

CSR Paradigms, Consumer Behaviour, and Business Performance: A Literature-Based Analysis

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Abstract

The study sought to contribute to the general body of knowledge and research work in corporate social responsibility. The research work also aimed to establish the most prevalent forms of CSR from the literature and ascertain how CSR influences customer behavior and businesses. Corporate social responsibility is a contentious subject for managers of businesses and their stakeholders. However, this paper's purpose is to bridge the various pieces of CSR knowledge in literature by systematically reviewing a collection of articles on the subject and drawing valuable conclusions relating to the various paradigms or schools of thought. The researcher, for this study, identified and critically reviewed twenty (20) recent articles on CSR that were gathered from highly recognized and profiled research databases, including Google Scholar, Research Gate, Emerald (database), Elsevier (database), Pro-quest, Scopus, and Springer. Persistent themes on the prevalent forms of CSR; and the influence of CSR on consumer behavior and business performance were observed. It became clear that defining CSR is an arduous task because of the different perspectives of researchers and managers of organizations. Nevertheless, CSR is simply an organization getting back to the people it serves or produces for and offering any form of help that revolves around the environmental, the social, the economic, the stakeholder, and the voluntariness themes: In conclusion, CSR, no matter the angle it is looked at, there is enough evidential proof from the literature that when implemented well, yields enormous benefits to the community and respective businesses.

Keywords: *Benefits, Business Performance, Consumer Behaviour, Corporate Social Responsibility (CSR).*

Introduction

“The present age is money-dominated. Everyone is running after money, and the efforts and energy of the world are being spent on increasing the organizational wealth” [1]. This pursuit of economic gains or wealth is often associated with negative connotations such as a deteriorating physical environment, hazardous workplaces, pollution, discrimination against certain groups in society, urban decay, and other social problems [2], as cited in [1]. As a result, the need for companies and organizations to become ‘responsible’ in their operations became important in modern times, and corporate social

responsibility (CSR) was birthed. This birth was first formalized by [3] in his influential book *Social Responsibilities of the Businessman* when he coined the term ‘social responsibility.’ The corporate dimension of the concept of social responsibility was introduced by the inclusion of institutions and enterprises in the discussion of social responsibility through these two crucial questions: Can a business afford to ignore its social responsibilities? [4]; what does the business person owe to society? [5]. Since then, the issue of corporate social responsibility has been an ever-growing point of discussion [6]. From a discussion point, usually in academic circles, corporate social responsibility has

gradually matured to become part and parcel of the business economy: shaping how businesses and organizations relate to consumers and society. CSR has grown and transformed so rapidly that it has become a framework for how businesses operate in society or the standard of behavior to which a company must subscribe to impact society positively and productively [7]. A 2015 study on CSR by Cone Communications and Ebiquity [8] showed the magnitude of CSR for companies in modern times when it reported that “consumers have officially embraced corporate social responsibility – not only as a universal expectation for companies but as a personal responsibility in their own lives” [8]. This shows that as stakeholders of businesses and organizations, consumers are affected by companies’ implementation of CSR as part of their business practices. An increasing number of studies, reports, and surveys show this. According to a study by Cone Communications [8] in the United States of America, the Cause Evaluation Survey, 83% of the study’s participants said that companies have a responsibility to help support societal causes; 92% said they saw a company in a more positive light if the company supported a cause they care about, and 87% are likely to stop buying or patronizing one product and move on to another if the other product is associated with good CSR practices [9]. More than two-thirds (69%) of the participants of that study said that they consider a company’s business practices (if the company practices CSR in how the environment is affected, how employee welfare is managed, and how transparent the company’s finances and other affairs are) when deciding what to buy [9]. Further, it is found that 72% of the study participants want their employers to do more to support social issues such as health, education, environment, and economic development [9]. Further surveys also show that consumers penalize companies for irresponsible social behaviour. According to the Cone study [9], 85% of the participants said they would consider switching to another company’s products or

services if a company engaged in negative corporate responsibility practices; 79% would not invest in the company’s stock; 77% would not work at such a company; 66% would boycott a company’s products or services, and 66% would be less loyal to their jobs [9]. The results of this study indicate a positive relationship between a company’s CSR actions and consumers’ purchase intentions and attitudes toward that company. Consumers’ attitudes towards companies, such as purchasing and investing, are influenced by the companies’ practice of CSR or ethical practices [8, 10-12]. A substantial number of studies have endeavoured to investigate the impact of corporate social responsibility on the performance of companies. Most studies on the topic have found a significant positive relationship between corporate social responsibility (CSR) and financial performance [12]. However, some other studies reported weak but primarily positive correlations between CSR and business performance in terms of customer purchasing behaviour and loyalty and profitability [8, 12-18]. In a review of 95 studies, in which corporate social responsibility strategies or practices in the business sector, such as environmental preservation practices, community support campaigns, charitable works and donations, and employee welfare management were treated as the causal antecedents of financial performance measured in terms of increased profits, market performance as well as stock performance, it was revealed that 53% of the studies reported findings that indicated a positive relationship between CSR and business or financial performance; while 24% found no significant influence, 5% showed a negative correlation, and 19% produced mixed results [19].

Corporate social responsibility is a contentious and debated subject for managers of businesses and organizations and their stakeholders. This is because the literature is profligate, with widely varying and contrasting definitions and associated theories, dimensions,

conceptualizations, and terminology. “The concept is constantly being re-examined and redefined to serve the changing needs and times” [20-21]. While certain fundamentals of CSR remain the same, CSR issues are varied, especially the implementation and the importance given to CSR in various industries or sectors, the underlying settings, and the varied emphases made in different parts of the world.

