirty water systems at Anglo American Platinum.

DRDGOLD Limited has been found guilty of numerous violations of environmental laws and permits, including: leaks and water pollution caused by bursting pipes and dam breaches and overflows; infringement of dust emission levels; activities without water licenses; failure to rehabilitate environmental damage in line with legal obligations. Environmental management inspectors found significant unregulated dust pollution, including heavy metal manganese, serious non-compliance with a hazardous waste site permit and at least one illegal waste site at ARM's Cato Ridge Assmang facility (Dasnois 2015:1). These unethical CSR behaviors have the potential to have a negative impact on these companies' brand reputation.

In a modern society, there is a positive relationship between corporate reputation and business success (Ngcobo 2016:2). According to Shabangu (2013:1), the Marikana massacre was one of the biggest reputational challenges faced by any mining house in the country where 34 miners were killed during an illegal strike. CSR has proven to be a platform for the mining industry to address past mistakes in operating communities by contributing to socio-economic development and environmental concerns. This perspective is found in many research contexts such as Atal (2017:735); Anong (2019: 5); Bester (2019:3). The mining companies have brought about a significant change through the introduction of CSR programmes and have improved the quality of life of people affected by the mining industry. The mining companies, in return, have built up a good image that was tarnished in the past (Liphapang 2017:3). The mining industry is currently facing a fall in investor confidence. A positive brand reputation can present mining houses to investors in a positive light (Miningmx 2016:1).

2.11. BRAND REPUTATION

In an increasingly competitive world where companies compete for sales, growth, market share and loyalty, corporate reputation measurement and management have

become key drivers of business value (Reputation Institute 2012:1). Brand reputation has different dimensions such as emotional appeal, products and services, vision and leadership, workplace environment, social and environmental responsibility and financial performance (Fombrun, Sever & Gardberg, 2000:252). Without a clear explanation, the term reputation is often used (Verčič, Verčič & Žnidar, 2016:161). Table 2.3 below outlines an overview of the definitions of brand reputation in a sequential order as they appear in the literature.

Table 2.3: Definitions of corporate reputation

Definition	Reference
A distribution of opinions about an organisation.	Bromley (2001:316)
Stakeholder's overall evaluations of a company based on organisational interactions.	Gotsi and Wilson (2001:29)
Feedback from stakeholders on the organisation's credibility.	Whetten and Mackey (2002:401)
Stakeholders' perceptions about the organisations' capability of value creation and competitive edge.	Rindova, et al., (2005:1033)
Assessment of an organisation's economic, social and environmental effects.	Barnett, et al., (2006:34)
Features attributed by its stakeholders to a company.	Carter (2006:1145)
The belief held that a company is capable of satisfying its stakeholders.	Gabbioneta, Ravasi and Mazzola (2007:99)
A representation of past actions and future prospects of a company.	Walker (2010: 370)
The admiration, respect, attraction, acceptance and legitimation a person may hold for/of an organisation.	Dowling (2016:218)

Source: Author's own compilation

This study adopts the definition of Barnett, et al., (2006:34) which states that brand reputation is an assessment of an organisation's economic, social and environmental effects.

2.12. DIMENSIONS OF BRAND REPUTATION

According to Fombrun, Sever and Gardberg (2000:252) there are six key dimensions of brand reputation these are briefly discussed below:

- **Emotional appeal:** The extent to which society loves, admires, trusts and respects the organisation.
- **Products and services:** Perceptions of the quality of the offered products and services.
- **Vision and leadership:** The organisation's ability to demonstrate a positive vision, powerful leadership and effective management.
- **Workplace environment:** Perceptions of the workspace of the organisation and its ability to reward employees and treat them fairly.
- **Social and environmental responsibility:** Perception of a company's involvement in CSR initiatives.
- **Financial performance:** Perceptions of the organisations' profitability, outlook and risk.

These dimensions are also concerned with the competitive advantage of the organisation. Many researchers have investigated the relationships between these six key dimensions of brand reputation in an effort to understand CSR. For example, the study done by Srivastava (2019:8) show that CSR has a positive impact on company's reputation and brand image. This research shows that when the company's reputation enhances it will increase the image of CSR. Reupsch (2017:1) suggests that emotions should be taken into consideration when evaluating the results of CSR communication. Companies, but also analytical studies, need to discuss the fact that the reputation of an organisation and its CSR communication are affected both positively and negatively by the feelings of customers. Therefore, the development of CSR communication material requires to carefully discuss which medium to use, which emotions are preferable and which should be avoided, when communicating CSR to the consumer.

2.13. DRIVERS OF BRAND REPUTATION

According to the Reputational Institute (2018:36) (a leading reputation management consultancy organisation) citizenship, governance and workplace are the drivers of CSR in the brand reputation model and account for 41% in sharpening a business strategy, with governance being the most important dimension. Thus, the current study focuses on corporate citizenship, which refers to the environmentally responsible, support good causes, and positive influence in the society. The Reputation Institute has developed a model (Figure 2.8) of drivers of brand reputation for a company (Reputational Institute, 2016:3).

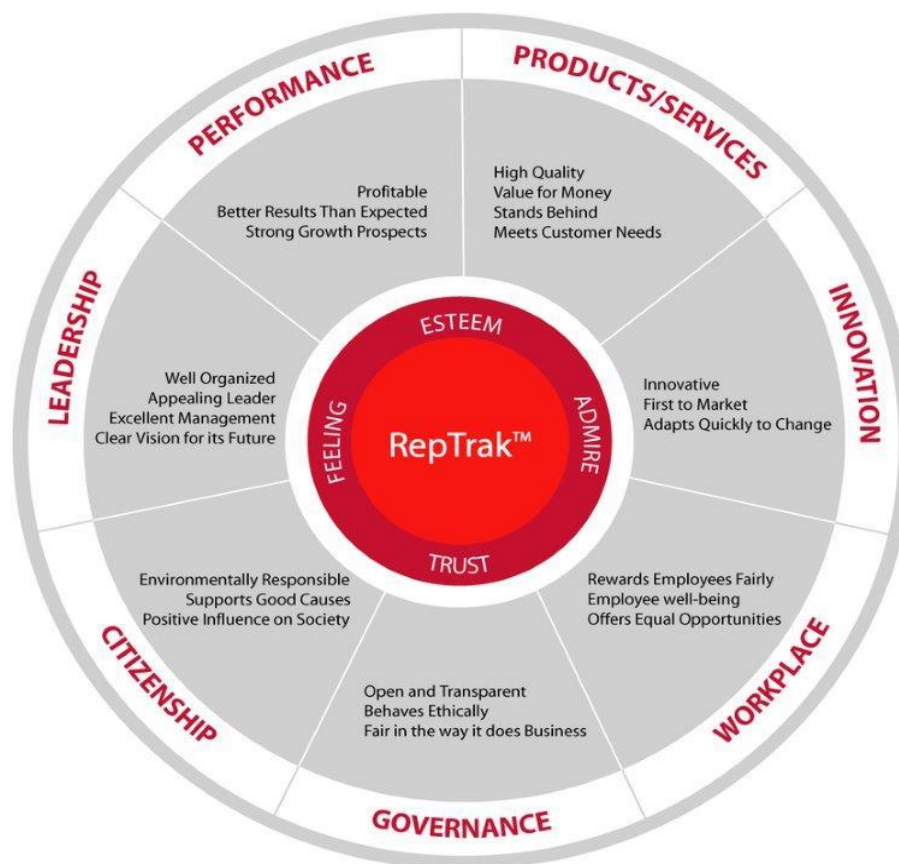


Figure 2.8: Generic model for brand reputation

Source: Reputational Institute (2016:3)

Previous research shows that the component of corporate citizenship helps firms to build brand reputation. These results are in line with the studies of Tkalc (2017:1) and Vercic and Coric (2018:444) that found that a positive relationship between corporate citizenship and brand reputation.

2.14. BENEFITS OF BRAND REPUTATION

There are multiple benefits that an organisation with a favourable reputation accrues. These benefits include enhancing competitiveness, employee attraction and retention, improves financial performance and enhanced customer loyalty. These benefits are part of the research studies conducted by Arevalo and Aravind (2015:201); Tran and Pham (2018:1) examining CSR from the perspective of marketing. These benefits are discussed in the following section:

2.14.1. Enhances competitiveness

Brand reputation affects competitive advantage positively (Panda, Pandey, Bennett and Tian, 2019:234; Sarjana & Khayati, 2017:322; Swedenborg, et al., 2015:23). A poor company reputation will prevent a company from gaining competitive advantage (Sihite et al., 2016:22). In response to competitive pressure from increasingly sensitive stakeholders in the market, companies are implementing CSR practices to differentiate themselves from competitors, promote brand reputation and create trust between the organisation and stakeholders (Almeida & Coelho, 2017:2). To sustain this advantage, firms in mining sector must ensure that they continue to engage in CSR initiatives in areas of operation to gain the trust of its stakeholders hence gaining competitive advantage and enhancing their brand reputation.

2.14.2. Employee attraction and retention

Almedia and Coelho (2019:10) found a positive relationship between job satisfaction and brand reputation. According to Hadi and Ahmed (2018:2), brand reputation helps to improve the organisation's recruitment process, which in turn helps to lower recruitment costs. It also plays a vital role in improving the level of retention of employees in a company, resulting in lower levels of turnover of employees. To attract and retain employees mining companies should engage in CSR programmes such as employee wellness programmes.

2.14.3. Improves financial performance

Vig, Dumičić and Klopotan (2017:40) states that brand reputation is an important indicator for financial performance. The reputation of a company can be seen as a critical strategic asset to be managed (Hall & Lee, 2014:1). Companies with a

positive brand reputation are able to maintain superior long-term profits (Pradhan, 2016:377). Therefore, mining companies should engage in CSR initiatives to build a positive brand image for the organisation and this will result in economic benefits.

2.14.4. Enhances customer loyalty

Adeniji, Osibanjo, Abiodun, and Oni-Ojo (2015:1) cite that there is a positive correlation between how people view an organisation and the supportive behavior of the company. The study of Aramburu and Pescador (2017:1) provides evidence that brand reputation partially mediates the link between perceived CSR and customer loyalty. A positive brand reputation can increase the self-congruence of customers, and the higher the self-congruence, the higher the customer loyalty, the higher the profitability (Adeniji et al., 2015:6). To enhance customer loyalty, mining firms should position themselves as active corporate citizens in the eyes of its customers; this will build a positive brand image and increase sales.

2.15. MEASURING CORPORATE REPUTATION

The John Dalton (2005:15) model as shown below in Figure 2.8 measures corporate reputation by taking into account both financial and sustainability indicators.

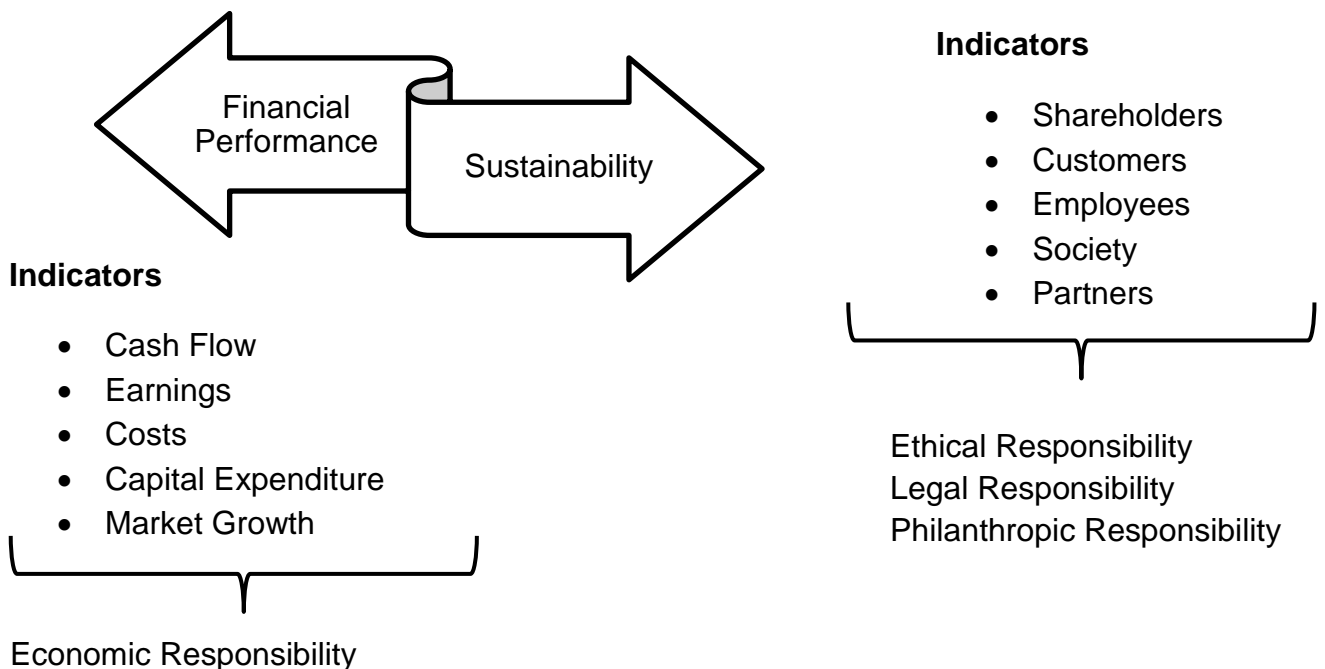


Figure 2.8: Measuring the value of corporate reputation

Source: Dalton (2005:15)

Financial performance indicators are cash flow, earnings, costs, capital expenditure and market growth which are the economic responsibility of CSR. Sustainability indicators include shareholders, customers, employees, society and partners which affect the ethical, legal and philanthropic dimension of CSR. According to Rani and Gundavajhala (2016:27-28) there is a sequence to achieve corporate reputation as shown in Figure 2.9 below.

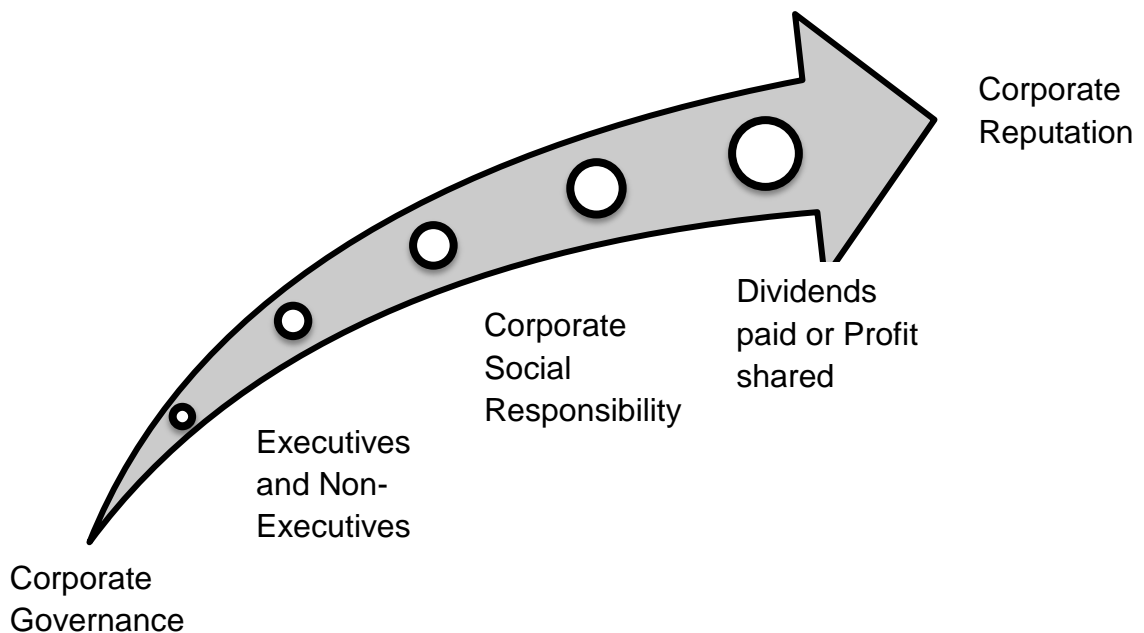


Figure 2.9: Up-arrow indicating the sequence to achieve corporate reputation

Source: Rani and Gundavajhala (2016:27-28)

- **Corporate governance** – the blueprint which directs the ethical behaviour of an organisation. Corporate governance is concerned with the right balance between economic, social and communal goals. The aim is to align these goals with the interests of both the organisation and society.
- **Executives and non-executives** – the important people who drive corporate reputation.
- **Corporate social responsibility** – ethical social responsibility practices that will adversely affect employees, investors, suppliers, the community, government and the environment.
- **Dividends paid or profit shared** – The performance of socially responsible organisations, in addition to their earnings, sales and return on investment, is

quantified and eligible in terms of their effect on those impacted or involved in their business operations.

Managing the relationships of this Up-arrow indicating the sequence will help mining firms to achieve corporate reputation.

2.16. CONCLUSION

The role of CSR has become increasingly important in both South Africa and other countries. Organisations are called upon to assume responsibility for the environmental impact of their activities. The expectation is that businesses should be economically viable, comply with the law, be moral, and be a good business citizen. CSR in the mining industry is swiftly becoming an area that is demanding greater focus. In South Africa today, local communities are protesting that mines are not channelling enough effort to benefit the communities where the mines are being established. This chapter discussed the various definitions of CSR cited by scholars, the dimensions of CSR namely, economic, legal, ethical and philanthropic responsibility are discussed and their influence to CSR.

