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The Impact of Corporate Social Responsibility on Brand Awareness: A Case Study of Unilever Zimbabwe Private Ltd.

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Abstract:

The study investigated the impact of Corporate Social Responsibility (CSR) on brand awareness with reference to Unilever Zimbabwe Private Ltd. Causal research design was employed in this study and a sample of 90 respondents was drawn from Harare CBD and company' Head Office through the use of a simple random sampling technique. The findings revealed that the organization is much involved in donating to charities, environmental awareness activities, training for employees and information dissemination. However some activities were not mostly used by the organization such as donating for education, sponsorship of sport activities, poverty alleviation and provision of equal employment opportunities. Product attributes were also examined from the implementation of CSR programmes. The relationship between CSR and brand awareness was measured using regression coefficients and the relationship was tested on each product. The researcher found that there is a positive relationship between CSR and brand awareness.

Keywords: corporate social responsibility, brand, brand awareness, trust, credibility

1. Introduction

Corporate Social Responsibility (CSR) has been receiving much attention lately from many organizations and this therefore influenced many organizations to channel their resources towards societal and environmental developments. The interest of CSR has grown rapidly the recent years and people are taking to demand that companies take their social responsibility. This gives rise to an extensive and critical debate about the role and conduct of business and their associated corporate social responsibilities in the community, is taking place among academics and practitioners alike (Aras and Crowther, 2007). However, business does not exist in a vacuum, but it simultaneously dependent on a number of stakeholders, be it employees, customers, investors, interest groups, community and the government. Corporate social responsibility refers to transparent business practices that are based on ethical values, compliance with legal requirements and respect for people, communities and the environment (Robbins and Coulter; 2002) while McWilliams and Siegel (2001) posit CSR as the actions that appear to further some social good beyond the interest of the firm and that is required by law.

In tandem with the company's vision of producing numerous brand name foods, Unilever Zimbabwe introduced various programmes of corporate social responsibility. In this regards, Unilever Zimbabwe converge into societal and Christian based mission in line with Andrew Carnegie's Gospel of Wealth Theory, under the motto, "Through Unilever Sustainable Living Plan." This act as a motive for the company to further support charitable organizations, which include children orphaned by HIV/AIDS and elderly home based care centre's, hospitals and the society at large. The company attributes and donated a consignment of mushroom dispensers to Seke South District and Chitungwiza Hospital (Herald; 2012). Its mission of striving to be socially responsible goes further in introducing environmental awareness campaign activities such as cleaning campaigns during in 2008 were there was massive outbreak of cholera. On the other hand, companies around the world find themselves engaging in CSR for one or other reasons. Utilitarian theorists like Garriga and Mele (2002) viewed the theory as a base for formulating competitive strategy which include altruistic activities as instruments. These beneficial outcomes of the involvement in CSR motivated corporations to make it an integral part of business. In this case, Unilever Zimbabwe carried various CSR activities as strategy which benefits the organization.

Unilever Zimbabwe Private Ltd is one of the largest companies which provide food and detergents products. However, this research is only confined to Unilever Zimbabwe's brand of food products. Unilever Zimbabwe formerly known as Lever Brothers in 2003 before restructuring exercise has a portfolio that ranges from nutritionally balanced food brands namely stock margarine, aromat carry powder and powdered soup (royco) whom the researcher dwells much in the research and these products have attributes which determine the extent of creating brand awareness. The company is also one of the big companies listed on the Zimbabwe Stock Exchange (Z.S.E) in terms of market capitalization. The company continued to invest in research facilities throughout the millennium

period which comprise of food line products and researched detergents depending on cultural differences. Unilever Zimbabwe has ninety percent (90%) share of powdered soup in the Zimbabwean market, twenty five percent (25%) of soap, 10% of stock margarine and five percent (5%) in the aromat carry powder section (Company profile; 2012).