Thus, this paper aims to bridge the various pieces of CSR knowledge in literature by systematically reviewing a collection of articles and papers on the subject and drawing valuable conclusions relating to the various paradigms or schools of thought. This study also seeks out to contribute to the general body of knowledge and research work in corporate social responsibility.

Methodology

This study employed a systematic literature review methodology, specifically, a literature-based analysis aimed at contributing to the literature by revealing the influence of corporate social responsibility on consumer behavior and the impact of CSR on business performance. A literature-based analysis refers to the systematic review of a specifically and intentionally collected set of research articles and other academic publications or literature to discover new associations between or connect the knowledge that already exists from empirical research [22]. This is done by revealing these associations between knowledge in the literature that are implicated and mostly overlooked. The literature-based analysis does not add new knowledge through empirical studies such as laboratory experiments but, instead, contributes to existing knowledge in literature. The researcher identified, selected, and critically reviewed research from multiple databases to answer the study’s formulated questions.

Data Collection

The researcher, for this study, used only secondary data, which refers to data that has already been collected for some other purpose

[23]. Secondary data is helpful for this study’s purpose of revealing the influence of corporate social responsibility on consumer behavior and the impact of CSR on business performance. Recent articles on corporate social responsibility, consumer behavior, and business performance were gathered from the following research databases: Google Scholar, ResearchGate, Academia.edu, Emerald (database), Elsevier (database), Pro-quest, Scopus, and Springer.

Data Analysis Procedure

Twenty (20) research articles on corporate social responsibility and consumer behavior, and business performance were picked by the researcher and analyzed using thematic analysis to draw out persistent themes on the prevalent forms of CSR, the influence of CSR on consumer behavior, and the impact of CSR on business performance. The thematic analysis allows for the analysis of data sets selected from the literature on a particular topic area – in this case, research articles from the literature that focused on corporate social responsibility and its relationship to consumer behavior and business performance [24]. Relevant and prevalent themes related to the practice of CSR by business managers that were associated with business performance were extracted from excerpts from the selected papers. These themes were then analyzed to extract, among the wide variety of findings on the correlation between CSR practices and business performance, the effects of CSR on consumer behavior, such as purchasing, and the impact of CSR on business performance, for instance, in terms of profitability and growth.

Results

Twenty (20) research articles on corporate social responsibility, consumer behavior, and business performance were picked by the researcher and analyzed using thematic analysis.

Table 1. 20 Selected Publications on the Forms of CSR, the Influence of CSR on Consumer Behavior, and the Impact of CSR on Business Performance

No	Title of Article	References	Paradigms or Schools of Thought on CSR
1	How Corporate Social Responsibility Is Defined: An Analysis Of 37 Definitions	Dahlsrud, A. (2008). How corporate social responsibility is defined: An analysis of 37 definitions. <i>Corporate Social Responsibility and Environmental Management</i> , 15(1), 1–13. https://doi.org/10.1002/csr.132 .	According to Dahlsrud (2008), there are several definitions of Corporate Social Responsibility (CSR) in the literature. Despite the confusion on how CSR should be defined or what definition of CSR should be accepted as universal, the existing definitions of CSR largely seem to converge on five broad themes: the environmental theme, the social theme, the economic theme, the stakeholder theme and the voluntariness theme.
2	Corporate Social Responsibility: A Corporate Marketing Perspective	Hildebrand, D., Sen, S., & Bhattacharya, C. B. (2011). Corporate social responsibility: A corporate marketing perspective. <i>European Journal of Marketing</i> , 45(9/10), 1353–1364. https://doi.org/10.1108/03090561111151790 .	In a bid to come up with a consolidative understanding of Corporate Social Responsibility (CSR) by looking at the importance of CSR in corporate marketing strategies, Hildebrand et al. (2011) draw from social identification, organizational identity, and corporate marketing schools of thought and expose the critical role of CSR as a tool for creating and securing corporate identities. Hildebrand et al. (2011) established that CSR is the best tool, when used properly, for corporate marketing departments of companies to ensure solid and lasting relationships with stakeholders, both internal (through perceived identities) and external (through corporate reputations). Businesses should endeavor to plan, operate and assess CSR strategies with all stakeholders to ensure that the different identities of organizations are consolidated and aligned and that they permeate all facets of the organization's efforts to communicate their values and products or services. Hildebrand et al. (2011) concluded that, when done right, CSR ensures not only tangible returns in marketing, society, and the environment but the loyalty of stakeholders.
3	Strategy And Society: The Link Between Competitive Advantage and Corporate Social Responsibility	Porter, M. E., & Kramer, M. R. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility. <i>Harvard Business Review</i> , 84(12), 78–92, 163.	Corporate social responsibility (CSR) has become a priority for businesses due to the publicity or reputation garnered by the businesses, from the exposure given to their efforts at implementing CSR strategies, when governments, social activists, and the media measure, evaluate or rank and publicize their social performances (Porter & Kramer, 2006). Porter and Kramer (2006) added that the publicity or reputation gained by business CSR engagement, together with moral obligation, sustainability, and a license to operate, is one of the primary justifications for businesses engaging in CSR. However, according to Porter and Kramer (2006), businesses need to harness CSR's competitive advantage. They see CSR as costs they have to endure, restrictions imposed on them, or acts of charity they have to do to