A recent study reports that the mining industry only benefits a few stakeholders while condemning communities directly affected by the mining operations to poverty. The chapter discussed CSR stakeholder expectations as well as the characteristics of CSR. Mining organisations in South Africa engage in numerous CSR initiatives to change communities' negative perceptions that may tarnish their image. The chapter outlined benefits that mining firms can reap while engaging in CSR. The laws and regulations that underpin the concept of CSR were briefly discussed and the state of CSR in South Africa. There is overwhelming evidence that supports the view that companies that adopt CSR as a core marketing discipline, which is integrated into their overall marketing and business strategy, stand a fair chance of attaining a favourable reputation. The relationship between brand reputation and CSR was discussed, dimensions and drivers of brand reputation as well as the benefits of brand reputation for corporates. The chapter concluded with how mining firms can achieve and measure brand reputation.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1. INTRODUCTION

By locating existing knowledge on the subject of CSR and brand reputation, Chapter Two provided a clear background to the research problem and was designed according to the research goals. The purpose of this study is to assess the impact of CSR on the mining industry's brand reputation. In order to achieve this, an appropriate research methodology must be selected. Research methodology is a strategy that incorporates the problem identification and the plans for data collection and analysis. This chapter describes the research methodology used to achieve the goals of this study. The focus is on the research design, research paradigm and research approach which contains the distinction between qualitative, quantitative and mixed methods. This is followed by a comprehensive discussion of the sampling design which includes the chosen target population, the sample size and the sampling method. An explanation of the steps followed to develop, test and administer the measurement instrument are discussed. The methods used to ensure trustworthiness of the measurement instrument are also discussed. Then the chapter concludes by discussing the methods of analysis and ethical issues that may arise and how they are addressed.

3.2. RESEARCH DESIGN

A research design is a blueprint within which research is conducted (Akthar, 2016:68). It is simply a framework or plan that is used as a guide to collect data for the study (Pandey & Pandey, 2015:18). According to Creswell (2009:3), the decision regarding selecting the research design takes into account the world view assumptions of the researcher, data gathering, analysis and interpretation methods. The author adopts a research design to answer questions of validly, critically, correctly and economically (Kumar, 2011:96). A research design is decided upon once the research topic and problems have been selected and formulated, the objectives have been properly outlined, concepts have been properly defined and

the hypotheses have been properly framed (Akthar, 2016:69). A good research design is expected to yield results that are objective and consistent and thus needs a reliable instrument of measuring that measures that which it is expected to measure and provides adequate information to analyse the research problem on a wide perspective (Pandey & Pandey, 2015:20-22). There are numerous research designs that are relevant for variety types of research. The choice depends on the nature of the problems posed by the research objectives (Walliman, 2011:9). There are three major research design classifications, that is, exploratory, explanatory, and descriptive study. The following section discusses the different research designs in detail:

3.2.1. Exploratory research

This type of research aims to investigate what is going on pertaining to a phenomenon and is useful if there is little known about the phenomenon (Gray, 2017: 59). According to Burns and Groove (2001:374) Exploratory research is aimed at gaining new perspectives, discovering new theories and growing understanding of the phenomena being investigated. Exploratory research is concerned with how much a theory and a hypothesis can explain, how well it can explain it as well as how meaningful and fruitful an explanation is (Reiter, 2017:133). The two most common forms of exploratory research occur when a topic not previously researched is given a tentative analysis and when an existing topic is explored so that new ideas are produced (Swedberg 2018:2- 3).

3.2.2. Explanatory research

Explanatory research aims at clarifying why and how there is a connection between two aspects (Kumar, 2015: 355). According to Gray (2017: 60) while descriptive research asks what questions, explanatory research asks why and how questions. Yousaf (2019:1) cites that explanatory research is carried out on a subject that was not well explored before because it explains the aspects of the study in detail and helps researchers understand the problem more efficiently.

3.2.3. Descriptive research

The aim of descriptive research is to examine a situation by describing important factors associated with that situation (Kelly, Clark, Brown & Sitzia, 2003:261). Descriptive research is about what happened instead of how it happened. This type of research answers the questions what, who, where, how and when (Akthar 2016:75). The study seeks to answer the following research questions: Does economic responsibility influence the mining industry's brand reputation? Does legal responsibility influence the mining industry's brand reputation? Does ethical responsibility have an impact on the mining industry's brand reputation? Does philanthropic responsibility have an impact on the mining industry's brand reputation? What are the recommendations made that may assist mining companies in South Africa to improve their CSR initiatives to build their brand reputation? Using descriptive research will assist the researcher to provide a snapshot of the current state of affairs in CSR and brand reputation pertaining to the mining industry. The data collected in descriptive research is often quantitatively analysed (Nassaji, 2015:129) which best suits the study under investigation. Based on its features, the descriptive research design is chosen in this study for collecting data that relates to the influence of CSR on brand reputation.

3.3. RESEARCH PARADIGM

Research is said to be framed in a particular research paradigm (Henning et al., 2004:12). A paradigm is a prism through which the investigator explores the research project's methodological aspects to decide the research methods to be used and how the information will be analysed (Kivunja & Kuyini, 2017:26). Deciding on a methodology for a project starts with choosing a research paradigm, a mission informed by the scope and characteristics of the research issue, the researcher and the research environment (Trauth, 2009:3172). There are three broad paradigms: interpretivist, positivist and pragmatic. The choice of paradigm depends on assumptions about the nature and reality of knowledge, theoretical framework, literature and research practice and value systems and ethical principles. The section below discusses the different types of paradigms.

3.3.1. Interpretivist paradigm

Grix (2004:82) states that the approach to interpretivism is a reaction to the prevalent positivism. The purpose of this approach is to attempt to understand people's perceptions of a social phenomenon (Rehman & Alharthi, 2016:55). According to Cohen, Manion and Morrison (2007:21), the approach used demands that the social phenomenon be interpreted not by the researcher, but by the participants' interpretations. An interpretive paradigm employs methods that generate qualitative data through open-ended questions (Shah & Al-Bargi, 2013:258). Rehman and Alharthi (2016:55) further state that when data is obtained, researchers use the information to scan for terms, phrases and occurrences that are examples of pre-identified trends and themes.

3.3.2. Positivist paradigm

Pawlikowski, Rico and Sell (2018:1) state that a positivist approach indicates that science is the only valid knowledge. This approach expresses the view that all true knowledge is scientific and, thus, everything is measurable. According to Rehman and Alharthi (2016:23), positivism believes that reality is independent of human beings, and researchers are neutral investigators investigating a phenomenon that does not influence what is being observed. Positivist research often generates quantitative data (Shah & Al-Bargi, 2013:255). The quantitative data gathers answers to research questions and formulates hypotheses that can be obtained using actual experiments or less stringent quasi-experiments, standardized tests and surveys on a large or small scale using closed-ended questionnaires. The numerical data generated by these methods are further analysed in a descriptive or inferential way (Rehman & Alharthi, 2016:23).

3.3.3. Pragmatic paradigm

According to Feilzer (2010:8) pragmatism advocates the use of mixed methods in research. A key feature of pragmatic research is that it rejects the distinction between realism and anti-realism. Pragmatic researchers believe that reality exists but it is constantly changing, based on actions (Morgan, 2014:1). This type of research is driven by consequences; therefore, it is important that the researcher

asks the right questions (Fendt et al., 2008:473). Distinguishing the right questions is dependent on the values of the researcher (Hussey, 2014:1).

The paradigm adopted for this study is a positivist approach. According to Johnson (2019:1) a positivist methodology requires quantitative data to be obtained in order to produce objective information which can be used to make scientific conclusions. Cram (2016:1) states that a positivist approach allows researchers to use research methods such as questionnaires, formal surveys, non-participant organised findings and official statistics. This study will make use of questionnaires and official statistics. This is due to this type of paradigm requiring a collection method that is typically deductive, highly structured, can collect large samples, typically quantitative method of analysis, but also allowing for a range of data to be analysed. Therefore, these methods are believed to be objective and reliable.

Johnson (2019:1) cites that positivism follows a well-defined structure and, as a result of the set laws and rules followed, errors are minimal. A positivist model uses statistical experiments and techniques including sampling, calculation, questionnaires, analysis of focus groups (Pham, 2018:2). This helps the researcher to clearly understand the study's objectives. According to Cohen, Manion and Morrison (2007:11), this analysis methodology indicates a high standard of quality and accuracy in the results of the study. The results of a positivist study can be generalised to a large population (Johnson & Onwuegbuzie, 2004:19). Based on its features, a positivist approach is deemed relevant for this study undertaken to assess the influence of CSR on brand reputation. The study will make use of questionnaire to collect quantitative data from the sample.

3.4. RESEARCH APPROACH

Research approach refers to the approach of the author in the execution of the research project (Babbie & Mouton, 2008:74; Leedy et al., 2010:12). According to Ingwenagu (2016: 5) a research approach directs the researcher on how to perform the research. There are three types of research methodology, i.e. qualitative, quantitative and mixed research approaches, and the choice of research approach is guided by the time and money available, aims of the researcher, what is known about the field under investigation, the interest in the subject, ethics, suitability and

theoretical beliefs of the researcher. The types of research approaches are discussed below.

3.4.1. Qualitative research

Qualitative research is generally associated to a constructivist view of the world (Kielmann, Cataldo & Seeley, 2012:7). This kind of research is about understanding how people make sense of the world and their interactions in the world (Merriam, 2009:13). Qualitative researchers investigate natural settings in an attempt to understand or interpret phenomena (Denzin & Lincoln, 2005:3). Qualitative research refers to a variety of techniques for data collection and analysis using purposive sampling (Gopaldas, 2016:118). The main focus of qualitative research is on words instead of number (Walia, 2016:3). This type of research uses interviews, diaries, journals, observations and immersions in classrooms as well as open-ended questionnaires to obtain, analyse and interpret the data collected (Zohrabi, 2013: 254). The techniques used to collect data provide a complete description of the research to the study participants (Daniel, 2016:92).

3.4.2. Quantitative research

Quantitative research gives meaning to the objectivity found in the collection of data. This type of research is used when researchers want to get objective, conclusive answers, it starts with a research question, includes developing a theory, evaluating literature, collect and analyse data in a quantitative way (Williams, 2007:66). Quantitative research is aimed at establishing, confirming or validating relationships and developing generalisations that contribute to the theory (Leedy et al., 2001:102). Quantitative research variables may usually be calculated on instruments which allow data to be analysed using statistical procedures (Creswell, 2009: 4). According to Yilmaz (2013:313), quantitative research requires researchers to use a pre-constructed standardised instrument to collect data. A large randomly selected sample is necessary for the results to be generalised. It is imperative for quantitative researchers to play a neutral role in the research process. Williams (2007:66) asserts the quantitative study findings may be predictive, explanatory, and confirmatory.

3.4.3. Mixed methods

This research type combines both qualitative and quantitative research methods (Creswell, 2009:4). Mixed methods research is useful in understanding the contradictions between qualitative and quantitative results (Agency for Healthcare Research and Quality, 2013:3). According to Creswell, Klassen, Clark and Smith (2013:6), a mixed approach is characterized as research aimed at understanding real- life situational, multi-level and cultural influences and making use of multiple methods to draw strength from each method. Using this research method enables a study to be more accurate by finding corroboration between quantitative and qualitative information. The author can also get a more complete picture of the phenomenon of the analysis (Doyle, Byrne & Brandy, 2009:5). Creswell and Tashakkori (2007:207) suggest that a strong mixed method research approach will need to demonstrate the necessity for using this method to answer the research questions.

Quantitative research was the main approach to this study and was chosen because the use of scientific methods to collect and analyse data makes it possible to generalise the entire population of Lephalale (Daniel, 2016:94). In this study, it will establish, confirm or validate the relationships in the model which propose that dimensions of CSR namely, economic, legal, ethical and philanthropic responsibility have a positive impact on brand reputation and develop generalisations in the findings across the mining industry in South Africa that will contribute to the theory of CSR and brand reputation. Because of its clear objective and guidelines, the research study was conducted in a general or public manner and can therefore be repeated at any other time or place and still produce the same results (Shank & Brown, 2007:27). There is complete control over definitions, explanations and conclusions, so the researcher's objectivity is not affected. The answers to the closed- ended questions used in the questionnaires help researchers define a general pattern of participant reactions to a specific treatment or programme (Yilmaz, 2013:313).

3.5. SAMPLING DESIGN

The process or procedure undertaken to select the sample is referred to as a sampling design (Gliner, Morgan & Leech, 2017:143). This section addresses the context on which the choice of the survey sample used in this analysis is based.

3.5.1. Target population

According to Hajimia (2014:1), the target population is the large group of people chosen to participate in the research. The target population must meet all the specified criteria for the research investigation (Alvi, 2016:10). Community members living within the vicinity of the Grootegeluk mining operations constitute the target population of this study. Participants were of any gender, South African citizens, they were of any ethnic group, above the age of 18 and formal education was not a requirement. Participants must however have knowledge about the mine and its CSR activities. The population size of Lephalale, where the mine is situated, is 136 626 (Statistics SA, 2016:1). The population in Lephalale is comprised of 61% male and 39% female, more than half of the population is African with the common language being Northern Sotho (City Population, 2016:1). The Mining Charter defines mine community as a community that lives and/or works in the area where mining operations take place, and also includes nearby communities within a local, metropolitan and/or district municipality (Deloitte, 2018:42).

3.5.2. Sample size

Alvi (2016:11) defines a sample as a group comprising a relatively small number of people selected from the larger target population for purposes of investigation. According to Dubey, Kothari and Awari, (2017:21) a sample proportionately represents the characteristics of the entire population. Gay, et al., (2012:133) recommends the following sample size guidelines: The whole population will be checked for a population of N=100 or less. Fifty percent of the population should be sampled for those populations where N=400 to 600. Twenty percent should be sampled for those populations where N=1500 to 5000. A sample of 400 is considered adequate in those populations where there is more than N=5000. This can be confirmed by previous related studies Modimoeng (2016:3) sampling 200, Mirabi, Tehrani and Moghaddam (2014:481) 384; Maldonado-Guzman, Pinzón-

Castro & Leana-Morales (2017:38) 308. The sample of this study is quantitatively more substantial than existing studies in a similar field because a higher degree of confidence in extrapolating results is desired. According to Zamboni (2018:1) a large sample size provides more data for the researcher to work with and, thus, increases the statistical power of the evaluation. According to Amoako (2017:128) a large sample size is useful in minimising sample bias.

Based on the above suggestions for determining an appropriate sample size, together with the fact that the population size of Lephalale, where the mine is situated, is 136 626 (Statistics SA, 2016:1), the researcher believes that a sample size of 400 is sufficient to capture the characteristics of the entire population and to generate adequate statistical data. The Mining Charter defines mine community as a community that lives and/or works in the area where mining operations take place, and also includes nearby communities within a local, metropolitan and/or district municipality .The current study focuses accurately to the community members living in areas within which the Grootegeluk Mine predominantly operates and conducts its CSR practices, and not nearby communities. The researcher distributed 400 questionnaires to the target population thus ensuring that respondents are knowledgeable about the mine and aware of the mine's CSR activities in their community. Prior to participating in the survey participants were asked if they are aware of the mine and its CSR activities.

3.5.3. Sampling method

Sampling is the process by which a sample from a population is extracted (Alvi, 2016:11). There are two primary methods of sampling methods, probability and non-probability (Phrasisombath, 2009:12). The choice of sampling method depends on having the required degree of accuracy and specificity of the information to be collected, the availability of suitable sampling frames, the availability of suitable auxiliary variables for stratification and sample collection, the estimation methods to be used and the time and resources budget available. These methods are discussed in the section below:

3.5.3.1. Probability sampling

Probability sampling is often referred to as random sampling and is the most accurate of the sample selection methods (Elder, 2009:4). Each member of the population has an equal chance of being included in the sample with probability sampling (Taherdoost, 2016:20). Probability sampling ensures that participants are selected in a non-biased manner (Gliner, Morgan and Leech, 2017:143) thus making it probable that the sample represents the population as a whole (Showkat & Parveen 2017:3). According to Phrasisombath (2009:13) probability sampling is the most precise sampling method because the sample for the study becomes one that is accurately representative of the real-life population of interest. Probability sampling comprises simple random, systematic, stratified, cluster and multi-stage sampling. The following section addresses the various types of sampling of probability:

Firstly, simple random sampling is a sampling method in which all participants have an equal chance of being selected (Gliner, Morgan & Leech, 2017: 143). Random sampling is often used when quantitative methods are employed to collect data. This type of sampling allows for the results to be generalised throughout the entire population (Kelly, Clark, Brown & Sitzia, 2003:264). Secondly, a systematic sampling approach is concerned with using a random number table to select the first participant and, thereafter, participants will be systematically selected at regular intervals (Gliner, Morgan & Leech, 2017: 144). Thirdly, stratified sampling divides the population into segments (Gliner, Morgan & Leech, 2017:145) and is used when the population is heterogeneous (Alvi, 2016:20). Fourthly, a cluster sampling divides the population into groups called strata, which should be as representative of the population as possible (Barreiro & Albandoz, 2001:8). Lastly, multistage sampling technique involves combining two or more probability techniques. This technique is employed when the target population's geographical region is widespread and it is impossible to obtain a representative sample using one method (Alvi, 2016:24).

3.5.3.2. Non-probability sampling

Not every member of the population can be included in the survey in the non-probability sampling (Etikan & Bala, 2017:1). Sampling bias usually occurs in this type of sampling (Gliner, Morgan & Leech, 2017: 143) and thus, the research findings cannot be generalised (Showkat & Parveen 2017:7). Non-probability

sampling is more suited to an exploratory study, where the aim is to find out if a problem or issue even exists in a quick and inexpensive way. (Alvi, 2016:14). There are various types of sampling of non- probability they are: convenience sampling, which is a method that lacks a clear sampling strategy and the researcher selects participants according to ease of access (Phrasisombath, 2009:28). Convenience sampling is useful when defining the target population in a very broad category (Alvi, 2016:29). Purposive sampling is another form of sampling practice through which researchers choose participants based on their own judgement. There should also be filtering question to exclude people visiting the place or those who are not true residents of the place. The advantage of this type of sampling is that it is inexpensive, readily available and convenient because the researcher only selects participants that are relevant to the research design (Showkat & Parveen 2017:8). Quota sampling is when the researcher is unable to access a probability sample but still tries to create a sample that represents the whole population (Sharma, 2017:751). Alvi (2016:31) states that this type of sampling is used only with a heterogeneous population. Snowball sampling is often used when working with a population that is hidden and difficult for researchers to access (Sharma, 2017:752). This sampling process involves starting with one or two information-rich participants and asking if they know other participants who are familiar with the topic being researched (Phrasisombath, 2009:30).