Unilever Zimbabwe Private Ltd is facing different challenges through its efforts in implementing its corporate social responsibility programmes. The company is facing much criticism from internal publics in striving to transform the lives of less privileged people. Shareholders and employees were arguing that there is shire wastage of company's resources through channeling the funds to irrelevant functions such as CRS, instead of the funding activities that directly benefit company. Other challenges have been perpetrated by some external publics arguing that stewardship and donations is a way of influencing the citizens to be more resilient, lazy and dependent, not to be self-sufficient. In line with this, people with the same sentiments negatively accept CSR hence forth disassociating with the brand. This criticism resulted in a reduction of corporate social responsibility activities carried out by the company. The other challenge being faced by the company is that the demand of some of its food products is still low due to low consumer disposable income and high operational costs. This also negatively impact on Consumer Buying Behavior (CBB) and thereafter customers would not be aware of the company's food brands. Although the company experience some challenges but it also has opportunities which include an increasing market share in other niche markets through being socially responsible. Despite the corporate social responsibility activities carried out by Unilever Zimbabwe Private Ltd, many customers are not aware of Unilever brands of food products from the implementation of CSR programmes. The company's effort has also been rendered by a massive criticism from internal publics arguing that there are no benefits that the company is getting from social investment.

2. Research objectives

To identify corporate social responsibility activities carried out by Unilever Zimbabwe Private Ltd.

To determine the attributes (trust, closeness and credibility) that should be taken into account by the organization when measuring their brand awareness from implementing corporate social responsibility programmes.

To establish the relationship between corporate social responsibility and brand awareness.

3. Literature Review

Kotler, Armstrong, Saunders and Wong (1999) define corporate social responsibility under European Commission as enterprises' contribution to sustainable development. They further suggested that raising the level of social responsible market call for making three prolonged attack that relies on bona- fide legal, ethical and social responsibilities. This means that businesses must ensure that every employee knows at the same time observe relevant laws such as not to offer bribery or industrial espionage and individual marketers must practice a social conscience in specific dealings with stakeholders. Furthermore, Griffin (2002) define corporate social responsibility as the set of obligations an organization as to protect and enhance the society in which it functions. He also postulates that organizations may exercise social responsibility towards their stakeholders, the environment as well as the general welfare. Mullins (2007) concurs with Griffin (2002) and Stoner (2004) that corporate social responsibility is the continuing commitment by business to behave ethically and contribute to the economic development while improving the quality of life of the workforce and their families, the local community and it has become an emerging imperative.

3.1. Carnegie Andrew (1899) "The Gospel of Wealth Theory,"

Andrew Carnegie (1899) propounded a theory called The Gospel of Wealth which set the Classical statement of corporate social responsibility. His view was based on two principles or assumptions, namely the Charity Principle and the Stewart Principle. The charity principle holds that social responsibility requires the more fortunate to assist less fortunate members of the society through various activities. In this case, the more fortunate would be required to help the less fortunate who include the unemployed, the sick, elderly and the handicapped. In this case, less fortunate could be aided directly or indirectly through institutions like churches, settlement houses and community chest (Robbins and Coulter; 2003). In addition, the Stewart Principle can be traced back biblically that requires businesses and wealthy individuals to view themselves as stewards or caretakers holding property in trust for the benefit of the whole society (Griffin; 2002). Carnegie's idea (1899) is that the rich hold their money in trust for the rest of the society and can use it for any purpose that society views it legitimate. In this theory, the organization also views it as the role of business to multiply society's wealth by increasing its own through prudent investments of the resources, transferring of technology, and helping people to get talents under its stewardship.

3.2. Stakeholders Theory

Milton Friedman (1912) posited Stakeholders Theory also assumes that CSR firm is the one that balances a multiplicity of interests such that while striving for large profits for its stakeholders, it also takes into account employees, local community and the nation at large (Stoner: 2004). According to this theory, the organization goes further in taking into account its stakeholders such as employees in its CSR activities which include educating the society on the importance of keeping the environment. This theory concurs with the Gospel of Wealth Theory in the sense that both theories believes on donating to any identifiable group or individual who can affect or affected by organizational performance in terms of its products, policies and work processes as part of its CSR activities. The company embracing its resources not for business itself but goes further in transforming the lives of the less privileged people through provision of food, infrastructural developments and also high quality products (Stoner; 2004).