			<p>appease society instead of seeing CSR as a source of great opportunities for the benefit of both businesses and society. Kramer and Porter (2006) advise that businesses see CSR as a way to build shared value in business practices and the social dimensions of business competitiveness instead of CSR being only about what a business has done wrong or being a way of assisting local charitable organizations or disaster relief to the vulnerable in society.</p>
4	<p>Corporate Social Responsibility and Institutional Theory: New Perspectives on Private Governance</p>	<p>Brammer, S., Jackson, G., & Matten, D. (2012). Corporate Social Responsibility and institutional theory: new perspectives on private governance. <i>Socio-Economic Review</i>, 10(1), 3–28. https://doi.org/10.1093/ser/mwr030.</p>	<p>Despite its popularity in the business and management literature, Brammer et al. (2012) argue that discussions on Corporate Social Responsibility (CSR) have largely ignored the role of institutions and focused on CSR as a series of activities that are decided upon by businesses or managers and are considered either as a way to endear businesses to various communities and stakeholders or a group of restrictions placed on management. Brammer et al. (2012) look at understanding CSR through the lens of institutional theory. They suggest that, rather than take CSR as part of the routine activities of businesses, CSR should be considered holistically from the historical and political underpinnings behind the decisions of businesses on whether to engage in social work and in which forms. According to Brammer et al. (2012), looking at CSR through the lens of institutional theory exposes the lack of a universal definition of CSR while establishing the premise that CSR may be considered in one context as mostly voluntary policies and programmes or, in another context, required policies and programmes sometimes with legal, or other forms of institutionalized backing.</p>
5	<p>The Business Case for Corporate Social Responsibility</p>	<p>Kurucz, E. C., Colbert, B. A., & Wheeler, D. (2009). <i>The Business Case for Corporate Social Responsibility</i> (A. Crane, D. Matten, A. McWilliams, J. Moon, & D. S. Siegel, Eds.; Vol. 1). Oxford University Press. https://doi.org/10.1093/oxfordhb/9780199211593.003.0004.</p>	<p>In an attempt to create a more compelling business case for Corporate Social Responsibility (CSR) in business that can reach beyond current limitations, Kurucz et al. (2009) provide a general overview of the key-value proposals that are found in the literature on the business case for CSRs, by criticizing and defining certain assumptions about these approaches to defining CSR business cases which are usually presented as the four general 'forms' or the four methods of value development of the business case of CSRs, namely, cost and risk reduction, competitive advantage, reputation and legitimacy, and synergistic value creation. To that effect, Kurucz et al. (2009) suggested that a 'better business case' for CSR represents the changing conditions for companies at a global level. Consequently, Kurucz et al. presented three guidelines for developing a more comprehensive, complex, and convincing business case for CSR.</p>

6	Corporate Social Responsibility and Cause-Related Marketing: An Overview	Brønn, P. S., & Vrioni, A. B. (2001). Corporate social responsibility and cause-related marketing: An overview. <i>International Journal of Advertising</i> , 20(2), 207–222. https://doi.org/10.1080/02650487.2001.11104887 .	<p>In this overview, Brønn and Vrioni (2001) look at Cause-Related Marketing (CRM) as a famous and influential marketing and communication tool that leverages Corporate Social Responsibility (CSR) to construct and form the reputational status or credibility of a business which serves to entrench the loyalty of customers, establish a business as distinct in the market and offer a competitive advantage over its peers. Citing Webb and Mohr (1998), Brønn and Vrioni (2001) surmised that the predicted improvement in the reputation of a company due to CRM campaigns tends to rely a great deal on how its clients view the reasons for the involvement of the company in CSR activities or initiatives and the amount of support offered to the initiatives or causes through the involvement of the company. They added that clients or consumers were more likely to respond positively to CRM campaigns and form loyal bonds with companies if they had a low level of skepticism. They then suggested that companies build fundamental know-how on how consumers perceive businesses and what they want in exchange for their patronage of business products and services, and through that, establish sound or functional two-way communications with various groups of stakeholders to decrease their levels of skepticism and improve loyal relationships leading to improved benefits and advantage over the competition.</p>
7	The Impact of Perceived Corporate Social Responsibility on Consumer Behaviour	Becker-Olsen, K. L., & Hill, R. (2005). The Impact of Perceived Corporate Social Responsibility on Consumer Behaviour. <i>UC Berkeley: Centre for Responsible Business</i> . https://escholarship.org/uc/item/98f4n4fr .	<p>In a paper that combines two studies, Becker-Olsen and Hill (2005) exploit consumers' expectations of the suitability of, the motivation behind, and the timing of Corporate Social Responsibility (CSR) programs that are embedded in promotions by companies that seek to influence customers and distinguish their product or service offerings – in a bid to add to the growing body of literature on corporate marketing. The studies reveal that initiatives that have low suitability hurt customer values, behaviors, and intentions regardless of the motivation behind the company's program and that initiatives that are highly suitable but are motivated by profits have the same effect (Becker-Olsen & Hill, 2005). Also, the timing of CSR or social intervention programs, whether they are in anticipation of social or environmental issues (proactive) or only meant to salvage or save face (reactive), is seen by consumers as an informative signal, with the studies indicating that only those CSR interventions which are highly suitable and proactive contribute, somewhat positively, to a change in the values, behaviors, and intentions of consumers.</p>