The sampling technique adopted for this study was simple random sampling. Simple random sampling has the following requirement, sample frame and each unit must be assigned a number to avoid repetition of the sample units. The positivist approach of this study also requires a large randomly selected sample (Dudovskiy, 2018:1). Sampling will be carried out in different areas where the Grootegeluk Mine conducts its CSR initiatives to ensure that the sample represents the statistical population. The researcher will conduct the simple random sampling of participants at local churches, shopping centres, sporting events and community meetings in the Lephalale district of Limpopo.

3.6. THE MEASURING INSTRUMENT

Data can be obtained from primary and secondary sources in quantitative research. (Salhin, Taheri, Kyiu & Porter, 2016:170). The researcher gathers primary data for the first time, while secondary data is readily available and produced by others. Primary data is factual, while secondary data comprises the analysis and interpretation of primary data (Ajayi, 2017:2). Data collection is gathering and collecting data from research study participants (Zikmund, et al., 2009:69). Primary data can be collected through a questionnaire or an interview (Sheperis, Young & Daniels, and 2010:82). The selection of the data collection research instrument is reliant on the characteristics of the participants, as well as the field situation (Gangrade, 2015:363).

A questionnaire allows the researcher to ask all study participants to answer a collection of predetermined questions. Questionnaires are considered to be the most common method of data collection since researchers believe they are easy to design (Gray, 2017:471-472). The researcher has two choices when assembling a questionnaire, namely open-ended and closed-ended questions (Sheperis et al., 2010:88). Open-ended questions are those without a predetermined response and closed-ended questions consist of questions that take the form of a multiple-choice question (Abawi, 2013:7). Open-ended questions are mostly suitable for a qualitative study while closed-ended questions are suitable for a quantitative study (Bird, 2009:1310). Gangrade (2015:357) believes that the characteristics of a good questionnaire are clarity, brevity, unambiguity, reliability and communicability. Brancato et al., (2004:1) cited that errors made due to a badly designed questionnaire are difficult to compensate for at a later stage in the data collection process. Therefore, it is important to have a systematic design and testing of the questionnaire in place to ensure data quality.

An interview is referred to as a conversation to collect data and is deemed most appropriate when there is a need to collect in-depth information (Easwaramoorthy & Zarinpoush, 2006:1). Through interviews participants are able to express their thoughts and feelings (Berg, 2007:96). An interview is expected to widen the researcher's scope of understanding of phenomena because it is a more naturalistic and less structured tool for collecting data (Alshenqeeti, 2014:40). There are three

main types of interviews namely: structured, semi structured and unstructured interviews (Mathers, Fox & Hunn, 2002:1) the choice depends on the question to be answered and the purpose of the research. The types of interviews are briefly explained below:

- **Structured interviews** require the researcher to ask the same questions in the same sequence to all respondents. The questions in this type of interview are predetermined and sometimes refined through a pilot study (Mathers et al., 2002:1). A structured interview predominantly collects quantitative data (Ryan, Coughlan & Cronin, 2009:310). The main objective of structured interviews is to obtain comparable information from a large sample (Crow, 2013:3).
- In **semi structured interviews** the researcher uses predetermined questions that participants answer in their own words (Easwaramoorthy & Zarinpoush, 2006:1). The semi-structured interview process is flexible (Ryan et al., 2009:310). These type of interviews enables the researcher to probe and extend the participants' responses (Rubin & Rubin, 2005:88). Semi-structured interviews include a variety of open-ended questions describing the topic under investigation (Mathers et al., 2002:2). According to Abawi (2013:13) this type of interview is more suitable to collect complex information with a high proportion of opinion-based information.
- An **unstructured interview** does not utilise predetermined questions but the researchers usually have a topic that they want to cover during the interview (Williams, 2019:1). In an unstructured interview there is no effort by the researcher to collate and quantify the responses from participants. The intention is to obtain a detailed picture of the current situation by talking at length with the participants involved (Fox, 2009:7). Unstructured interviews are mainly suitable for a qualitative study.

In this research, a structured questionnaire was used by the researcher in the form of a survey with a fixed set of closed-ended questions to collect primary data from community members (see Annexure A for the research instrument). This method was considered appropriate for the quantitative study, as questionnaires allow the researcher to reach a large audience. According to Hyman and Sierra (2016:2)

responses obtained through a structured questionnaire are quick to collect, thus allowing the researcher to obtain large amounts of data using less resource (Birmingham and Wilkinson, 2003:39.) The answers to closed-ended questions are predetermined, more specific and allow for consistency between respondents in understanding and responding to the questions (Colosi, 2006:2). In this study, the researcher explained to the participants all the technical terms of the questionnaire to ensure they understood concepts in a similar manner and, thus, able to provide comprehensive responses.

3.7. QUESTIONNAIRE DEVELOPMENT

Questionnaires reflect the researcher's world view (Gray, 2017:473). Hyman and Sierra (2016:1) believe that it is as good a questionnaire as the questions it asks; thus, the researcher must ensure that the questionnaire is well structured, reliable and easy to respond to. According to Sung (2005:761) a good questionnaire must be well organised, clear, provide well-drawn and exhaustive response options, and there is a natural flow to the questions that keeps the respondent moving toward completion of the questionnaire. Martin (2006:4) cites that the layout of the questionnaire controls the context in which a specific question is asked.

Previous questions can influence answers to subsequent questions through several mechanisms. Colosi (2006:4) offers general tips that can be utilised when planning questionnaire layout:

- Start the questionnaire with a clear introduction about the questionnaire;
- The questionnaire must also start with a filter question/s to determine the appropriateness of the respondents;
- Ensure that the information provided will remain confidential to participants;
- Use a simple-to-read font to allow space between questions;
- Refrain from breaking the question text requiring respondents to turn pages;
- keep the text together for each question;
- Distinguish instructions from the question by using italics or bold font;
- If necessary, immediately after the question, add any explanatory text or definitions in parenthesis;
- It should be easy to read and answer the first few questions;

- Begin with general questions and work towards the end of the questionnaire to those with greater specificity;
- Keep questions on a similar topic together; and
- Use a transition statement to help guide the respondent when moving to another subject.

The questionnaire for this study is made up of 35 closed-ended questions that are easy to read, understand and answer. Furthermore, the questionnaire is divided into four sections to separate the various topics covered by the questionnaire and to keep together questions on the same topic. The questionnaire uses a five point likert scale which participants specify their level of agreement to a question in 5 points (1) strongly agree; (2) agree; (3) neither agree or disagree; (4); disagree; (5) strongly disagree.

Table 3.1: Summary of the various sections of the survey

Annexure	Description	Type of question
A	Participants are requested to sign consent form to indicate that they have read and understand the information provided and give consent to participate in the study on a voluntary basis.	Consent Form
B	Cover letter explaining the purpose of the questionnaire to the participants.	Cover Letter
C	Questions that participants are requested to answer consisting of Section A-F as shown below.	Close-ended
Section A	Section A consists of questions A1-A7 used to collect demographic data such as sex, ethnicity, age, level of education, ethnic group, employment and marital status of participating community members.	Closed-ended
Section B	Section B consists of questions B1 – B6 which were related to the philanthropic dimension of CSR.	Closed-ended
Section C	Section C consists of questions C1 – C6 which were related to the ethical dimension of CSR.	Closed-ended
Section D	Section D consists of questions D1-D4 which were	Closed-ended

	related to the legal dimension of CSR	
Section E	Section E consists of questions E1 – E4 which were related to the economic dimension of CSR.	Closed-ended
Section F	Section F consists of question F1- F8 which was used to gather data to link CSR activities and brand reputation.	Closed-ended

3.7.1. Questionnaire Testing

Questionnaires must be carefully formatted to ensure quality of collected data. Questionnaire testing is essential to avoid misunderstanding and interpretation of respondents and to avoid influencing or offending respondents (INED, 2019:1). Bracanto et al., (2006:121) identified sequential steps involved in the development and evaluation of the questionnaire; the following are discussed in detail:

3.7.2. Testing

The questionnaire must be checked in terms of the wording of the questions / answers, the order and structure of the questionnaire, the language problems, the cultural background and the goals of harmonisation (especially with group surveys) and the mode of data collection and interviewer participation (Bracanto et al., 2006:121). The questionnaire for this study was tested through a pilot.

3.7.3. Revision

It is important that the questionnaire be revised on the basis of the test results. This step involves testing the questionnaire at an early stage of its development and then repeating two or three times the revised questionnaire (Bracanto et al., 2006:121).

3.7.4. Data collection

The iterative process of design and revision is terminated with the introduction of the survey (either through a pilot study or as a real survey), but the evaluation procedure should be continued through the supervision of interviewers, interviewer debriefings and respondent debriefings (either through meetings or regular interviewer debriefing questionnaires) (Bracanto et al., 2006:121).

In developing the study questionnaire, the researcher carefully considered the above-mentioned literature to ensure that the questionnaire meets the characteristics of a well- designed questionnaire to improve the quality of the data.

3.8. PILOT STUDY

A pilot study is very essential in a research project (Hassan, Schattner & Mazza, 2006:70). Manthers, Fox and Hunn (2002:13) cite that a small number of respondents with similar characteristics to the sample frame should be used to test the questionnaire. For a quantitative study 10 to 50 respondents are the ideal number to test the interview format. For this research project a pilot study was conducted through a randomly selected sample of 10 community members residing in Rietkuil, Mpumalanga. Rietkuil is a community in close proximity to Exxaro Arnot Coal Mine. The pilot study was conducted to ensure that all relevant issues are covered and to test the adequacy and efficiency of the questionnaire as a data collection instrument.

3.9. QUESTIONNAIRE ADMINISTRATION

The mode of data collection administration has various effects on the quality of data collected (Bowling, 2005:281). Data collection by means of a questionnaire can be gathered in different ways – postal, electronic, telephone and face-to-face are the most common methods used by researchers (Chetty, 2016:1). The choice of data collection methods depends on the nature, scope and object of enquiry, availability of funds, time factor and precision required. These data collection methods will be discussed briefly below:

3.9.1. Postal Interview

A hard-copy of the questionnaire is mailed to targeted individuals with a request for them to answer the questions and return the completed document to the researcher (Manas, 2016:1). A disadvantage of postal questionnaires is the poor response rate which can introduce systematic bias in the data, a fact which has the potential to skew the findings and cause poor external validity (Young, Edwards, Diguiseppi & Pratap, 2007:967).

3.9.2. Electronic questionnaire

According to Cooper et al., (2006:1), since the introduction of computers there has been an evolution in improvements of data collection methods, aligning to current advances in technology. Fleming and Bowden (2009:287) cite that the use of online questionnaires is cost effective and allows for access of a larger sample than those possible with postal questionnaires. Another advantage of online surveys is the speed and accuracy of data collection, responses can be received in a matter of days and results can be accessed immediately. This method does not only save time and money, but minimises the risk of human error in the process of data collection and coding.

3.9.3. Face-to-face interview

Schröder (2016:1) defines a face-to-face interview as one that is completed in person and takes place between the interviewer and the interviewee. The responses to the interviewer's questions are recorded immediately. Face-to-face interviews offer more benefits than mail and telephone surveys, because they provide accurate screening, capture verbal and non-verbal cues and they capture emotions and behaviour. However, due to the complexity and quality of data collected, they come at a higher cost. Direct human interaction increases the response rate and cooperation (Neuman, 2012:1).

3.9.4. Telephone interview

There is a lack of direct contact between the interviewer and the respondent in telephone interviews, and response rates are not as high as face-to-face interviews (McColl et al. 2001:23). Without the personal interaction, a telephonic interview can suffer from a lower level of rapport, leading to the interviewee feeling more reluctant and hesitant to communicate with the interviewer (Farooq, 2015:6).

The questionnaire for this study was administered by the researcher through face to face intercepts with the community members involved with Grootegeluk Mine in Lephalale, Limpopo. This method of face to face was selected because of its greater flexibility and high response rate. The interviewer was able to motivate participants to provide honest answers while human contact allowed for physical observation, thus

enabling the researcher to provide a more suitable explanation for the objective of the research undertaken. The population of Lephalale has 6% of individuals who have no formal schooling (Municipalities of South Africa, 2016:1). Through a face-to-face questionnaire method the researcher was able to reach community members with little or no education as well as those with reading and writing difficulties. The researcher with the assistance of one field worker collected the data. The field worker who assisted in the collection of data has experience in interacting with respondents from his Master's study and is currently a Doctorate student at the University of KwaZulu Natal.

3.10. DATA PREPARATION

According to Zahraa, Lan and Geoffrey (2017: 2) data preparation is the process of organising data in an appropriate form before the data can be analysed. Data preparation involves data editing, data coding and data capturing.

3.10.1. Data editing

Data editing is the process of scrutinising the data collected to detect and/or correct errors associated with capturing of data (Tiba, 2011:2). To ensure minimal errors in the data collected for this study, the researcher conducted basic data checks, checking for outliers and eliminating anything in the raw data that might have the potential to affect the accuracy of results.

3.10.2. Data coding

According to CESSDA Training (2017:1) data coding is the process of collecting non-numerical information into groups and assigning the numerical codes to these groups. The collected data is transformed to a set of meaningful, cohesive categories.

3.10.3. Data capturing

Data capturing is the process of capturing data into a computer (Cambridge Dictionary, 2019:1). The data collected from questionnaires was captured using SPSS version 25 for Windows.

3.11. RELIABILITY AND VALIDITY OF THE MEASUREING INSTRUMENT

According to Taherdoost (2016:28), the accuracy and consistency of a measuring instrument is a significant aspect of research methodology, commonly known as reliability and validity. Reliability is the measuring instrument's ability to produce the same or similar results whenever it is used, while the reliability of a test attests to the measuring instrument's accuracy (Crafford et al., 2007:70). Mohajan (2017:1) believes that reliability and validity are the two most important and fundamental characteristics of any measuring device or method to ensure a good research project.

3.11.1. Validity

There are four types of validity, namely: face validity, content validity, criterion validity and concurrent validity. Different types of validity are presented in Figure 3.1 and discussed in the subsection below.

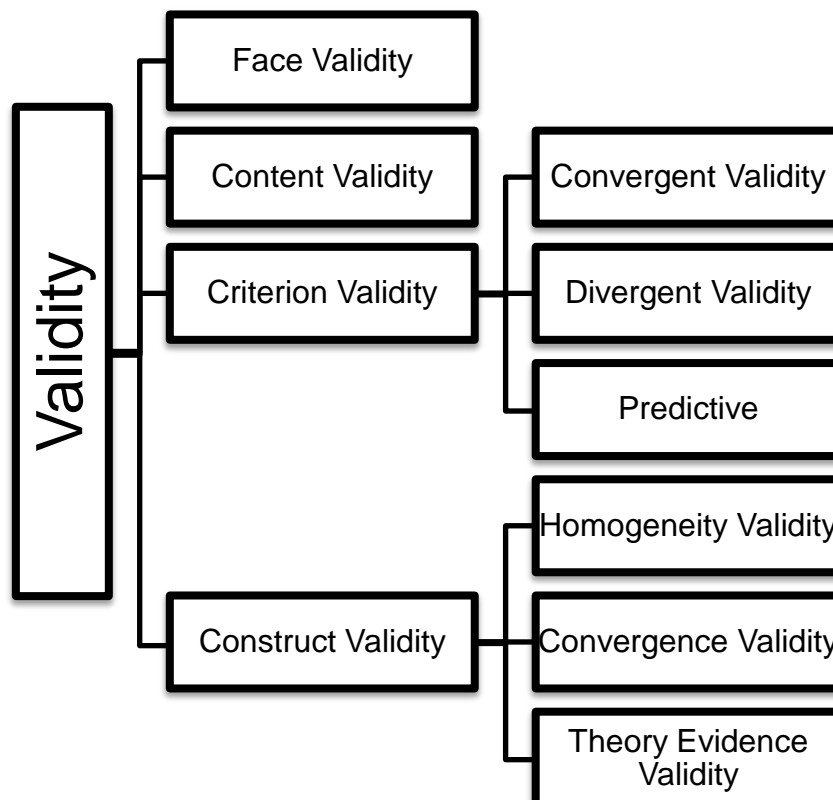


Figure 3.1: Subtypes of various forms of validity tests

Source: (Taherdoost, 2016:29).

3.11.1.1. Face validity

Face validity assesses the questionnaire's appearance with respect to feasibility, readability, consistency of style and formatting, including the language clarity used (Taherdoost, 2016:29). To ensure face validity in this research project, the research questionnaire was presented to two mining company CSR specialists. They confirmed the look and feel of the questionnaire, its essence and importance. They also assured its looks in terms of structure, layout, clarity and visibility of the questionnaire.

3.11.1.2. Content validity

Content validity assesses whether the questionnaire correctly covers all the contents of the variable (Heale & Twycross, 2015:66). Taherdoost (2016:30) states that content validity is applied through engagement with exhaustive literature reviews to extract the related items, after which a content validity survey must be generated and distributed to experts in the same field of the research. The CSR specialists were again engaged to determine content validity of the questionnaire. They were asked to rate each question and provide feedback on the importance and usefulness of the research questions of the report. The questionnaire was modified and realigned to ensure accuracy of the content based on the input obtained.

3.11.1.3. Criterion validity

The validity of the criterion is evaluated in three ways: convergent validity, divergent validity and predictive validity. Convergent validity demonstrates that the questionnaire is interrelated with other questionnaires measuring similar variables. Divergent validity indicates that the questionnaire is poorly interrelated with other questionnaires evaluating different variables. Predictive validity indicates that the questionnaire should be closely linked to future criteria (Heale & Twycross, 2015:66).

3.11.1.4. Construct validity

Construct validity refers to the possibility of the researcher drawing inferences about test scores related to the concept being studied. In a questionnaire, there are three forms of proof that can be used to show validity. These are: homogeneity, convergence and theory evidence. Homogeneity means that one construct is

measured by the questionnaire. When the questionnaire measures concepts similar to those of other questionnaires, convergence occurs. Theoretical proof is apparent when behaviour is identical to the theoretical proposals of the structure tested in the instrument (Heale & Twycross, 2015:66).

3.11.2. Reliability

Reliability of a measuring instrument indicates that the test is accurate and free from error. A test is said to be accurate if performed on different occasions it gives the same result. A test that is reliable is free from unsystematic errors of measurement and can only be valid if it is deemed reliable (Khuty & Phatchell, 2015:9). According to William (2006:1) there are four types of reliability, each of which measures reliability in a different way. They are:

- 3.11.2.1. **Reliability of inter-rater or inter-observer-** Used to determine the degree to which reliable responses or assessments are given by various raters / observers.
- 3.11.2.2. **Test-retest reliability** - Used to test a measure's reliability over time.
- 3.11.2.3. **Parallel-forms reliability** - Used to evaluate the consistency of reliability of two tests built from the same content in the same way.
- 3.11.2.4. **Internal consistency reliability** - Used to evaluate the consistency of results across items, often measured with the alpha of Cronbach.

The study used Cronbach's alpha to check the measuring instruments ' accuracy. Heale et al., (2015:67) cite that Cronbach's alpha is the most widely used test to determine a measuring instrument's internal consistency. The test is recommended for questions that have more than two responses. Cronbach's coefficient allows the researcher to measure the reliability of different variables. The Cronbach alpha test results in a number between 0 and 1 (Heale & Twycross, 2015:67). The appropriate Cronbach coefficient requirement should exceed 0.70 (Hair, Black, Babin, Anderson & Tatham 2006:134). The closer the alpha of the Cronbach approaches to 1, the more internal consistency reliability the questionnaire will be (Mirabi, Asgari, Tehrani & Moghaddam, and 2014:482).

3.12. DATA ANALYSIS

Data analysis is the use of reasoning to understand the data collected by identifying consistent patterns and summarising the relevant details disclosed in the investigation (Zikmund et al., 2009:70). In addition to working with the actual data, data analysis includes goals, relationships, decision-making processes and ideas. Describing the data collected is the first step of quantitative data analysis. This cycle is being completed by means of descriptive statistics. Descriptive statistics differ from inferential statistics. While descriptive data is concerned with collecting, summarising and describing the data, inferential statistics attempt to draw conclusions or make decisions concerning the population, based only on sample data (Narkhede, 2018:1). Singh (2018:1) notes key differences between two main branches of statistics as stipulated in Table 3.2 below.

Table 3.2: Descriptive vs inferential statistics

Descriptive statistics	Inferential statistics
Concerned with describing the target population	Makes inferences from the sample and generalises them to the population
Organise, analyse and present data in a meaningful manner	Compares, tests and predicts future outcomes
Final results are shown in the form of charts, tables and graphs	Final results are the probability scores
Describes data which is already known	Tries to draw conclusions about the population that is beyond the data available
Tools - measures of central tendency and spread of data	Tools – hypothesis test, analysis of variance

Source: Singh (2018:1)

This study uses descriptive statistics to evaluate the sample survey's primary data. This procedure involves measuring central tendency variables such as mean, median, and mode, and dispersion measures like range variance, and standard deviation. The mean is equal to the sum of all the values in the data set divided by

the number of values in the data set, the median is the middle score for a set of data that has been arranged in order of magnitude and the mode is the most frequent score in our data set (Laerd Statistics, 2018:1). The range variance is the difference between the largest and the smallest observation in the data. The prime advantage of this measure of dispersion is that it is easy to calculate. The standard deviation is a measure of spread of data about the mean; it is the square root of sum of squared deviation from the mean divided by the number of observations (Manikadan 2011:315). By using charts, table and graphs, descriptive data can be summarised and made easily understandable, thus statistical steps were taken by the author to apply descriptive statistics as shown in Figure 3.2:

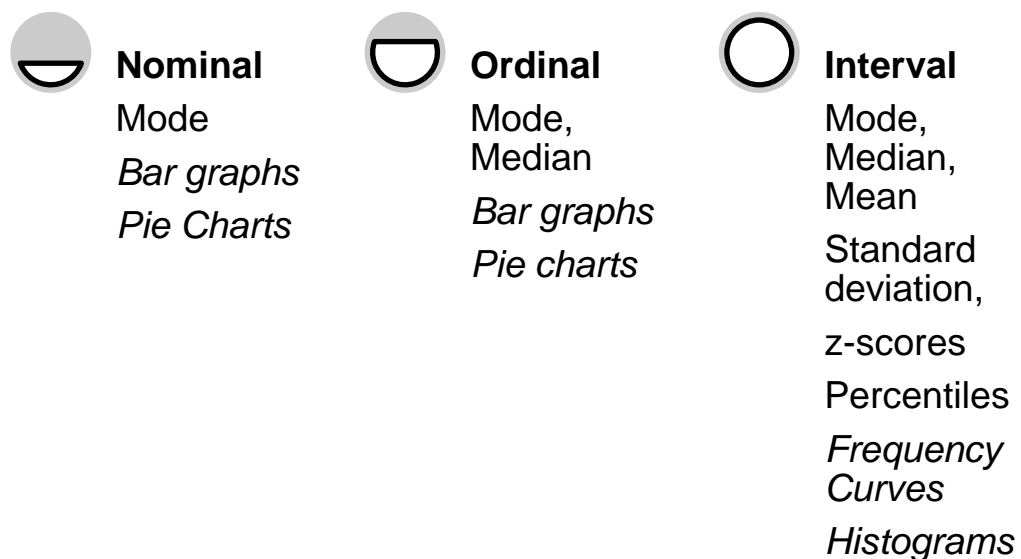


Figure 3.2: Statistical decision steps

Source: Nardi (2016:133).

The results of the study were analysed using the explanatory analysis of data. According to the Engineering Statistics Handbook (2012:8) explanatory data analysis includes a range of visual techniques for optimising insight into the data set, detecting underlying structure, extracting important variables, identifying outliers and anomalies, checking underlying assumptions, designing parsimonious models and evaluating optimal factor settings. Ghasemi and Zahediasl (2012:486) state that statistical errors are common in scientific literature and at least one error occurs in about 50% of published articles. To this end, the data will be tested for normality. The Shapiro-Wilk test was used for the assessment of normality. The Shapiro-Wilk

test is strongly recommended for diagnostics of normality assumption, this test has good power properties and is based on correlation of observations and related normal scores (Das & Imon, 2016:9).

The factors that influence the dependant variable in this study were tested through a statistical test known as the multiple or multivariable regression. According to Hidalgo and Goodman (2013:39) multivariable analysis applies to statistical models in which there are multiple independent variables and the relationship between a number of variables can be evaluated. There are two main variables in the field of research, namely independent and dependant variables. Independent variables are those that are predictors of explanatory variables of the dependant variable, in this study these are the dimensions of CSR: economic, legal, ethical and philanthropic responsibility. Dependant variables are not controlled or manipulated, they are measured and registered. While results can be predicted in terms of these variables, data is always measured (Gehlot, 2018:1). In this study, brand reputation is identified as a dependant variable.

Compiling and analysing data was done using the Social Sciences Statistical Package (SPSS) version 25.0 for Windows. SPSS enables the researcher to run frequencies, to calculate descriptive statistics, to compare means, to carry out cross-tabulations, to recover data, to create graphs and charts, to carry out T-tests, to carry out ANOVAs and to perform various regression and correlation types. The SPSS program enables the researcher to quickly and in a variety of ways score and analyse quantitative data.

3.13. ETHICAL CONSIDERATIONS

Research ethics discuss the complexities of decision-making about what is right and wrong (Fouka & Mantzourou, 2011:4). According to Akaranga and Makau (2016:2) there are rules and guidelines that define the researcher's conduct. In most studies humans are the subjects that participate in the research process. To this end, due consideration should be taken on how to deal with and relate to those people who participate in a research project. In this study, participants were treated with the outmost respect and integrity throughout the engagement process. The researcher explained to all participants the purpose of the study and asked their consent before

continuing with the survey. Participants were given the freedom with or without a justification to withdraw from the study. The information gathered from participants was kept confidential. The results obtained from the study were used only for the purpose of the study. There are other aspects of ethical consideration that must be considered during the research process which are further explained in the following sub- section.

3.13.1. Informed consent

Informed consent is the participant's voluntary agreement to participate in the study, a process that ensures that the participant understands the research and the risks involved (Nijhawan et al., 2013:134). The purpose of the informed consent method is to provide adequate information about the study to the participants to assist them in making an informed decision relating to engage or not to engage in the study (Shahnazarian, Hagemann, Aburto & Rose, 2017:3). When conducting this study, the research purpose was explained to participants in an easily understood language and their verbal consent was requested prior to their participation and a consent form needed to be signed as a form of agreement, which formed part of the questionnaire. Then sufficient time was given to the participants to consider their decision to take part in the study it took about 5 minutes to read the consent letter and cover letter explaining the purpose of the research.

3.13.2. Beneficence – do not harm

The principal of beneficence supports moral rules and obligations such as: protecting and upholding others ' rights, preventing harm to others, and removing conditions that will harm others. The principles of nonmaleficence support rules such as: do not inflict pain or suffering, do not injure anyone and do not cause offence. Fouka and Mantzorou (2011:5) suggest that the researcher should consider all possible research implications and balance the risks with equivalent benefits and, if the risks outweigh the benefits of the study then the study will need to be revised. The contents of the survey were briefly explained to the participants, together with the types of questions the survey entailed, prior to commencement of the survey.

3.13.3. Respect for confidentiality

Confidentiality of participating subjects is vital to ethical research practice. The researcher aims to provide assurance to participants that the data provided will not be traced back to them through any form of dissemination (Crow & Wiles, 2008:2). Fouka and Mantzorou (2011:5) cited that the researcher must always take into account all the psychological and social implications that a breach of anonymity and confidentiality could have for the participants. In conducting this study, participants were not asked to disclose their names, identification numbers, place of residence or any other information pertaining to their identity. The researcher also promised to protect the information given in confidence by the participants.

3.14. CONCLUSION

Descriptive research design was chosen for this study for collecting data that relates to the influence of CSR on brand reputation. A positivist approach was adopted for the study which ties in with the quantitative research selected for the study. A simple random sample of 400 community members residing in Lephalale was selected from the population. The researcher distributed 400 questionnaires to the target population and received back a total of 330 valid questionnaires which is an 83% response rate. For gathering primary data from community members, the researcher used a standardised questionnaire in the form of a survey with a fixed set of closed-ended questions.

Version 25 of the Statistical Package for Social Sciences (SPSS) was used to compile and analyse data. The data collected was imported on SPSS for analysis, using tables and graphs. The study results are presented using the explanatory analysis of data. To ensure validity of the study, a CSR specialist was consulted, and its reliability tested through calculating Cronbach's alpha. A pilot test to further test the validity and reliability of the results was also performed. High priority was given to ethical considerations to ensure that participants who voluntarily participated in the study did not experience any harm. The next chapter discusses and analyses the results of the data collected in order to answer the research questions.

CHAPTER FOUR

RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

4.1. INTRODUCTION

The previous chapter discussed the methodology that is utilised in this study. The researcher conducted quantitative, descriptive research to investigate the influence of various dimensions of CSR on brand reputation. This current chapter discusses and analyses the results of the data collected in order to answer the research questions. Firstly, chapter four discusses the results of the pilot study of 10 distributed questionnaires. The data gathering process is discussed thereafter followed by the preliminary data analysis method. An overview of the individuals who participated of this study is provided as well as the internal consistency reliability assessment and data normality tests. The chapter provides a discussion of the results pertaining to each question in the research instrument that are illustrated using tables and graphs. The chapter also critically evaluates the relationship between the study variables and poses findings in relation to existing literature.

4.2. PILOT TEST RESULTS

A pilot study was done to identify contentious questions that would not be suitable for achieving the research objectives and those that would bring discomfort or discontent to participants. Since the questionnaire was based on already tested scales for reliability and validity, a moderate total of 10 questionnaires were distributed for a final assessment of reasonability and fine-tuning. van Belle (2002:11) and Isaac and Michael (1995:101) suggested 10 to 30 participants for pilots in survey research. The pilot study indicated that the length of time taken to complete the survey was 10 to 15 minutes. The researcher observed that the self-completion of questionnaires by participants including the ethical principles of research study required the assistance of the researcher to clarify and give in-depth guidance where necessary. Since the measurement instrument was adopted from previous studies, it was important to confirm the internal-consistency reliability of the measurement instrument. Table 4.1 presents the statistic results of the pilot study.

Table 4.1. Pilot Study Results

Constructs	Number of items	Mean	Standard Deviation	Cronbach's alpha	Average inter-item correlation
Philanthropic responsibility	6	3.38	0.74	0.76	0.34
Ethical responsibility	6	3.64	0.60	0.73	0.33
Legal responsibility	4	3.75	0.45	-0.59	-0.06
Economic responsibility	4	4.14	0.92	0.90	0.78
Brand reputation	8	4.13	0.77	0.90	0.58
Overall Cronbach's alpha coefficient value of the entire scale = 0.90					

The respective constructs were presented on a five-point Likert scale where responses are: strongly disagree, disagree, neutral, agree and strongly agree. The mean for the responses ranges from 3.38 to 4.14 which rests between neutral and agree. The highest standard deviation is 0.92 for economic responsibility indicating that the largest variances in responses was on this variable. Overall no material variations are noted in responses for each construct. The results further indicate satisfactory internal reliability with an overall Cronbach's alpha coefficient value of 0.90. The Cronbach's alpha coefficient value for section B (philanthropic responsibility) was 0.76, 0.73 for section C (ethical responsibility), 0.90 for section E (economic responsibility), and 0.90 for section F (brand reputation) respectively. Thus, the Cronbach's alpha values are beyond the accepted benchmark of 0.70. The Cronbach's alpha value for Section D (legal responsibility) is -0.59, which is less than the accepted benchmark, this indicates that legal responsibility was not well understood by the participants. This is not unexpected as legal concepts may not be engaged with on a day to day basis when compared to economic, ethical and philanthropic that impact the stakeholders on a tangible basis.

4.3. DATA GATHERING PROCESS

The study collected data from community members in close proximity to Exxaro's Grootegeluk Mine in Lephalale who included all genders from the ages of 18, all ethnic groups and no formal education was required. A self-administered survey was

utilised to gather data for this study. Data was captured into SPSS version 25 for Windows for multivariate statistical analysis using a number of simple descriptive statistics and tests conducted on the various hypotheses such as correlation analysis as well as regression analysis.

4.4. PRELIMINARY DATA ANALYSIS

There are three key steps involved in the preliminary data analysis process, namely data coding, cleaning / response rate, and tabulation. These measures are listed in the section below:

4.4.1. Coding

Coding is a process that involves allocating an identification number to data (Gray, 2017:776). With coding, the answers to each survey question are assigned a number and then entered into a data record that includes all the answers from one respondent. Following that action, each respondent is then given a unique identity number. Table 4.2 depicts the coding information of the main survey.

Table 4.2: Coding information of the main survey

Section A: Demographic information			
Question	Code	Construct measured/ Target variable	Value assigned to responses
Question 1	A1	Gender	Male (1); Female (2); Prefer not to say (3)
Question 2	A2	Nationality	South African (1); Other (2); Prefer not to say (3)
Question 3	A3	Age	18-25 (1); 26-34 (2); 35-43 (3); 44-52 (4); 52-60 (5); 60+ (6); Prefer not to say (7)
Question 4	A4	Education level	Primary school (1); High school (2); Diploma/degree (3); Post-graduate (4); Prefer not to say (5)

Question 5	A5	Ethnic group	Black African (1); Asian (2); White (3) Coloured (4); Prefer not to say (5)
Question 6	A6	Employment status	Employed (1); Unemployed (2); Student (3); Prefer not to say (4)
Question 7	A7	Marital status	Single (1); Married (2); Divorced (3); Separated (4); Widowed (5); Living with partner (6); Prefer not to say (7)
Section B: Philanthropic responsibility			
Item	Code	Construct measured/ Target variable	Value assigned to responses
Item 1-6	B1-B6	Philanthropic responsibility	Strongly disagree (1), Disagree (2), Neither agree nor disagree (3), Agree (4), Strongly agree (5)
Section C: Ethical responsibility			
Item 7-12	C1-C6	Ethical responsibility	Strongly disagree (1), Disagree (2), Neither agree nor disagree (3), Agree (4), Strongly agree (5)
Section D: Legal responsibility			
Item 13-16	D1-D4	Legal responsibility	Strongly disagree (1), Disagree (2), Neither agree nor disagree (3), Agree (4), Strongly agree (5)
Section E: Economic responsibility			
Item 17-20	E1 – E4	Economic responsibility	Strongly disagree (1), Disagree (2), Neither agree nor disagree (3), Agree (4), Strongly agree (5)
Item 21-28	F1- F8	Brand reputation	Strongly disagree (1), Disagree (2), Neither agree nor disagree (3), Agree (4), Strongly agree (5)

4.4.2. Data cleaning

A self-administered questionnaire was circulated to a randomly selected sample of 400 community members residing within the Lephalale district using face to face interceptions. After eliminating questionnaires that were completed incorrectly, missing too many responses to render the questionnaire valid as well as those that were returned uncompleted, a total of 330 usable questionnaires were collected. This number represents an 82.5% response rate. According to Holbrook, Krosnick and Pfent (2008:501) a response rate is the proportion of eligible participants who complete the questionnaire, the questionnaire must be returned valid with all questions completed. Morton, Bandara, Robinson and Carr (2012:106) state that a response rate is calculated by dividing the total number of completed questionnaires by the total number of participants with whom contact was made. An inadequate response rate can limit the effectiveness of the research results (Department of Health and Human Sciences, 2018:1). Two fieldworkers collected the primary data including the researcher. The instructions for completing the questionnaire were clearly explained to the participants prior to completing the study.

4.4.3. Tabulation

The process of tabulation allows large quantities of data to be analysed in order to make generalisations as numerical data is most convenient when presented in table format (Walliman, 2011:88-89). Cross-tabulation in principle is one of the easiest ways to actually relate cluster membership at one-time point to cluster membership at another, at least in broad descriptive terms. Table 4.3 below depicts the frequency table of responses for this study and aggregates agree and strongly agree responses as the reference category. From the tabulated data 54% of all respondents agree with the statements posed on philanthropic responsibility, 55% agree with statements brought forward under ethical responsibility, 56% agree with statements presented under legal responsibility while 61% and 65% of respondents agree with statements presented under ethical responsibility and brand reputation respectively.