8	A History of Corporate Social Responsibility	<p>Carroll, A. B. (2009). A History of Corporate Social Responsibility. In A. Crane, D. Matten, A. McWilliams, J. Moon, & D. S. Siegel (Eds.), <i>The Oxford Handbook of Corporate Social Responsibility</i> (Vol. 1). Oxford University Press. https://doi.org/10.1093/oxfordhb/9780199211593.003.0002.</p>	<p>In this section of the Oxford Handbook of Corporate Social Responsibility, Carroll (2009) provides an overall picture of how the concepts and practices of socially responsible business practices, alluded to as just 'social responsibility (SR) or corporate social responsibility (CSR)', has developed, manifested itself and thrived from the period before business organizations rose to become corporate giants and dominated the economies and finances of the world. Carroll (2009) tries to ascertain how CSR had morphed from when CSR programs were targeted at a few closely-attached stakeholders of a business to being more far-reaching and encompassing, eventually becoming global in scope. To the extent that it has become fully institutionalized today, it is also briefly considered what organizational activities and changes have taken place to accommodate the new initiatives implemented as part of CSR. Carroll (2009) reports that there is evidence that CSR has shifted toward full integration with strategic leadership and corporate governance and has become a viable part of business in today's world of rising global competition just as long as business success tends to add meaning to CSR initiatives. However, according to Carroll (2009), it must be remembered that society or the public plays a growing role in what constitutes corporate performance, not just business executives alone. For that matter, in the global business arena, CSR has an optimistic future. However, the demands of global competitiveness will continue to grow, which will dictate that the emphasis will always be on the 'business case' for CSR.</p>
9	Corporate Social Responsibility in International Development: An Overview and Critique	<p>Michael, B. (2003). Corporate social responsibility in international development: An overview and critique. <i>Corporate Social Responsibility and Environmental Management</i>, 10(3), 115–128. https://doi.org/10.1002/csr.41.</p>	<p>Three schools of practice 'appear to be developing within the literature based on the role of CSR in development: the neo-liberal school (focused on self-regulation by industry according to the risks and benefits of CSR activity), the state-led school (focused on national and international regulation and cooperation) and the 'third-way school' (focused on the influence of profit-making or non-profit businesses). However, using ideas relevant to the broader development field, each of these schools of practice may be questioned. Namely, the neo-liberal school does not address the misallocations of capital generated by CSR. The state-led school does not address the fundamental politics behind CSR promoted by the government. The 'third-way school does not address the self-interest inherent in CSR.</p>
10	Corporate Social Responsibility (CSR)	<p>Ofori, D. F., & Hinson, R. E. (2007). Corporate social responsibility (CSR)</p>	<p>In this research paper on CSR actions by leading firms in Ghana, per the Ghana Club 100 rankings, the authors used an in-depth, exploratory, and comparative approach to examine</p>

	Perspectives of Leading Firms in Ghana	perspectives of leading firms in Ghana. <i>Corporate Governance: The International Journal of Business in Society</i> , 7(2), 178–193. https://doi.org/10.1108/14720700710739813 .	CSR issues from the perspectives of local versus internationally connected firms in Ghana. They sought to find out and report the level of awareness of leading firms in Ghana regarding CSR strategies and benefits, as well as the manner and strategies adopted by these companies in carrying out CSR activities in Ghana. The authors reported that local companies and their international counterparts are aware of CSR and engage in some forms of CSR activities. However, they found that the awareness of the local firms was generally lower than that of the transnational companies. As such, they are less strategic, less moral, and less ethical in how they approach their CSR strategies and activities.
11	Corporate Social Responsibility (CSR)	Lindgreen, A., & Swaen, V. (2010). Corporate Social Responsibility (CSR). <i>International Journal of Management Reviews</i> , 12(1), 1–7. https://doi.org/10.1111/j.1468-2370.2009.00277.x .	In this special issue, the authors offer an in-depth, high-level analysis of the literature on five important CSR topics: stakeholder engagement, implementation, communication, measurement, and the business case for CSR practice; and conclude that, even though many businesses and organizations struggle to deal with it, the practice of CSR has transitioned from being a research topic in the literature to reality for businesses and organizations, such that it has become a necessity for firms to re-strategize their business practices to include more social and ethical standards to improve on their commitment to the practice of CSR.
12	The Relationship Between Corporate Social Responsibility Disclosure and Corporate Governance Characteristics in Malaysian Public Listed Companies	Said, R., Hj Zainuddin, Y., & Haron, H. (2009). The relationship between corporate social responsibility disclosure and corporate governance characteristics in Malaysian public listed companies. <i>Social Responsibility Journal</i> , 5(2), 212–226. https://doi.org/10.1108/1747110910964496 .	To examine the relationship between corporate governance characteristics, such as board size and government ownership, and the extent of corporate social responsibility disclosure, content analysis was used to extract the CSR disclosure items from the annual report and websites of Malaysian public listed companies from January to December 2006. Hierarchical regression analysis was employed to inspect the relationship between the corporate social disclosures index and the board size, board independence, duality, audit committee, ten largest shareholders, managerial ownership, foreign ownership, and government ownership. The results showed that only government ownership and audit committee are positively and significantly correlated with corporate social responsibility disclosure, with government ownership having the most significant influence over CSR disclosure.
13	Designing And Implementing Corporate Social Responsibility: An	Maon, F., Lindgreen, A., & Swaen, V. (2009). Designing and Implementing Corporate Social Responsibility: An Integrative Framework Grounded in Theory	The authors reviewed the literature on corporate social responsibility design and implementation models to produce an integrative framework that, based on Lewin's change model, emphasizes four stages that encompass the nine steps of the CSR design and implementation process: sensitizing top management about sustainability issues, unfreezing