Table 4.3: Frequency table of responses

Scale Item	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Aggregate Agree/Strongly disagree
			Disagree nor Agree			
Philanthropic Responsibility						
B1	25	56	52	114	83	197
B2	22	66	67	112	63	175
B3	15	26	63	146	80	226
B4	44	51	104	78	53	131
B5	16	61	103	100	50	150
B6	16	37	79	133	65	198
	138	297	468	683	394	1077
Aggregate Agree/Strongly agree						54%
Ethical Responsibility						
C1	27	27	95	113	68	181
C2	18	21	90	113	88	201
C3	16	11	108	127	68	195
C4	11	28	122	114	55	169
C5	19	35	94	131	51	182
C6	23	46	93	118	50	168
	114	168	602	716	380	1096
Aggregate Agree/Strongly agree						55%
Legal Responsibility						
D1	9	19	86	135	81	216
D2	3	26	97	147	57	204
D3	17	49	122	106	36	142

D4	24	27	103	118	58	176
	53	121	408	506	232	738
Aggregate Agree/Strongly agree						56%
Economic Responsibility						
E1	18	27	88	129	68	197
E2	15	26	73	127	89	216
E3	20	28	67	122	93	215
E4	23	33	92	98	84	182
	76	114	320	476	334	810
Aggregate Agree/Strongly agree						61%
Brand Reputation						
F1	24	16	71	136	83	219
F2	20	11	84	92	123	215
F3	14	14	64	112	126	238
F4	20	16	88	104	102	206
F5	23	21	71	114	101	215
F6	20	17	80	141	72	213
F7	21	23	96	119	71	190
F8	24	31	68	101	106	207
	166	149	622	919	784	1703
Aggregate Agree/Strongly agree						65%

4.5. DEMOGRAPHIC FACTORS

This section provides an overview of the individuals who participated of this study, a description of the participants' demographic information pertaining to their gender, nationality, age, education level, ethnic group, employment status and marital status.

The findings of the study's gender distribution of community members were presented as follows:

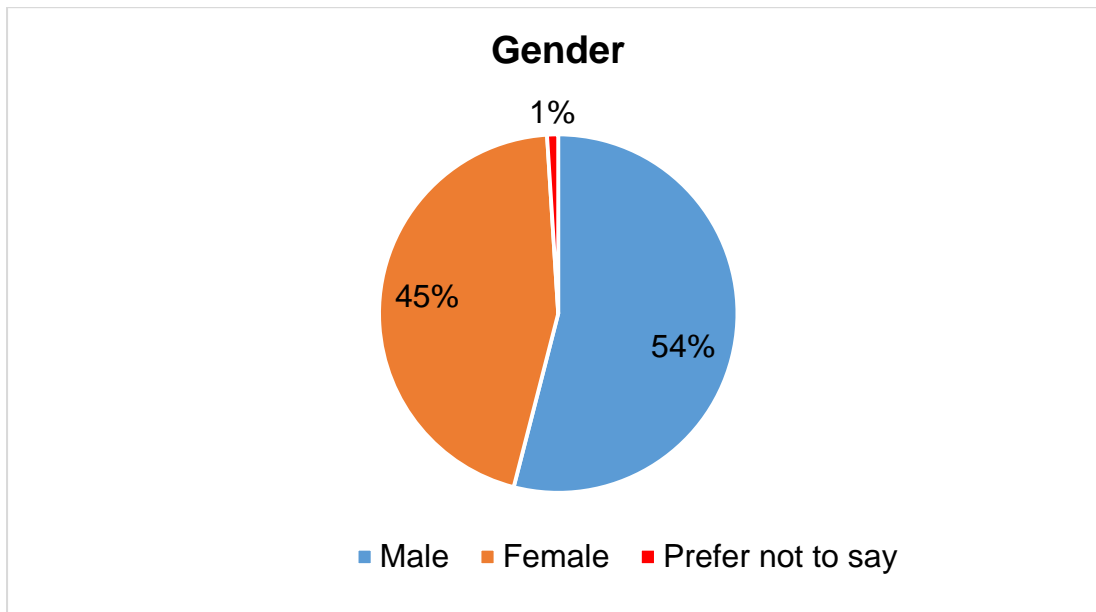


Figure 4.1: Gender of the study participants (n=330)

Out of the total of 330 respondents in the study, 54% were male and 45% were female, while 1% opted not to disclose their gender. The higher proportion of male respondents is due to the employment opportunities in the mining and industrial sectors in Lephalale, which are typically related to hard physical labour designed for a male population (Lephalale Local Municipality, 2013:11). The results pertaining to the nationality of community members within the study are presented as follows:

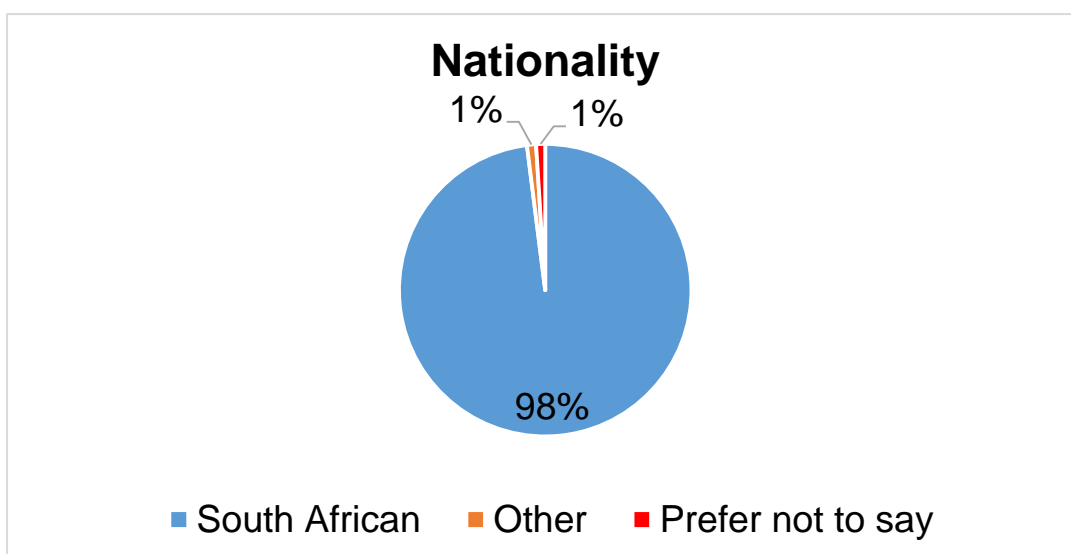


Figure 4.2: Nationality of the study participants (n=330)

It was paramount for the questionnaire to request participants to identify their nationality. As shown in Figure 4.2 above, the study participants were predominantly South African nationals - 98%, 1% were other and 1% of the population sampled preferred not to say their nationality. As a result of the Medupi Power Station Project, the population is a mixture of international migrants and local labourers. The Limpopo Province shares international borders with Botswana, Zimbabwe and Mozambique (Home Affairs, 2018:4). The town of Lephalale is located approximately 40 km from the border of Botswana (Lephalale Local Municipality, 2016:20). In light of this, a significant participation rate of foreign nationals would potentially skew the results as immigrants will not necessarily have adequate information pertaining to the CSR activities conducted by Grootegeluk Mine within the Lephalale community. The demographic section of the questionnaire included a question were participants disclosed their nationality, results of those that chose other or preferred not to say were not considered in the study.

The findings of the study's age of community members were reported as follows:

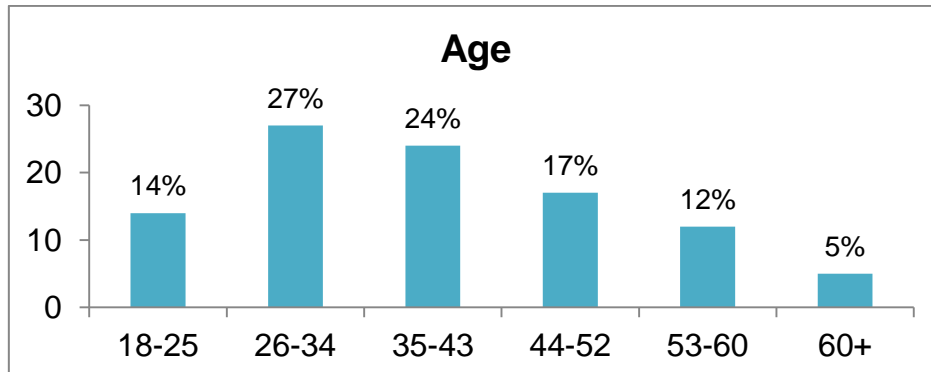


Figure 4.3: Age groups of the study participants (n=330)

Just above a quarter (27%) of the participants were aged between 26 and 34 years and about another quarter (24%) were in the 35-43 years' age group. About a third (34%) of the respondents were 44 years or older, 1% of the sample preferred not to disclose their age. According to Statistics SA (2011:1) the majority of Lephalale's population is constituted of the youth from the ages of 14-35 at 43.2%. The results indicate that the findings are relatively representative of the population statistics in Lephalale.

The findings of the study's level of education of community members were summarized as follows:

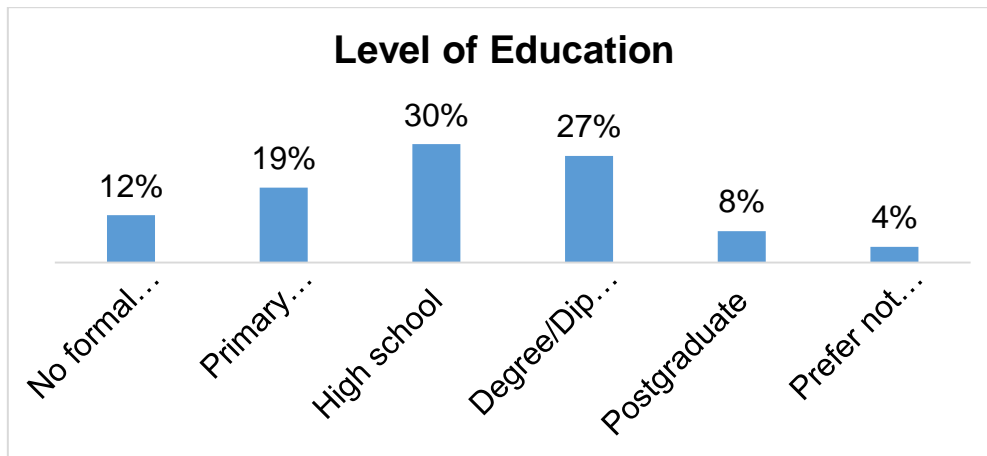


Figure 4.4: Level of education of the study participants (n=330)

A total of 12% of the study participants have no formal education and 19% have only completed primary school, while 30% have high school level education. The other 35% have tertiary level education and the remaining 4% preferred not to reveal their education level. According to Stats SA (2011:1) 47.8% of individuals aged 20 years and older in Lephalale have completed secondary education, 43.7% primary education, 1.5% tertiary education while 2.4% have no formal schooling. Since the conception of the Medupi Power Plant project, the community has seen an influx of qualified professionals relocating to Lephalale who contribute their skills and expertise towards the project, this fact explains the general high level of education. The results regarding the ethnic group of community members within the study are presented as follows:

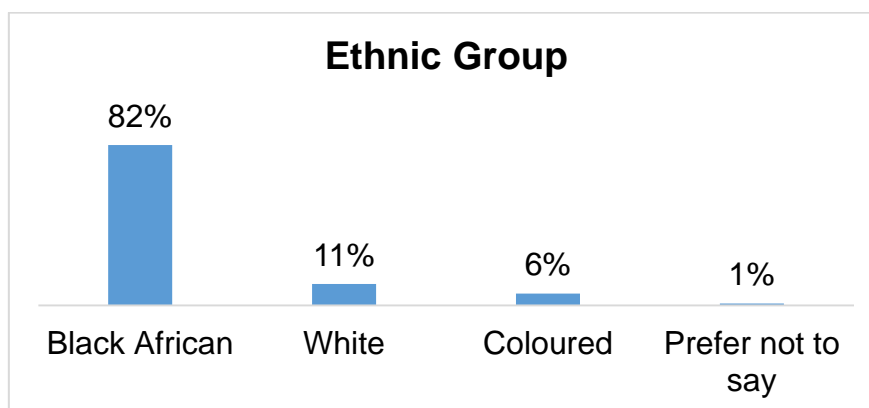


Figure 4.5: Racial classification of the study participants (n=330)

The majority of respondents are Black at 82%, with White (11%), Coloured (6%) constituting comparatively smaller numbers, 1% of the sampled population preferred not to disclose their racial classification (displayed in Figure 4.5 above). According to City Population (2016:1) 90.7% of the Lephalale population is Black African, 9 out of every 10 residents are Black Africans, followed by Whites making up 7.9% and the remaining members making up 2%. These results indicate that the findings are representative of the population of Lephalale.

The results regarding the occupations of community members within the study are presented as follows:

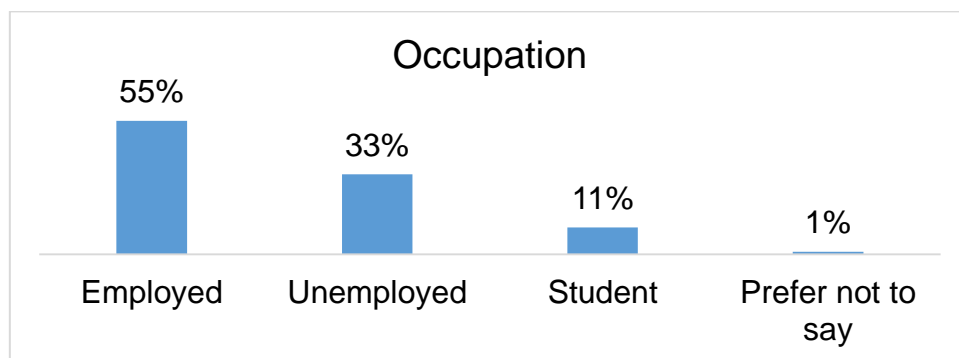


Figure 4.6: Occupation of the study participants (n=330)

More than half (55%) of the study participants are employed, compared to a third (33%) who are unemployed. Students constitute 11% of the study sample, 1% of the sample population prefer not to disclose their occupation status (see Figure 4.6). The overall unemployment rate in Lephalale is 22.2%, of which 27% are youth (Lephalale Local Municipality, 2013: 13).

The results regarding the marital status of community members within the study are presented as follows:

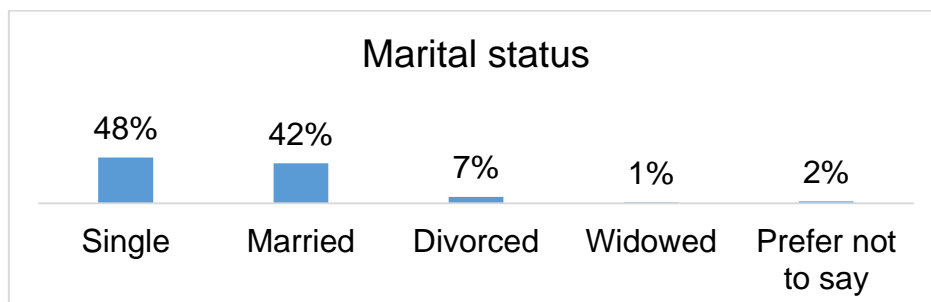


Figure 4.7: Marital status of the study participants (n=330)

Just below half (48%) of the participants are single and 42% are married. A total of 7% of the sampled population are divorced, 1% widowed while 2% prefer not to give their marital status, as presented in Figure 4.7 above. Participants' marital status is requested to obtain comprehensive insight into the sample's demographic profile and whether it would be a factor in CSR perception.

4.6. INTERNAL-CONSISTENCY RELIABILITY ASSESSMENT

The Alpha coefficients of Cronbach are used in this analysis to assess internal consistency (Shava, Chinyamurindi & Somdyala, 2016:4). Namdeo and Rout (2016: 1371) cite that the most common and useful measure of internal consistency is Cronbach's alpha. Table 4.4 below shows the results of reliability on the scale used in this study:

Table 4.4: Scale reliability and validity statistics

Scale	Variables	No. of Items	Cronbach's Alpha	Average Variance Extracted (AVE)
Philanthropic responsibility	Independent	6	0.88	0.09
Ethical responsibility	Independent	6	0.84	0.08
Legal responsibility	Independent	4	0.71	0.08
Economic responsibility	Independent	4	0.87	0.07
Brand reputation	Dependent	8	0.71	0.07
Overall		28	0.87	0.08

The reliability of the scale was evaluated using Cronbach alpha and was tested on the four dimensions of CSR and brand reputation. Philanthropic responsibility calculated a Cronbach alpha of 0.88, ethical responsibility was 0.84, and legal responsibility was 0.71. Economic responsibility was 0.87 and brand reputation was 0.71. The alpha values of Cronbach ranged from 0.71 to 0.88, thus exceeding the 0.7 benchmark. The aggregate alpha yielded a result of 0.87. This result indicates that the scales are reliable. Convergent validity was also evaluated to ascertain the degree to which the CSR dimensions were measured by the listed indicators. This

process was completed using the Average Variance Extracted (AVE) scale and the values were less than 0.50 for all four CSR dimensions, indicating that the variance due to measurement error was greater than the variance due to the constructs.

4.7. DATA NORMALITY TESTS

According to Razali (2011:21) normality tests should be performed prior to making any conclusion about the normality of the data. The most common normality tests performed include the Shapiro-Wilk (SW) test and the Kolmogorov Smirnov (KS) test. These tests were specifically used in this study based on research that there is general consensus among scholars that this is the most important to the testing of data normality (Ghasemi & Zahediasl, 2012:487). The Kolmogorov-Smirnov test and the results of the Shapiro-Wilk test ($p < 0.05$) were statistically significant. Such observations are shown in Table 4.5 below.

Table 4.5: Data normality test

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Philanthropic responsibility	0.13	330	0.00	0.97	330	0.00
Ethical responsibility	0.10	330	0.00	0.96	330	0.00
Legal responsibility	0.15	330	0.00	0.94	330	0.00
Economic responsibility	0.13	330	0.00	0.94	330	0.00
Brand Reputation	0.15	330	0.00	0.93	330	0.00

When $p < 0.05$, the null hypothesis is rejected. In this case, the p value of 0.00 indicates that the results do not follow a normal distribution according to the normality tests. The Kolmogorov-Smirnov and Shapiro-Wilk tests are particularly useful for small to medium samples size, usually determined as less than 300 (Kim, 2013:52). These tests may be unreliable for large samples. Based on the large sample size ($n=330$) as is the case in this study, an additional assessment of normality was conducted based on the skewness and kurtosis values presented in Table 4.6 below.

Table 4.6: Skewness and kurtosis values

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Philanthropic Responsibility	330	3.455	.9161	-.320	.134	-.709	.268
Ethical Responsibility	330	3.547	.7959	-.616	.134	.609	.268
Legal Responsibility	330	3.578	.6533	-.516	.134	1.176	.268
Economic Responsibility	330	3.678	.9449	-.629	.134	.006	.268
Brand Reputation	330	3.770	.9316	-.842	.134	.501	.268

Skewness and kurtosis are alternative indicators of the degree of normality of distributions to Kolmogorov-Smirnov and the Shapiro-Wilk test that report the degree of non-normality rather than statistical significance. The skewness of a normal distribution is 0 and kurtosis is less than 3 (Ho and Yu, 2015:370). As a rule of thumb Kim (2013:53) cites West, Finch, Curran (1996) that deviations within the range of -2 and 2 are considered reasonable for skewness and ranges between -7 and 7 are considered acceptable for kurtosis. Therefore based on the Tabled results, the data meets the criteria of normality under the skewness and kurtosis assessment, therefore is acceptable to proceed with parametric analysis of results.

4.8. PARTICIPANTS' PERCEPTIONS OF GROOTEGELUK MINE CSR

The Grootegeluk Mine was rated lowest in relation to philanthropic responsibility (Mean=3.46) and highest in relation to economic responsibility (Mean=3.68). Ratings for this mine on ethical responsibility and legal responsibility were more-or-less equal with mean scores of 3.55 and 3.58 respectively. The results stipulate that the community is aware of the positive economic impact made by the Grootegeluk Mine in their community. There seems to be a broad acknowledgment by the study participants of the mine's contribution to local economic development. Exxaro is committed to engaging in sustainable community development projects. This is achieved through collaboration and partnerships, constructive contributions, a

greater awareness of social desires, as well as stronger implementation of corporate governance best practices (Exxaro, 2019:1). Grootegeluk Mine is also regarded as one of the world's most active mining operations. The findings are consistent with the previous studies that indicated that when a company performs well financially it will have spill over effects on the economic well-being of the community in which it operates (Reverte, Gomez-Melero and Cegarra-Navarro, 2015:2870, Waworuntu, Wantah, and Rusmanto, 2014: 493 and Saeidi et al., 2015:341). However, the study's results are in contrast with the study of Singh, Sethuraman and Lam (2017:20) that found philanthropic responsibility is more prevalent than other dimensions and suggests that corporates prioritise CSR initiatives that are directed at the well-being of society, through the conduit of corporate philanthropy.

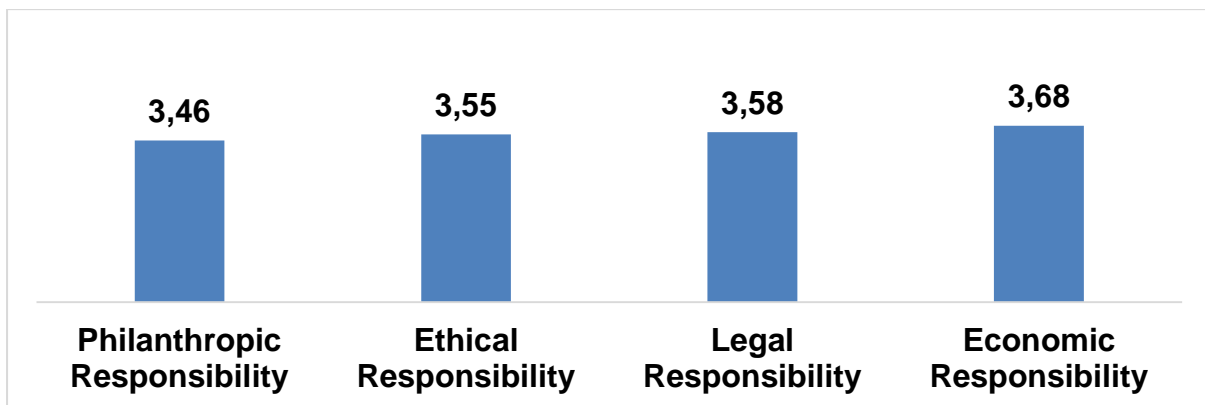


Figure 4.8: Overview of ratings of the mine on CSR factors (n=330)

4.8.1. Philanthropic responsibility

In this study the perceptions of the Grootegeluk Mine in relation to philanthropic responsibility are compared according to the demographic profiles of the study participants, as shown in Table 4.7 below. The Kruskal Wallis test results in Table 4.8 below further show that there is a statistically significant difference in the perceptions of philanthropic responsibility by age, with respondents in the 18 to 34 years age group giving lower ratings (Mean=3.4) compared to those aged 53 years and older (Mean=3.7), (Chi square=7.69, p=0.02). There is also a significant difference in perceptions of philanthropic responsibility according to race, with Blacks (Mean=3.4) giving lower ratings compared to both White (Mean=3.8) and Coloured (Mean=4.3) respondents, (Chi square=26.12, p=0.01). However, the differences in

the perceptions of philanthropic responsibility by gender, education and occupation are not statistically significant ($p > 0.05$).

The majority of black people living in Lephalale reside in a nearby township called Marapong in Lephalale that is situated a few kilometres from the boundary fence of the Grootegeluk Mine. This township houses almost half of Lephalale's black people, with a population of 26 227 (Lephalale Local Municipality 2016:1). The township is still under-developed and there are many informal settlements with no electricity and untarred roads. The results obtained from the responses to the questionnaires reflect that the population in Marapong do not fully benefit from the philanthropic CSR initiatives undertaken by Grootegeluk Mine. The low rating of this dimension is also an indication that the current philanthropic initiatives undertaken by the Grootegeluk Mine are not targeted towards addressing the needs of community members. Approximately 23.1% of households in Lephalale have no form of income and 18.5% of households earn less than R4 800 per month. Furthermore, more than 12 000 of the households are highly dependent on free basic services, 42% of the population receive government grants (Lephalale Local Municipality, 2013:13).

Table 4.7: Participants' perceptions on philanthropic responsibility

Variables	N	Mean	Median	SD
Gender				
Male	178	3.5	3.7	0.9
Female	150	3.4	3.7	0.9
Age				
18-34	134	3.4	3.5	0.8
35-52	137	3.4	3.7	1.0
53+	57	3.7	3.8	0.9
Education				
Primary school or none	102	3.5	3.7	1.0

High school	100	3.3	3.5	0.8
Tertiary	114	3.5	3.7	0.9
Race				
Black African	270	3.4	3.5	0.9
White	38	3.8	3.8	0.9
Coloured	20	4.3	4.5	0.7
Occupation				
Employed	180	3.5	3.7	1.0
Unemployed	110	3.4	3.7	0.9
Student	36	3.5	3.3	0.7
All respondents	330	3.5	3.7	0.9

Table 4.8: Kruskal Wallis test comparisons on perceptions of philanthropic responsibility

Variables	Chi-Square	Df	Sig. (2-sided)
Gender	0.32	1	0.57
Age	7.69	2	0.02*
Education	4.29	2	0.12
Race	26.12	2	0.01*
Occupation	0.30	2	0.86

p<0.05*

4.8.2. Ethical responsibility

Perceptions of the Grootegeluk Mine in relation to ethical responsibility are compared according to the demographic profiles of the study participants, as shown in Table 4.9 below. The Kruskal Wallis test results in Table 4.10 show that there is a statistically significant difference in the perceptions of ethical responsibility by age,

with younger participants (Mean=3.4) giving lower scores compared to older respondents (Chi square=10.62, p=0.01). There is a significant difference in the perceptions by level of education too, with those participants who are educated up to primary school or who have no formal education giving more positive scores (Mean=3.7) compared to those with high school (Mean=3.4) or tertiary level education (Mean=3.6), (Chi square=6.92, p=0.03). In terms of race, Blacks rated the Grootegeluk Mine significantly lower (Mean=3.5) than both Whites (Mean=3.9) and Coloured (Mean=3.8) participants, (Chi square=8.97, p=0.01). There is no statistically significant difference by gender or occupation ($p>0.05$) in terms of ethical responsibility.

Educated people are more aware and, thus, are able interpret and analyse at a level above face value and are generally more cognisant of the ethical norms to which corporates must adhere. According to Kum-Lung and Teck-Chai (2010:229), Josefová (2016:2) individuals with a higher level of education possess more resources to make judgments about ethical behaviour, because education builds a foundation which, in turn, assists individuals to make decisions about what is considered ethical behaviour and what is not. This fact indicates that a certain percentage of the Lephalale community has lack of knowledge on how a mining company should operate within their community.

Table 4.9: Participants' perceptions on ethical responsibility

Variables	N	Mean	Median	SD
Gender				
Male	178	3.6	3.7	0.8
Female	150	3.5	3.7	0.8
Age				
18-34	134	3.4	3.4	0.8
35-52	137	3.6	3.8	0.8
53+	57	3.7	3.8	0.8

Education				
Primary school or none	102	3.7	3.8	0.8
High school	100	3.4	3.7	0.9
Tertiary	114	3.6	3.5	0.7
Race				
Black African	270	3.5	3.6	0.8
White	38	3.9	3.9	0.5
Coloured	20	3.8	3.8	0.8
Occupation				
Employed	180	3.6	3.7	0.7
Unemployed	110	3.6	3.8	0.9
Student	36	3.4	3.6	0.8
All respondents	330	3.5	3.7	0.8

Table 4.10: Kruskal Wallis test comparisons on perceptions of ethical responsibility

Variables	Chi-Square	Df	Sig. (2-sided)
Gender	3.91	1	0.05
Age	10.62	2	0.01*
Education	6.92	2	0.03*
Race	8.97	2	0.01*
Occupation	2.53	2	0.28

p<0.05*

4.8.3. Legal responsibility

Participants' perceptions of the Grootegeluk Mine in relation to legal responsibility were compared according to the demographic profiles of the study participants as shown in Table 4.11 below. The Kruskal Wallis test results in Table 4.12 below that

there is a statistically significant difference in the respondents' perceptions of legal responsibility according to their level of education with respondents with primary school or no formal education (Mean=3.8) giving more positive scores compared to those with high school (Mean=3.4) and tertiary level education (Mean=3.6), (Chi square=11.51, $p=0.01$). There are no statistically significant differences in the respondents' perceptions in terms of legal responsibility by gender, age, race or occupation ($p>0.05$).

Table 4.11: Participants' perceptions on legal responsibility

Variables	N	Mean	Median	SD
Gender				
Male	178	3.7	3.8	0.6
Female	150	3.5	3.5	0.7
Age				
18-34	134	3.5	3.5	0.6
35-52	137	3.6	3.8	0.7
53+	57	3.7	3.8	0.6
Education				
Primary school or none	102	3.8	4.0	0.5
High school	100	3.4	3.5	0.7
Tertiary	114	3.6	3.8	0.7
Race				
Black African	270	3.6	3.8	0.7
White	38	3.7	3.8	0.4
Coloured	20	3.6	3.5	0.4

Occupation				
Employed	180	3.6	3.8	0.6
Unemployed	110	3.6	4.0	0.7
Student	36	3.5	3.4	0.6
All respondents	330	3.6	3.8	0.7

Table 4.12: Kruskal Wallis test comparisons on participants' perceptions of legal responsibility not edited

Variables	Chi-Square	df	Sig. (2-sided)
Gender	3.80	1	0.05
Age	4.73	2	0.09
Education	11.51	2	0.01*
Race	0.83	2	0.66
Occupation	2.98	2	0.23

p<0.05*

4.8.4. Economic responsibility

The perceptions of the Grootegeluk Mine in relation to its economic responsibility were compared according to the demographic profiles of the study participants as shown in Table 4.13 below. The Kruskal Wallis test results in Table 4.14 below show that there was a statistically significant difference in the perceptions of economic responsibility by gender, with males (Mean=3.9) harbouring more positive perceptions than females (Mean=3.4) in this regard, (Chi square=21.34, p=0.01). Blacks (Mean=3.6) are significantly less impressed with economic responsibility compared to both White (Mean=4.1) and Coloured (Mean=4.4) participants, (Chi square=20.06, p=0.01). The differences in the perceptions of economic responsibility by age, education and occupation are not statistically significant (p>0.05).

The results are consistent with those expressed in the literature survey, namely that there is less participation by black people in the economy, especially in the mining

industry, resulting in an outcry by local communities that mines are not channelling enough effort into CSR projects that benefit the communities (Mbanjwa, 2017:1). According to Action Aid South Africa (2018:50), about 73% of community members in mining areas indicate that there are no individuals in their household who are currently or were previously employed by the mine. Furthermore, the unemployment rate amongst black people is relatively higher at 39% when compared to white people at 8.3% in South Africa (Writer, 2015:1).

Table 4.13: Participants' perceptions on economic responsibility

Variables	N	Mean	Median	SD
Gender				
Male	178	3.9	4.0	0.8
Female	150	3.4	3.5	1.0
Age				
18-34	134	3.6	4.0	0.9
35-52	137	3.6	3.8	1.1
53+	57	3.9	4.0	0.7
Education				
Primary school or none	102	3.8	4.0	0.9
High school	100	3.5	3.8	0.9
Tertiary	114	3.7	4.0	1.0
Race				
Black African	270	3.6	3.8	1.0
White	38	4.1	4.0	0.5
Coloured	20	4.4	4.8	0.6

Occupation				
Employed	180	3.7	3.8	0.9
Unemployed	110	3.6	4.0	1.0
Student	36	3.7	3.9	1.0
All respondents	330	3.7	3.8	0.9

Table 4.14: Kruskal Wallis test comparisons on participants' perceptions of economic responsibility

Variables	Chi-Square	df	Sig. (2-sided)
Gender	21.34	1	0.01*
Age	2.51	2	0.29
Education	4.09	2	0.13
Race	20.36	2	0.01*
Occupation	1.60	2	0.45

p<0.05*

4.8.5. Brand reputation

The overall mean rating score on Brand reputation for the Grootegeluk Mine is 3.8 (SD=0.9) on the 5-point scale (Median=4.0), as shown in Table 4.15 below.

Table 4.15: Participants' perceptions on brand reputation

		Statistic	Std. Error
Mean		3.8	0.05
95% Confidence Interval for Mean	Lower Bound	3.7	
	Upper Bound	3.9	
Median		4.0	
Std. Deviation		0.9	
Range		4	
Interquartile Range		1.4	

The brand reputation rating by the participants' demographic profiles is shown in Table 4.16 below. The Kruskal Wallis test results in Table 4.17 below show that males (Mean=3.9) have significantly more positive perceptions than females (Mean=3.7) regarding Grootegeluk Mine's brand reputation, (Chi square=5.32,

p=0.02). Blacks (Mean=3.7) have significantly less positive brand perceptions compared to both White (Mean=4.1) and Coloured (Mean=4.5) participants, (Chi square=20.06, p=0.01). The differences in the perceptions of brand reputation by age, education and occupation were again not statistically significant (p>0.05). As specified earlier in this study, because the key mining sector in Lephalale is mining with a high recruitment of male personnel, the male population of the surrounding area is then expected to have more association and knowledge of the mine. Furthermore, the black respondents perceived the reputation of Grootegeluk as low relative to other ethnic groups. Communities are often left with the impression that mines and miners have simply degraded the environment without contributing to sustainable local development (Deloitte, 2014: 24; Schwarz, 2018:1; Kamga et al., 2018:1).

Table 4.16: Participants' perceptions on brand reputation by demographics

Variables	N	Mean	Median	SD
Gender				
Male	178	3.9	4.0	0.9
Female	150	3.7	4.0	0.9
Age				
18-34	134	3.7	4.0	0.9
35-52	137	3.7	4.0	1.0
53+	57	4.0	4.0	0.9
Education				
Primary school or none	102	3.9	4.0	0.8
High school	100	3.6	4.0	1.0
Tertiary	114	3.8	4.0	1.0
Race				

Black African	270	3.7	4.0	1.0
White	38	4.1	4.0	0.7
Coloured	20	4.5	4.8	0.6
Occupation				
Employed	180	3.8	4.0	0.9
Unemployed	110	3.7	4.0	1.0
Student	36	3.7	4.0	0.7

Table 4.17: Kruskal Wallis test comparisons on participants' perceptions of brand reputation

Variables	Chi-Square	df	Sig. (2-sided)
Gender	5.32	1	0.02*
Age	5.04	2	0.08
Education	5.78	2	0.06
Race	21.06	2	0.01*
Occupation	1.20	2	0.55

p<0.05*

4.9. CORRELATION ANALYSIS

It was deemed imperative to examine the relationship between the various dimensions of CSR and brand reputation in accordance with the research goals set out in Chapter 1 of this study. Therefore, the study of the correlation was carried out to analyse the relationship between the variables. The results indicate that there is a strong positive correlation between philanthropic responsibility and brand reputation ($R_s = 0.76$, $p=0.01$). As indicated in this study's literature review, the research findings are in line with a number of studies that highlight that companies that actively engage in philanthropic giving have better reputations than those that do not (Arslan & Zaman, 2014:88, Mohammed and Rashid, 2018: 362 & Gardberg, Zyglidopoulos, Symeou & Schepers, 2017:1177). Organisations that are looking to

enhance their brand reputation should integrate philanthropic CSR in their internal planning processes (Fioravante 2010:1).