	Integrative Framework Grounded in Theory and Practice	and Practice. <i>Journal of Business Ethics</i> , 87(1), 71–89. https://doi.org/10.1007/s10551-008-9804-2 .	or unlearning past practices associated with the status quo, moving or guiding the organization towards new assumptions, and refreezing these new assumptions with new practices and structures. These four stages incorporate nine steps: raising CSR awareness inside the organization, assessing corporate purpose in a societal context, establishing a working definition and vision for CSR, assessing current CSR status, developing an integrated CSR strategic plan, implementing the CSR integrated strategic plan, maintaining internal and external communication, evaluating CSR-related strategies and communication, and institutionalizing CSR policy.
14	The Evolution of Corporate Social Responsibility	Cochran, P. L. (2007). The evolution of corporate social responsibility. <i>Business Horizons</i> , 50(6), 449–454. https://doi.org/10.1016/j.bushor.2007.06.004 .	According to Cochran (2007), corporate social responsibility (CSR) has matured from a small school of thought into a complex and complicated concept that has become central to the decision-making of most corporate bodies. In this paper, he looks at the evolution of CSR over the years to the point where modern conceptions of CSR contend that socially responsible activities can, and should, be used to improve business practices and that most, if not all, economic decisions should be screened for their social impact. He argues that businesses and organizations that successfully implement CSR strategies or models are more likely to earn better reputations with their employees, customers, governments, and media, which puts them in good stead to gain higher profits.
15	Corporate Social Responsibility: A Three-Domain Approach	Schwartz, M. S., & Carroll, A. B. (2003). Corporate Social Responsibility: A Three-Domain Approach. <i>Business Ethics Quarterly</i> , 13(4), 503–530. http://www.jstor.org/stable/3857969 .	Based on Carroll's four domains of corporate social responsibility (1979) and the Pyramid of CSR (1991) model, the authors draw up an alternative three-domain approach to conceptualizing corporate social responsibility (CSR) that consist of the three core domains of CSR depicted in a Venn model framework: the economic domain which describes activities which are intended to have either a direct or indirect positive economic impact on the business, the legal domain which relates to the business firm's responsiveness to legal expectations mandated and expected by society in the form of various regulations at different levels of governance, and the ethical domain which talks to the ethical responsibilities of business firms as expected by the general population and relevant stakeholders. According to the authors, the Venn model of economic, legal, and ethical responsibilities suggests that none of the three domains is of more significance relative to the others. The framework reveals seven CSR categories due to the overlap of the three core domains as depicted in the

16	The Effect of Corporate Social Responsibility on Customer Donations to Corporate-Supported Non-Profits	Lichtenstein, D. R., Drumwright, M. E., & Braig, B. M. (2004). The Effect of Corporate Social Responsibility on Customer Donations to Corporate-Supported Nonprofits. <i>Journal of Marketing</i> , 68(4), 16–32. https://www.jstor.org/stable/30162013 .	Venn model, which indicates how CSR may be conceptualized, analyzed, and implemented by business firms The authors report on four studies designed to build on recent research that suggested that the corporate social responsibility (CSR) activities of businesses and organizations can improve the affection of their customers towards them. The first study reported that CSR activities affect customers' purchasing behavior and even customer donations to non-profit organizations supported by their companies of choice. The second and third studies built on the first study's findings by adding a new variable, customer-corporate identification, which indicated a relationship between business firms' CSR activities and customer donations to non-profit organizations supported by these firms. However, these studies' findings also showed that customer donations might improve due to customers seeking to 'do good by donating to non-profits even though supporting firms may have poor CSR track records. Finally, the fourth study tested how CSR behavior relates to the non-profit activity of business firms. In all, the result of the four studies, according to the authors, was that CSR implementation could result in increased benefits in profit and non-profit terms: increased customer purchases and better evaluations, and increased customer donations to non-profits supported by firms.
17	What do we mean by corporate Social Responsibility?	Moir, L. (2001). What do we mean by corporate social responsibility? <i>Corporate Governance: The International Journal of Business in Society</i> , 1(2), 16–22. https://doi.org/10.1108/EUM000000000005486 .	In this article, Moir (2001) reviews the literature on the ideas and definitions of corporate social responsibility (CSR) to come up with a broad understanding of what is meant by corporate social responsibility; and delves into theories such as the stakeholder, social contracts, and legitimacy theories to establish how and why businesses and organizations might adopt and implement CSR strategies. The author then discusses that even though methods for assessing CSR performance are debatable and not widely agreed upon, it is becoming evident that establishing principles for action and using stakeholder analysis and engagement is the way to determine business firms' CSR activities in a precise manner.
18	Do Consumers Expect Companies to be Socially Responsible?	Mohr, L. A., Webb, D. J., & Harris, K. E. (2001). Do Consumers Expect Companies to be Socially Responsible? The Impact of	To determine whether consumers expect companies to be socially responsible, the authors used in-depth interviews with consumers to determine the impact of corporate social responsibility (CSR) activities implemented by business firms on the profitability of these

	The Impact of Corporate Social Responsibility on Buying Behavior	Corporate Social Responsibility on Buying Behavior. <i>Journal of Consumer Affairs</i> , 35(1), 45–72. https://doi.org/10.1111/j.1745-6606.2001.tb00102.x .	firms. According to the results, consumers were primarily positive toward business firms that implemented CSR activities; however, most study respondents still needed to use a firm's CSR strategy to decide on purchasing behavior.
19	Corporate Social Responsibility Theories: Mapping the Territory	Garriga, E., & Melé, D. (2004). Corporate Social Responsibility Theories: Mapping the Territory. <i>Journal of Business Ethics</i> , 53(1), 51–71. https://doi.org/10.1023/B:BUSI.0000039399.90587.34 .	The authors attempt to mainstream the many corporate social responsibility (CSR) theories and related approaches into four groups: (1) instrumental theories, in which the business or organization is seen as only a profit-making business or entity with CSR activities that are implemented only acknowledged as a means to achieve financial results; (2) political theories, which encompass CSR activities that are used to consolidate power by businesses or organizations in society and whether this power is used responsibly in the political arena; (3) integrative theories, in which the business or organization is focused on satisfying the demands of consumers and society at large; and (4) ethical theories, based on ethical responsibilities of business or organizations to society. According to the authors, each CSR theory presents four dimensions related to profits, political performance, social demands, and ethical values. The findings suggest the necessity to develop a new theory on the business and society relationship, which should integrate these four dimensions.
20	From CSR1 To CSR2: The Maturing of Business-and-Society Thought	Frederick, W. C. (2016). From CSR1 to CSR2: The Maturing of Business-and-Society Thought. <i>Business & Society</i> , 33(2), 150–164. https://doi.org/10.1177/000765039403300202 .	In this classic paper, Frederick (1978) reports on the gradual change in the literature of corporate social responsibility (CSR) schools of thought from the philosophical-ethical conceptions of the practice of CSR, which was mainly focused on solving societal issues to the concept of corporate social responsiveness which emphasizes companies only engaging in CSR activities as a way of avoiding or minimizing social pressure. Frederick (1978) posited that this shift in CSR conceptualization resulted in a reduction in the justification of business practices and an increment in the emphasis placed on how businesses and firms accept and manage social pressure.

Persistent themes on the prevalent forms of CSR, the influence of CSR on consumer behavior, and the impact of CSR on business performance were observed. Table 1 indicates the perspectives of the various research works reviewed on the topic:

Discussion

The discussion and analysis are done considering the study's objectives, as stated above.

Table 1 shows the list of 20 Twenty (20) research articles on corporate social responsibility and consumer behavior, and business performance that were picked by the researcher and analyzed using thematic analysis to draw out persistent themes on the prevalent forms of CSR, the influence of CSR on consumer behavior, and the impact of CSR on business performance.

Definitions and Paradigms or Schools of Thought of CSR

Dahlsrud [25], from the literature, postulates that the definition of CSR is inconclusive due to how CSR has evolved over the years and how researchers and organizations perceive CSR to be.

Dahlsrud [25] suggests that a single and universal definition of CSR is less of a problem, especially for businesses. Dahlsrud [25] further suggested that businesses' focus should be on how CSR is understood in various contexts and how to use the above themes under which CSR is discussed during the development of business strategies. The suggestion of Dahlsrud [25] sinks well with reason because the geographical area and the people who will eventually be the beneficiaries of the CSR activity by the organization have their own needs, which they would want the CSR activity to address. That brings out the context or setting, and any CSR activity chosen will fall within one or more of the above themes. This is supported by Moir [26], who reviews the literature on the ideas and definitions of corporate social responsibility

(CSR) to come up with a broad understanding of what is meant by corporate social responsibility; and delves into theories such as the stakeholder, social contracts, and legitimacy theories to establish how and why businesses and organizations might adopt and implement CSR strategies. Moir [26] then discusses that even though methods for assessing CSR performance are debatable and not widely agreed upon, it is becoming evident that establishing principles for action and using stakeholder analysis and engagement is the way to determine business firms' CSR activities in a precise manner. How can an organization embark on a CSR activity which encompasses one or more of the themes discussed by Dahlsrud [25] for a geographical area and not involve the people and opinion leaders of the area?

Frederick [27] reports on the gradual change in the literature of corporate social responsibility (CSR) schools of thought from the philosophical-ethical conceptions of the practice of CSR, which was mainly focused on solving societal issues to the concept of corporate social responsiveness and emphasized that companies only engage in CSR activities as a way of avoiding or minimizing social pressure. Most companies today, however, employ both schools of thought. When a company sees CSR as a means of solving societal issues, the people benefit greatly because their societal problems can be resolved systematically through the company's CSR activities. On the other hand, if the CSR region is based on reaction or responsiveness, the company will only act when it receives pressure from the people. In that case, the company may only do something for the people if no reactions emanate from them.

According to Cochran [28], corporate social responsibility (CSR) has matured from a small school of thought into a complex and complicated concept that has become central to the decision-making of most corporate bodies. Cochran [28] looks at the evolution of CSR over the years to the point where modern conceptions of CSR contend that socially responsible

activities can, and should, be used to improve business practices and that most, if not all, economic decisions should be screened for their social impact. He argues that businesses and organizations that successfully implement CSR strategies or models are more likely to earn better reputations with their employees, customers, governments, and media, which puts them in good stead to gain higher profits.

Despite its popularity in the business and management literature, Brammer et al. [29] argue that discussions on Corporate Social Responsibility (CSR) have largely ignored the role of institutions and focused on CSR as a series of activities that are decided upon by businesses. They are considered either as a way to endear or recommend businesses to various communities and stakeholders or as a group of restrictions placed on management. Brammer et al. [29] look at understanding CSR through the lens of institutional theory. They suggest that, rather than take CSR as part of the routine activities of businesses, CSR should be considered holistically from the historical and political underpinnings affecting business decisions on whether to engage in social work and in which forms. According to Brammer et al. [29], looking at CSR through the lens of institutional theory exposes the lack of a universal definition of CSR while establishing the premise that CSR may be considered in one context as mostly voluntary policies and programmes sometimes with legal, or other forms of institutionalized backing.