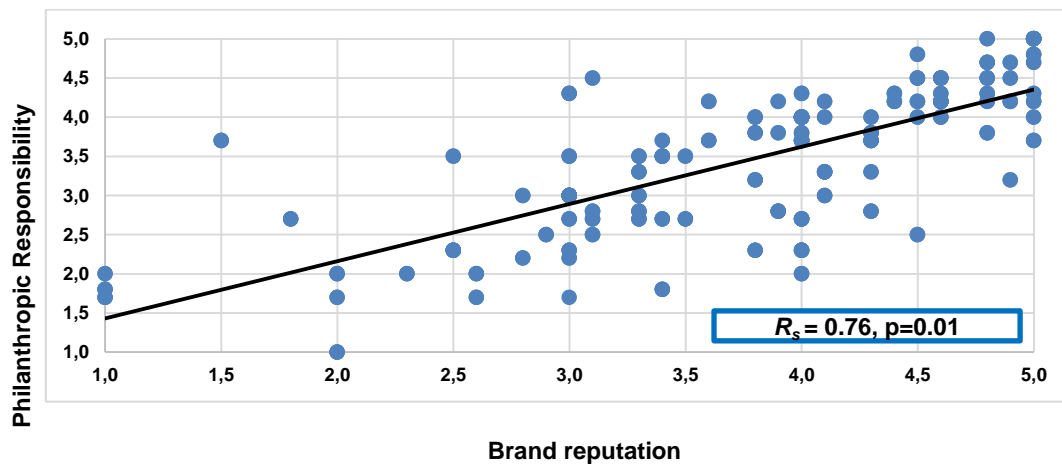


Figure 4. 9 – Correlation between philanthropic responsibility and brand reputation (n=330)

There was a strong positive correlation between ethical responsibility and brand reputation ($R_s = 0.69$, $p=0.01$). The research findings in this study are in line with a number of recent studies, Iglesias, Markovic, Singh & Sierra (2019:441); Demetriou, Thrassou & Pappasolomou (2018: 97) that found ethical responsibility is positively associated with brand reputation. Business ethics is considered to be an important factor influencing business success and business images (Sroka & Szántó, 2018:111). The findings of this study are therefore in support of those described in the literature reviewed.

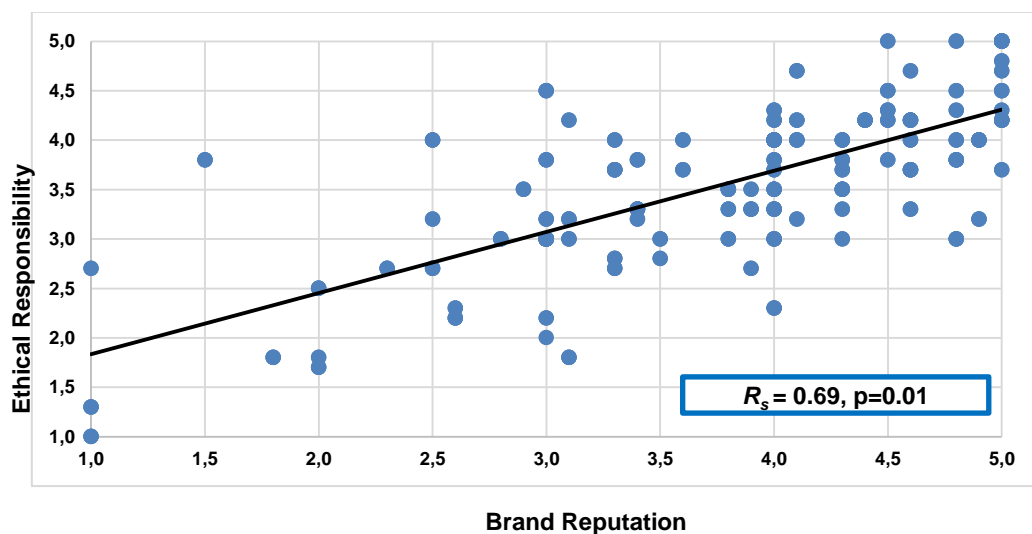


Figure 4.10 – Correlation between ethical responsibility and brand reputation (n=330)

There was a moderate positive correlation between legal responsibility and brand reputation ($R_s = 0.60, p=0.01$). Studies discussed in the literature review found a positive relationship between the CSR legal responsibility and brand reputation. Fen, Yung and He (2017: 68) found that the governance dimension of CSR plays a key role in influencing the positive image of the organisation. According to Kumaran and Thenmozhi (2015:7) there is a positive relationship between corporate governance and corporate reputation. The findings of this study are in line with that of other scholars.

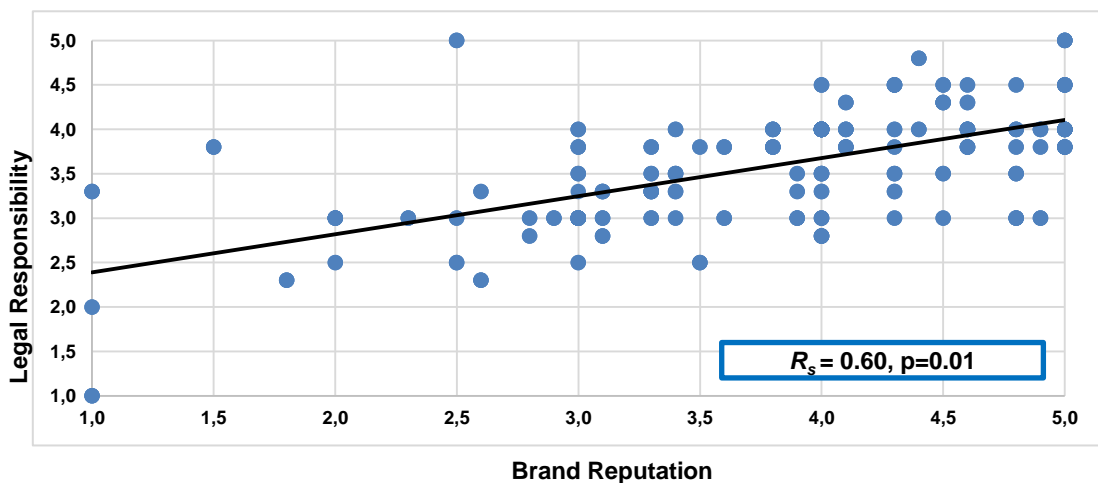


Figure 4. 11 – Correlation between legal responsibility and brand reputation (n=330)

The findings of this study depict a strong positive correlation between economic responsibility and brand reputation ($R_s = 0.73, p=0.01$). These findings are similar to those recorded in the reviewed literature, namely that economic responsibility has a positive effect on brand reputation. The studies of Cho, Chung and Young (2019:343); Yand and Baasandorj (2017:291) found a positive relationship between engaging in CSR and organizational and financial performance. These studies provide evidence that a socially responsible corporate can reap bottom-line' benefits

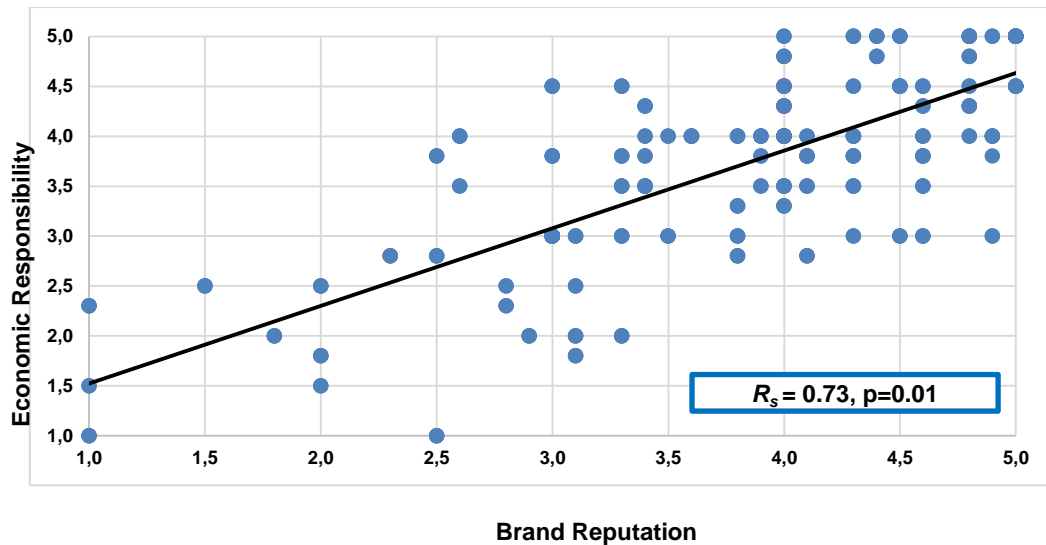


Figure 4. 12 – Correlation between economic responsibility and brand reputation (n=330)

4.10. MULTICOLLINEARITY AND SINGULARITY

Before commencing with regression analysis the independent variables in the model were tested for multicollinearity and singularity using correlation analysis. High correlation between predictor variable, usually considered as greater than 0.90 can compromise the integrity and reliability of results based on variables that are redundant (Daoud, 2017:3). The correlation analysis detailed in Table 4.18 shows correlation coefficients that range from a high of 0.696 between ethical and legal responsibility and a low of 0.504 between legal and economic responsibility. Based on the results that demonstrate moderate correlation, there is no existence of multicollinearity and singularity.

Table 4.18: Correlation Matrix

	Philanthropic Responsibility	Ethical Responsibility	Legal Responsibility	Economic Responsibility
Philanthropic Responsibility	1.000	.689	.504	.632
Ethical Responsibility	.689	1.000	.696	.610
Legal Responsibility	.504	.696	1.000	.504
Economic Responsibility	.632	.610	.504	1.000

4.11. MULTIPLE LINEAR REGRESSION

Multiple linear regression (correlation matrix) modelling was conducted on the acquired data to examine the relative influence of the various CSR dimensions on brand reputation. The four factors allocated as independent (predictor) variables in the analysis are philanthropic, ethical, legal and economic responsibility, while brand reputation is the dependent (outcome) variable. Table 4.18 below shows an Adjusted R Square value of 0.74 by the four CSR variables in the model. The multiple regression coefficients in Table 4.19 below also show that all four of the CSR types have a statistically significant influence on brand reputation. Finally, the Unstandardized Beta coefficients indicate the extent to which perceptions on brand reputation improves in the event of a positive change in the CSR factors, when all other factors that impact brand reputation are held constant:

- A unit increase in Philanthropic Responsibility resulted in a corresponding 0.3 points increase in the brand reputation scores (t=7.07, p=0.01).
- A unit increase in Ethical Responsibility resulted in a corresponding 0.18 points increase in the brand reputation scores (t=3.78, p=0.01).
- A unit increase in Legal Responsibility resulted in a corresponding 0.14 points increase in the brand reputation scores (t=3.42, p=0.01).
- A unit increase in Economic Responsibility resulted in a corresponding 0.4 points increase in the brand reputation scores (t=10.38, p=0.01).

Table 4.19: Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.86	0.74	0.74	0.48

Table 4.20: Predictors of brand reputation (beta and significance level)

	Unstandardized Coefficients		Standardized Coefficients	T-values	Sig.
	B	Std. Error	Beta		
(Constant)					
Philanthropic responsibility	0.30	0.04	0.30	7.07	0.01*

Ethical responsibility	0.21	0.06	0.18	3.78	0.01*
Legal responsibility	0.19	0.06	0.14	3.42	0.01*
Economic responsibility	0.40	0.04	0.40	10.38	0.01*

***Significant at $p < 0.05$**

Philanthropic CSR ($\beta=0.30$, $p < 0.05$) significantly and positively predicted brand reputation (**H1**). There was a direct relationship between ethical CSR ($\beta=0.18$, $p < 0.05$) and brand reputation (**H2**). Legal CSR ($\beta=0.14$, $p < 0.05$) had a positive influence on brand reputation (**H3**). Lastly, economic CSR ($\beta=0.40$, $p < 0.05$) had a significant positive influence on brand reputation (**H4**). The overall findings of this study support the hypothesis statements that all the four dimensions of CSR are positively associated with brand reputation, with economic responsibility having the highest impact and legal responsibility having the lowest impact as indicated in Figure 4.20.

4.12. CONCLUSION

The data gathered from participants' responses was analysed using IBM SPSS Statistics, version 25 for windows. For categorical variables, the descriptive statistics displayed frequencies and percentages, while statistical variables provided means, medians and standard deviations. The Kolmogorov-Smirnov test shows that the results from the survey varied considerably from a normal distribution ($p < 0.05$). However, because of the large sample size, normality was further tested using skewness and kurtosis values which were found to be acceptable. The Kruskal-Wallis test, a distribution free method, was used to compare perceptions of the Grooteegeluk Mine's CSR and brand reputation according to the participants' demographic profiles. The Kruskal – Wallis test reveals that age and race amongst others are commonly associated with ethical and philanthropic dimensions of CSR while education is associated with the legal dimension and gender and race is associated with economic the dimension. Finally, a multiple linear regression model was constructed to examine the relative influence of the four CSR types of philanthropic, ethical, legal and economic responsibility on brand reputation. Statistical significance testing has been set at the confidence level of 95 percent. The results of this study indicate a positive association between CSR and brand

reputation. Specifically, economic responsibility had major impact on reputation while legal responsibility had lowest impact. The next chapter discusses the findings and recommendations of the study.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

The previous chapters have discussed the problem investigated chapter one of this study. The objectives of the research were also outlined in chapter one of the study. This was followed by the discussion of the hypothesis and the development of conceptual model. The literature review, the research methodology applied in this study and the results found were outlined. Thus, this section describes the findings and recommendations of the study. The purpose of the study was to assess the impact of CSR on the mining industry's brand reputation. The results were set in relation to the research objectives and questions of the study. This section also addresses the results of the study in relation to those outlined in the analysis of literature. Arising out of theory and the empirical study the chapter provides recommendations to Exxaro's Grootegeluk mine on how they can enhance their brand reputation through CSR. The chapter concludes by discussing the study's limitations.

5.2. OVERVIEW OF THE STUDY

The research objectives were to study the existing literature on CSR to provide a summary and an understanding thereof; determine if/how the dimensions of CSR influence brand reputation in the mining industry and to conduct an empirical investigation to determine society's perceptions of CSR in the mining industry. The problem investigated is centred on the negative perception of mining companies in areas of operation. In addition, it sought to make recommendations that may assist mining companies in South Africa to improve their CSR initiatives as a means of building their brand reputation. The research problem was examined through a quantitative approach, using a self-administered questionnaire, to access the perceptions of community members towards the Grootegeluk Mine in general and the impact of its CSR initiatives on the mine's brand reputation. The findings ensuing from the literature review indicate that mining in local communities impacts greatly, both positively and negatively, on the lives of people living in the communities within

which mines conduct their operations. The overall findings of this study to a large extent agreed with those highlighted in the literature review, namely that CSR is positively associated with brand reputation. Dimensions such as philanthropic and economic responsibility show strong significant influence on brand reputation of mining in South Africa context, although legal and ethical showed low impact on brand reputation.

5.3. FINDINGS FROM THE STUDY

The key finding from the research objective study the literature on corporate social responsibility to provide an understanding thereof' is addressed comprehensively in Chapter Two. From the current study, CSR can be defined as a commitment by business to conduct business in a manner that is mindful of all stakeholders. The notion of CSR is involved with improving the quality of lives of individuals in areas of operation. CSR is underpinned by four dimensions namely: economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibility. The study sought to test each dimension in relation to brand reputation.

The key finding from the research question: does economic responsibility influence brand reputation in the mining industry?' is that economic responsibility is positively associated with brand reputation. Economic CSR ($\beta=0.40$, $p<0.05$) had a significant positive influence on brand reputation (H4). The study found that community members are more aware of the Grootegeluk Mine's economic responsibility in relation to other dimensions of CSR. Reputable firms are recorded as generating better operating outcomes (Shi 2016:1). In light of this fact, the findings in the study are in line with that of the reviewed literature.

The key finding from the research question: does legal responsibility influence brand reputation in the mining industry?' is that Legal Responsibility is positively associated with brand reputation. Legal CSR ($\beta=0.14$, $p<0.05$) had a positive influence on brand reputation (H3). This finding is also shown to play crucial role on brand reputation in recent studies (Sehested 2018:1)

The key finding from the research question: does ethical responsibility influence brand reputation in the mining industry?' is that ethical responsibility is positively

associated with brand reputation. There was a direct relationship between ethical CSR ($\beta=0.18$, $p<0.05$) and brand reputation (H2). The study by Sroka and Szántó (2018:111) confirms that business ethics is an important factor shaping business success and the reputation of the company. In light of this fact, the findings in the study are in line with that of the reviewed literature.

The key finding from the research question: 'does philanthropic responsibility influence brand reputation in the mining industry?' is that philanthropic responsibility is positively associated with brand reputation. Philanthropic CSR ($\beta=0.30$, $p<0.05$) significantly and positively predicted brand reputation (H1).

From the above results, it can be concluded that all dimensions of CSR are positively associated with brand reputation. However, the ranking in terms of which dimension of CSR is more associated with brand reputation differs within this study compared to other studies. With this study, there is no significant difference in the ranking of these dimensions, because the scores are between a mean of 3.4 – 3.6. Singh et al., (2017:1) suggest that social and people centric (ethical and philanthropic) dimensions of CSR are more relevant than process centric (economic and legal) dimensions of CSR. According to Banda (2013:81) when businesses prioritise the economic and legal dimensions of their CSR, they tend to neglect ethical and philanthropic activities which are equally important in CSR. The current study found that ethical and legal responsibility has the lowest impact on brand reputation.

The key finding from the research question: 'what are society's perceptions of CSR in the mining industry?' is revealed in the fact that the findings indicate that the demographics of the population in Lephalale influence the perception of community members towards the Grootegeluk Mine in general. There seems to be a broad acknowledgment of the mine's contribution to local economic development with economic responsibility being ranked the highest in relation to other dimensions. However, the study data indicates that the black population gave low scores for the mine's economic responsibility. This finding is in line with that of the reviewed literature, namely that black communities feel that they are not benefiting from the mine's wealth that is mainly generated through resources that belong to them. The researcher concludes that as much as the community applauds the mine for contributing positively to economic development in the community through

infrastructure such as building roads, hospitals, schools, housing, water and electricity, the findings of this study indicate that not all community members participate equally in the local economy and many receive very little financial benefit from the Grootegeluk Mine and its CSR projects.