According to Michael, B. [30], three schools of practice appear to be developing within the literature based on the role of CSR in development: the neo-liberal school (focused on self-regulation by industry according to the risks and benefits of CSR activity), the state-led school (focused on national and international regulation and cooperation) and the ‘third-way school’ (focused on the influence of profit-making or non-profit businesses). However, using ideas relevant to the broader development field, each of these schools of practice may be

questioned. Namely, the neo-liberal school does not address the misallocations of capital generated by CSR. The state-led school does not address the fundamental politics behind CSR promoted by the government. The ‘third-way school does not address the self-interest inherent in CSR.

Based on Carroll’s four domains of corporate social responsibility [31] and the Pyramid of CSR [32] model, the authors draw up an alternative three-domain approach to conceptualizing corporate social responsibility (CSR) that consist of the three core domains of CSR depicted in a Venn model framework: the economic domain which describes activities which are intended to have either a direct or indirect positive economic impact on the business, the legal domain which relates to the business firm’s responsiveness to legal expectations mandated and expected by society in the form of various regulations at different levels of governance, and the ethical domain which talks to the ethical responsibilities of business firms as expected by the general population and relevant stakeholders. According to the authors, the Venn model of economic, legal, and ethical responsibilities suggests that neither of the three domains is of more significance relative to the others. The framework reveals seven CSR categories due to the overlap of the three core domains as depicted in the Venn model, which indicates how CSR may be conceptualized, analyzed, and implemented by business firms.

Garriga and Melé [33] attempt to mainstream the many corporate social responsibility (CSR) theories and related approaches into four groups:

1. Instrumental theories, in which the business or organization is seen as only a profit-making business or entity with CSR activities implemented only acknowledged to achieve financial results.
2. Political theories encompass CSR activities used to consolidate power by businesses or organizations in society and whether this

power is used responsibly in the political arena.

3. Integrative theories, in which the business or organization is focused on satisfying the demands of consumers and society at large, and,
4. Ethical theories are based on the ethical responsibilities of businesses or organizations to society.

According to the authors, each CSR theory presents four dimensions related to profits, political performance, social demands, and ethical values. The findings suggest the necessity to develop a new theory on the business and society relationship, which should integrate these four dimensions.

The Influence of CSR on Consumer Behavior and the Impact of CSR on Business Performance

In a bid to come up with a consolidative understanding of Corporate Social Responsibility (CSR) by looking at the importance of CSR in corporate marketing strategies, Hildebrand et al. [34] draw from social identification, organizational identity, and corporate marketing schools of thought and expose the critical role of CSR as a tool for creating and securing corporate identities. Hildebrand et al. [34] established that CSR is the best tool, when used right, for corporate marketing departments of companies to ensure solid and lasting relationships with stakeholders, both internal (through perceived identities) and external (through corporate reputations). Businesses should endeavor to plan, operate, and assess CSR strategies with all stakeholders to ensure that the different identities of organizations are consolidated and aligned and that they permeate all facets of the organization's efforts to communicate their values and products or services. Hildebrand et al. [34] concluded that, when done right, CSR ensures not only tangible returns in marketing, society, and the environment but the loyalty of stakeholders.

Corporate social responsibility (CSR) has become a priority for businesses due to the publicity or reputation garnered by the businesses, from the exposure given to their efforts at implementing CS strategies, when governments, social activists, and the media measure, evaluate, or rank and publicize their social performances [35]. Porter and Kramer [35] added that the publicity or reputation gained by business CSR engagement, with moral obligation, sustainability, and a license to operate, is one of the primary justifications for businesses engaging in CSR. However, Porter and Kramer [35] articulate that businesses need to harness CSR's competitive advantage. They see CSR as costs they must endure, restrictions imposed on them, or acts of charity they must do to appease society instead of seeing CSR as a source of great opportunities for the benefit of both businesses and society.

Kramer and Porter [35] advise that businesses see CSR as building shared value in business practices and the social dimensions of business competitiveness instead of CSR being only about what a business has done wrong or being a way of assisting local charitable organizations or disaster relief to the vulnerable in society.

In an attempt to create a more compelling business case for Corporate Social Responsibility (CSR) in business that can reach beyond current limitations, Kurucz et al. [36] provide a general overview of the key-value proposals that are found in the literature by criticizing and defining certain assumptions about these approaches to defining CSR business cases which are usually presented as the four general 'forms,' namely, cost and risk reduction, competitive advantage, reputation and legitimacy, and synergistic value creation. To that effect, [36] suggested that a 'better business case' for CSR represents, at a global level, the changing conditions for companies. Consequently, Kurucz et al. [36] presented three guidelines for developing a more comprehensive, complex, and convincing business case for CSR:

1. Acknowledging system complexity (moving from a reductive approach to a pluralistic or integrative way of planning for the business and value creation).
2. Building an integrative capacity for a more holistic approach (where CSR moves from corporate to value-based communities where employees see themselves or their work as part of something bigger than themselves),
3. taking a pragmatic approach (encouraging managerial experimentation with new business models for value creation).