The youth and the black population in the Lephalale community gave relatively low scores with reference to the philanthropic activities undertaken by the Grootegeluk Mine. The findings of the study are in agreement with the community statement made by Exxaro that the strength of the business lies in its ability to foster and collaborate with communities who can access and participate in improved socio-economic possibilities (Exxaro 2019:1). The researcher concludes that the current philanthropic initiatives undertaken by the Grootegeluk Mine are not targeted at addressing the relevant needs of the majority of the Lephalale community. This situation implies that the mine makes no attempt to communicate with members of the community in which it operates prior to implementing community projects. Furthermore, the Lephalale youth (especially those residing in the Marapong township) expects employment from the mine and with the current high unemployment rate in the town, they are more likely to rate the benefits of the mine's philanthropic activities as low.

Community members with no formal education and those with only a primary level of education ranked the ethical and legal responsibility of the mine higher than those with a secondary or tertiary education. The researcher concludes that less educated community members are unaware of how a mine should operate in their community. Another observation is that the community in Marapong township constitutes a large proportion of the population and this community is desperately poor and, consequently, the resultant high scores can also indicate that any form of business undertaken by the mine is deemed to be better than the current situation, no matter the cost it might have to the environment. The more educated people (mainly Whites) gave relatively low scores with reference to legal and ethical responsibility, these results more closely match those of the findings set out in the literature review, namely that mining companies are unethical and degrade the environment without contributing to socio-economic development. Male respondents rated the overall brand reputation of the mine higher than female respondents. The black population gave low ratings to economic responsibility thus leading the researcher to conclude

that black women are the most marginalised group in the community and appear to not to receive any benefit from the CSR initiatives undertaken by the mine.

5.4. RECOMMENDATIONS

The subsection below provide recommendations based on the results recorded in Chapter Four relating to how the Grootegeluk Mine can utilise each dimension of CSR to build and positively enhance its brand reputation.

5.4.1. Philanthropic responsibility

Corporate philanthropy is an easy way of contributing towards community well-being while enhancing the brand reputation of an organisation. In its efforts to use philanthropic responsibility to build a positive brand reputation, the Grootegeluk Mine should channel its voluntary initiatives to areas where there is the greatest need for them, for example, within the Marapong township which houses almost half of the black population in Lephalale. A feasibility study should be conducted to assist the mine in determining the overwhelming needs of the Marapong community and predict the outcome of the projects that need to be undertaken to enhance value creation and self-empowerment for communities along with possible gains for the mine such as a positive brand reputation and education, job opportunities, skills development, health and natural environment and infrastructure development for the communities.

Philanthropic initiatives should be developed with the involvement of community members to ensure that their real needs will be determined. Poorly developed community projects do not benefit the mine or the community. The Grootegeluk Mine will, therefore, have to take the necessary steps, such as more community engagement to listen to local communities' demands such as education, job opportunities, skills development, health and natural environment and infrastructure development for the communities and respond to their needs and expectations. National and international development imperatives, such as the National Development Plan and the Sustainable Development Goals can guide the mine on the types of challenges that need to be addressed within its communities. The Sustainable Development Goals (SDGs) of the United Nations are seen as a

blueprint for all individuals to achieve a better and more sustainable future. These goals address global community challenges, including poverty, inequality, climate, degradation of the environment, prosperity, peace and justice (Sustainable Development Goals, 2019:1). Challenges specific to Lephalale include unemployment, poverty and inequality (Lephalale Local Municipality, 2018:26). The National Development Plan offers a long-term perspective on the roles that different sectors within the country need to play to ensure that all South Africans achieve decent living conditions by poverty eradication and inequality reduction.

Communication regarding the current philanthropic work being conducted by the Grootegeluk Mine is required. The Lephalale community needs to know about these activities and how these opportunities can be accessed through more community engagement. According to Sanil and Ramakrishnan (2015:52) communicating CSR initiatives is important and leads to stakeholder satisfaction. The researcher's observation, based on the reviewed literature and the findings of this study, is that mining companies often do not engage with the affected communities properly or not at all. Communities should be made aware of all CSR initiatives which are relevant to them through community engagement initiatives because this action will lead to attitude and behaviour changes towards the mine.

Mining companies use large quantities of water and have the potential to pollute rivers, streams, groundwater and other sources of water within communities. Mines can also make it difficult for communities to produce their own food as a result of taking over agricultural land and sometimes polluting the soil and air. In efforts to redress these problems, mines can engage in more hunger and poverty alleviation programmes, as well as sponsoring local and cultural events under the construct of Philanthropic Responsibility because these items received relatively low scores in the analysis of respondents' answers to the questionnaires distributed in this study of Grootegeluk Mine's philanthropic initiatives. However, the mine should be careful to protect its brand reputation by not over promising and under delivering in terms of this dimension of CSR because such failures can break the trust relationship between the mine and the community and, as a result, tarnish the mine's reputation. When a mine is dishonest or breaks its promises to community members, the negative perceptions towards the mine are reinforced and entrenched.

5.4.2. Ethical and legal responsibility

The study's respondents with little or no formal education gave relatively high scores for the Grootegeluk Mine's ethical and legal responsibility as opposed to those with secondary and tertiary education. The researcher observed that the community lacks information pertaining to their rights and the laws that govern mining companies and their operations. The Grootegeluk Mine should be transparent in terms of how it conducts its activities in the community within which it operates. It should actively communicate with all community members pertaining to the environmental damages that can and do occur within the mining business and the remedial actions it is taking toward preventing, repairing and compensating for these damages.

Overall, effective clear communication is highly recommended with regard to all the Grootegeluk Mine's CSR dimensions. Sometimes mining companies tend to mislead communities by providing too little or incorrect information pertaining to their operations. Through engaging in transparent and honest activities, the Grootegeluk Mine will be able to build a trust relationship with the Lephalale community. Legal documents, such as social labour plans should be developed with the involvement of the community, that determine the core needs of the community and clearly communicate what the Grootegeluk Mine is able to do for the Lephalale community. These plans will need to be continuously adjusted with the involvement of the community. A social labor plan sets out how mining houses wants to spread some of the advantages arising from mining. This includes, for example, programs to improve their employees' skills; to upgrade local schools and roads; and to provide accommodation, water and sanitation in the city (University of Witwatersrand, 2019:1).

The laws and regulations of mining are complex, there are many different laws that govern the mining industry and affected communities often struggle to understand their rights and lack knowledge of who to approach for assistance. Community members have a right to know about the activities of the mine and how it will affect their environment. When the community members are exposed to such information it is easier for them to participate in making the decisions that are currently taken by the mine operating in their community. Community members will also be able to part take in the processes of granting a social licence to operate and also know when

they or the mine are breaching the licence conditions. When communities are aware of their rights, they can insist that these rights are respected by mining companies. The Grootegeluk Mine should to raise the awareness of the Lephalale community regarding both the benefits and risks of its mining activities. This can be done through publishing this information on their social media platforms as well as holding community engagements where this is clearly communicate to the community.

Prior to mining taking place in the community permission by government must be granted. As a prerequisite for permission being granted, the mine is required to assess the environment and engage effectively with the community which will be affected by the proposed mining operations. All information affecting communities must be made publically available. Community engagement forums must be transparent and inclusive. Some mining companies are not fully adhering to these behaviour requirements and they engage the community only to obtain a social licence to operate and, thereafter, communities are left unsustainable. The national Government will also need to impose monitoring and evaluation mechanisms guided by the social licence to operate on behalf of the community to ensure that ethical and legal responsibilities of mines are fulfilled, subsequent to being issued with a social licence to operate. To maintain a social licence to operate mining companies are expected to carry out community and engagement and plan how to meet the expectations of communities and live up to these expectations. The community will then grant permission to the mine to conduct its activities in the area. The right or trust bestowed to the mining company by the community is the social licence to operate (Ndaba, 2016:1). The Grootegeluk Mine should ensure that it complies with all aspects of its ethical and legal responsibilities.

5.4.3. Economic responsibility

The black population who participated in this study gave relatively low scores for the Grootegeluk Mine's Economic Responsibility. They feel that they are not directly benefitting from the mine's operations within their community. Although, the mine is the dominant employer sector in Lephalale there is still a reasonably high percentage of unemployment in the town. The mine should look into sourcing the majority of its staff from the local community. Muthuri, Moon and Idemudia (2012:355) cite that it is important for corporates to procure services locally and employ personnel from local

communities. According to the Lephalale Development Plan (2013:13) the reason for unemployment and low-income earners in Lephalale is the populations' general lack of formal education and skills, factors which prohibit the community from taking advantage of opportunities offered by the growing mining and energy sectors. Thus, although the Grootegeluk Mine is rated highly by the Lephalale community for contributing positively to its economic development through infrastructure such as building roads, hospitals, schools, housing, water and electricity, its HR Department should look into aggressively training local community members who do not possess the required skills necessary for employment within the mining sector. The first step is to search around the community to find unemployed graduates with the necessary qualifications and who need the skills and upgrade their livelihoods. They must also invest in youth development programmes such as offering more bursaries to local students, career guidance and skills development to enhance the employability of local youth in the area. They need to partner with local retailers to build township retail economy in the region, etc.

5.5. LIMITATIONS OF THE STUDY

This study is limited to community members who reside in areas where the mine conducts its CSR initiatives and thus excludes all other areas in Lephalale. The study is quantitative and uses a structured questionnaire with closed-ended questions, therefore, the participants had limited options for responses and the researcher was unable to ask follow-up questions to reveal the abundance of answers from the respondents. The researcher also could not capture emotions, behavior and changes of emotions of respondents because of the type of measurement instrument used. The skills of the researcher was necessary for information collection as some of the questions needed to be explained to the respondents, therefore not a lot of questionnaires could be collected as the researcher only had one field worker to assist in data collection. The researcher is not a permanent resident in Lephalale, therefore, the data collection period was limited to two days of distribution through the use of the self-administered questionnaires. This constraint contributes to the fact that only a limited number of questionnaires were collected. The researcher observed a lack of interest (or

understanding) by some of the participants which could account for the fact that a number of questionnaires were returned incomplete.

5.6. CONCLUSION

Globally, there has been a huge burden placed on companies in the communities in which they operate to be more accountable for their activities. This fact means that organisations should not only focus on profit gaining motives, but also engage in the sustainable development of the communities. Business social responsibility includes responsibilities that are economic, legal, ethical and philanthropic. A socially responsible business should strive to make a profit, obey the law, be both a moral and a good corporate citizen, based on these four obligations. The challenge is that many mining companies interpret CSR as an environmental stewardship to assist them in obtaining a social licence to operate rather than a model for improving alignment with its stakeholders and enhancing and building brand reputation to improve economic performance. Mining companies view CSR as an initiative to obtain a social licence to operate. The industry yields to the pressure by government through the Mining Charter and the Mineral and Petroleum Resources Development Act (MPRDA), international organisations, and the affected communities, to start acting responsibly. CSR is still vastly underused as a business strategy that can serve as an enabler to unlock shareholder value, while improving investor confidence. The study was conducted with this view amongst Grootegeeluk Mine's stakeholders to evaluate the influence of CSR on brand reputation in order to understand the extent of progress that has been made on using CSR as a strategic and collaborative tool for improving brand-image by the mining industry.

The study was based on a simple random sample of 330 community members in Lephalale. The adopted research approach was quantitative based on a descriptive research design. To collect data from the study, a standardized self-administered questionnaire was used in the form of a survey. The study found that all dimensions of CSR are positively associated with brand reputation. The study identified that the demographics of the population in Lephalale influence the perceptions of community members toward the Grootegeeluk Mine in general. The black population gave low scores for the mine's economic responsibility and the youth and the black population

gave relatively low scores for the mine's philanthropic activities. Community members with no formal education and/or only primary education ranked the ethical and legal responsibility of the mine higher than those with secondary or tertiary education. The more educated and white population gave relatively low scores for the mine's legal and ethical responsibility.

The study recommends that, based on its findings in terms of the Grootegeluk Mine, mining companies should conduct feasibility studies prior to implementing philanthropic projects within the communities where they operate. Philanthropic resources should be channelled to areas where the need is greatest to realise greater impact. Mining companies also need to be transparent about the environmental damages of their operations to build trust with society. The black population should be invited to participate actively in South Africa's mining economy and share in the benefits of all mining operations in their community. Therefore, it is suggested that mining houses take all the dimensions of CSR into consideration in order to build a positive brand reputation.

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ANNEXURE A: CONSENT FORM



Faculty of Commerce,
School of Management Studies

Title of the study

'EVALUATING THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY
ON BRAND REPUTATION OF EXXARO'S GROOTEGELUK MINE, LIMPOPO'

Research conducted by:

Mrs. Sendra Mashego (MSHSEN003)

Email: MSHSEN003@myuct.ac.za

Dear Participant,

You are invited to participate in an academic research study conducted by Sendra Dimakatso Mashego, Masters of Business Science (MBus) student from the School of Management Studies at the University of Cape Town (UCT).

The purpose of the study is to investigate the relationship between social responsibility and brand reputation in the Mining sector in South Africa.

Please note the following:

- This is an anonymous study survey, as your name will not appear on the questionnaire. The answers you give will be treated as strictly confidential because you cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.

- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 15 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my study leaders, Nkosivile Madinga on nkosivile.madinga@uct.ac.za if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Participant's signature:Date:

ANNEXURE B: COVER LETTER



Faculty of Commerce,
School of Management Studies,
Section of Marketing

Dear Sir/Madam,

This survey is conducted in fulfilment of a Master of Business Science Degree (MBus) in Marketing for which I am currently enrolled at the University of Cape Town. The purpose of the questionnaire is to determine the influence of corporate social responsibility on brand reputation of Exxaro's Grootegeluk Mine in Lephalale, Limpopo.

Please complete all questions in the enclosed questionnaire. I assure you that the information you provide will be treated with the strictest confidentiality. The responses will be used for academic purposes only. The questionnaire will take approximately 15 minutes to complete.

Thank you for your contribution to this study.

Sincerely,

Mrs. Sendra Dimakatso Mashego

MBus student at University of Cape Town

Cell number: 076 601 1564

E-mail: MSHSEN003@myuct.ac.za

Supervisor: Mr. Nkosivile Madinga

Co-supervisor: Dr Joe Chigada

ANNEXURE C: QUESTIONNAIRE

SECTION A: DEMOGRAPHICAL FACTORS

This section seeks some background information about the respondent. It is important to obtain this information, as this will have a bearing on the results of the survey. For all the questions below please put a cross (X) over the number indicating your choice.

A1	Gender:	Male	1	Female	2	Prefer not to say	
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A2	Nationality:	South African	1	Other	2	Prefer not to say	
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A3	Age:	18-25	1	26-34	2	35-43	3	44-52	4	51-60	5
		60+	6	Prefer not to say	7						

A4	Level of education:	No formal education	1	Primary school	2	High School	3
		Diploma/Degree	4	Post-graduate qualification	5	Prefer not to say	6

A5	Ethnic group:	Black African	1	Asian	2	White	3	Coloured	4	Prefer not to say	5
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A6	Occupation:	Employed	1	Unemployed	2	Student	3	Prefer not to say	4
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A7	Marital status:	Single	1	Married	2	Divorced	3	Separated	4	Widowed	5
		Living with a partner	6	Prefer not to say	7						

Please indicate the extent to which you agree or disagree with the statements by marking (X) against the corresponding number between 1 (strongly disagree) and 5 (strongly agree).

		Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
Section B: Philanthropic responsibility						
B1	Grootegeluk Mine contributes to projects that promote the well-being of society.	1	2	3	4	5
B2	Grootegeluk Mine reduces poverty and hunger through their social programmes.	1	2	3	4	5
B3	Community development is important for Grootegeluk Mine.	1	2	3	4	5
B4	Grootegeluk Mine sponsors local cultural and social events (e.g music,	1	2	3	4	5

	sports etc.).					
B5	Grootegeluk Mine engages the community effectively before implementing community projects.	1	2	3	4	5
B6	Grootegeluk Mine has the best interest of the community.	1	2	3	4	5
Section C: Ethical responsibility						
C1	Grootegeluk Mine protects the environment when conducting their operations.	1	2	3	4	5
C2	Grootegeluk Mine does not violate any human rights while conducting their business.	1	2	3	4	5
C3	The recycling, waste management and waste reduction of Grootegeluk Mine is done in a safe and ecofriendly manner.	1	2	3	4	5
C4	Grootegeluk Mine treats its employees with respect.	1	2	3	4	5
C5	There is a level of trust and transparency between the community and Grootegeluk Mine.	1	2	3	4	5
C6	Grootegeluk Mine provides full and accurate information about its activities to the community.	1	2	3	4	5
Section D: Legal responsibility						
D1	Grootegeluk Mine complies with laws and legal requirements of the mining	1	2	3	4	5

	industry.					
D2	Grootegeeluk Mine is committed to a well-defined ethical mining principle.	1	2	3	4	5
D3	Grootegeeluk Mine communicates its social labour plans to the community.	1	2	3	4	5
D4	There needs to be more laws imposed on Grootegeeluk Mine to take better care of the community.	1	2	3	4	5
Section E: Economic responsibility						
E1	Grootegeeluk Mine contributes to sustainable local employment.	1	2	3	4	5
E2	Grootegeeluk Mine contributes to community career growth.	1	2	3	4	5
E3	Grootegeeluk Mine contributes to community skills development.	1	2	3	4	5
E4	Grootegeeluk Mine contributes to community infrastructure development e.g. clinics, roads, schools etc.	1	2	3	4	5
Section F: Brand reputation						
F1	Grootegeeluk Mine is an organization I have a good feeling about.	1	2	3	4	5
F2	I consider Grootegeeluk Mine to be a company I would like to work for	1	2	3	4	5
F3	I consider Grootegeeluk Mine to be company I would like to do business	1	2	3	4	5

	with					
F4	Grootegeluk Mine is an organization that I trust.	1	2	3	4	5
F5	Grootegeluk Mine is an organization that I admire and respect.	1	2	3	4	5
F6	Grootegeluk Mine has a good overall reputation.	1	2	3	4	5
F7	Are you aware of any positive initiatives undertaken by Grootegeluk Mine?	1	2	3	4	5
F8	Are these activities improving the lives of the community members	1	2	3	4	5

Thank you for your participation!