In this overview, Brønn and Vrioni [37] look at Cause-Related Marketing (CRM) as a famous and influential marketing and communication tool that leverages Corporate Social Responsibility (CSR) to construct and form the reputational credibility of a business which serves to entrench the loyalty of customers, establish a business as distinct in the market and offer a competitive advantage over its peers.

A study [37, 38] surmised that the predicted improvement in the reputation of a company due to CRM campaigns tends to rely a great deal on how its clients view the reasons for the involvement of the company in CSR initiatives and the amount of support offered to the initiatives by the company. They added that consumers were more likely to respond positively to CRM campaigns and form loyal bonds with companies if they had a low level of skepticism. They then suggested that companies build fundamental know-how on how consumers perceive businesses and what they want in exchange for their patronage of business products and services. CSR initiatives can promote good functional two-way communications with various stakeholders to decrease their skepticism and improve loyal relationships, which leads to improved benefits and advantages over the competition.

In a paper that combines two studies, Becker-Olsen, and Hill [39] exploit consumers' expectations of the suitability of, the motivation behind, and the timing of Corporate Social

Responsibility (CSR) programs that are embedded in promotions by companies that seek to influence customers and distinguish their product or service offerings – in a bid to add to the growing body of literature on corporate marketing. The studies reveal that initiatives that have low suitability hurt customer values, behaviors, and intentions regardless of the motivation behind the company's program and that initiatives that are highly suitable but are motivated by profits have the same effect [39]. Also, the timing of CSR or social intervention programs, whether they are in anticipation of social or environmental issues (proactive) or only meant to salvage or save face (reactive), is seen by consumers as an informative signal, with the studies indicating that only those CSR interventions which are highly suitable and proactive contribute, somewhat positively, to a change in the values, behaviors, and intentions of consumers.

The authors [40] offer an in-depth, high-level analysis of the literature on five important CSR topics: stakeholder engagement, implementation, communication, measurement, and the business case for CSR practice, and conclude that, even though many businesses and organizations struggle to deal with it, the practice of CSR has transitioned from being a research topic in the literature to reality for businesses and organizations, such that it has become a necessity for firms to re-strategize their business practices to include more social and ethical standards to improve on their commitment to the practice of CSR.

To examine the relationship between corporate governance characteristics, such as board size and government ownership, and the extent of corporate social responsibility disclosure, content analysis was used to extract the CSR disclosure items from the annual report and websites of Malaysian public listed companies from January to December 2006. Hierarchical regression analysis was employed to inspect the relationship between the corporate social disclosures index and the board size,

board independence, duality, audit committee, ten largest shareholders, managerial ownership, foreign ownership, and government ownership. The results showed that only government ownership and audit committee are positively and significantly correlated with corporate social responsibility disclosure, with government ownership having the most significant influence over the level of CSR disclosure [41].

Lichtenstein et al. [42] report on four studies designed to build on recent research that suggested that the corporate social responsibility (CSR) activities of businesses and organizations can improve the affection of their customers towards them. The first study reported that CSR activities affect customers' purchasing behavior and even customer donations to non-profit organizations supported by their companies of choice. The second and third studies built on the first study's findings by adding a new variable, customer-corporate identification, which indicated a relationship between business firms' CSR activities and customer donations to non-profit organizations supported by these firms. However, these studies' findings also showed that customer donations might improve due to customers seeking to do good by donating to non-profits, even though supporting firms may have poor CSR track records. Finally, the fourth study tested how CSR behavior relates to the non-profit activity of business firms.

In all, the result of the four studies, according to the authors, was that CSR implementation could result in increased benefits in profit and non-profit terms: increased customer purchases and better evaluations and increased customer donations to non-profits supported by firms.

To determine whether consumers expect companies to be socially responsible, the author Mohr et al. [16] used in-depth interviews with consumers to determine the impact of corporate social responsibility (CSR) activities implemented by business firms on the profitability of these firms. According to the results, consumers were primarily positive toward business firms that implemented CSR

activities; however, most study respondents still needed to use a firm's CSR strategy to decide on purchasing behaviour.

Conclusion

From the selected 20 publications and the subsequent analysis, it became clear that defining CSR is an arduous task because of the different paradigms and perspectives of researchers and managers of organizations. Nevertheless, CSR is simply an organization getting back to the people it serves or produces for and offering any form of help that centers or revolves around the following themes: the environmental theme, the social theme, the economic theme, the stakeholder theme, and the voluntariness theme. One of the key things that stood out was that the bottom-up approach is preferred when deciding on what to do for the people in terms of CSR activities specifically. There must be consensus building as to the priority needs of the people in the area so that the CSR activities will benefit the people. Again, it was realized that CSR could take any shape in terms of dimension: a village setting, a town setting, and a national setting.

On consumer behavior, most researchers concluded that companies involved in CSR enjoy the patronage of the services and products, thereby increasing their revenues and profits in the end. It was noticed from research that consumer behavior could be affected by a firm's CSR strategy. Consumers may consider CSR activities and contributions before purchasing and remain loyal.

On business performance, it was also seen that there is a positive relationship between CSR activities and business performance. This results from the increased patronage of the company's services and products, resulting in sales and revenues due to the company's CSR it undertakes.

Because the people want more from the company regarding CSR activities, they would also want the company to exist and always be in

business. This will propel them to patronize the company's services and products.

In a concluding statement, CSR, no matter the angle it is looked at, there is enough evidential proof from the literature that when implemented well by organizations, the people benefit, and the company also benefits; there is always a mutual benefit.

Conflict of Interest

Joyce Koi-Akrofi, the researcher, declares that there is no conflict of interest related to this research work.

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