3.3. Business models on CSR activities

3.3.1. Multiple Firm Goal-all Created Equal/Socio Economic View

The Socio Economic View in the case of Redman (2004) defines corporate social responsibility as a firm's obligation beyond required by law of economist to pursue long term goal that are good for the society. This model is based on the ideology of firms that made commitments to environment and social goals without evidence that corporate citizenship leads to tangible financial gains. The model holds that owners and managers should make sure that social and environmental achievements are worth of attainment with equal enthusiasms to profits (Wyse; 2003). The notion behind this model is also based on the belief that society's expectations of business have changed. The idea behind the notion of this model goes further in indicating that businesses are like people, has moral obligations and responsibilities that extent beyond this financial world. The profounder of this model argued that the model requires more than teaching hence business owners and managers teaches employees how to be responsible corporate citizens, it requires transforming average citizens understanding about value creation and expanding definitions of success to include social and environmental triumphs (Mullins; 2007).

In a related vain, Carroll (1991) developed another model of CSR entailed an identification of the social issues that business must address and a specification of the philosophy of responsiveness to the issues and the diagram below shows the hierarchy of corporate social responsibilities of the organization. Carroll (1997) revisited his four part definition of CSR and organized in a pyramid construct which encompasses economic, discretionary, legal and ethical responsibilities. In this model, the four responsibilities are aggregated in the sense that firms that want to be ethical for example must be economically and legally responsible. From this perspective, economic and legal responsibilities are socially required, ethical is socially expected, while discretionary is socially desired responsibility (Windson; 2001) and each of these responsibilities comprises a component of total responsibility

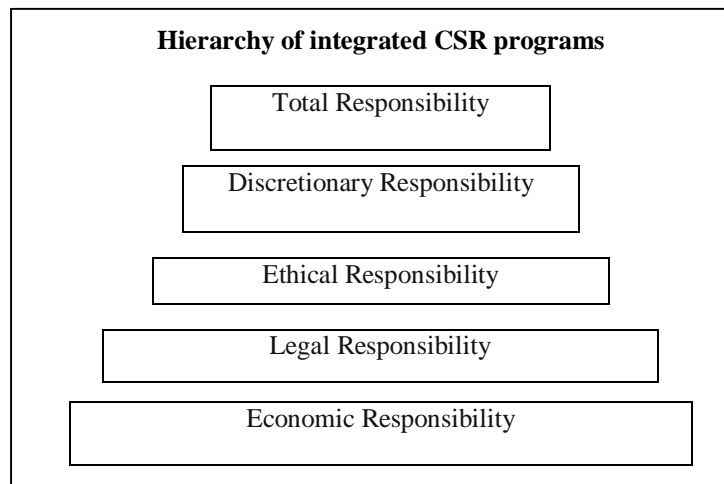


Figure 1: Hierarchy of Corporate Social Responsibilities
Adapted from Carroll (1997)

Economic responsibility includes creation of jobs, promotion of technological advancement through information dissemination and fair payment to workers whereas ethical responsibility portrays business being moral and doing what is right and avoiding social harm, legal responsibility expects business to fulfill its economic mission as well as legally compliance with the rules (Solomon; 1994). Discretionary responsibility takes into account charitable and educational contributions (Carroll; 1997). Carrol (1997) further asserted that the outcomes determine whether corporate behaviour is having positive impact as in the provision of jobs, creation of wealth and negative impacts as toxic wastes or illegal payment to politicians.

- H1: Unilever Zimbabwe carries out relevant corporate social responsibility activities. Attributes taken into account when measuring brand awareness

3.4. Definition of Trust, Closeness and Credibility

According to Castaldo (2009), trust refers to the belief that the behavior of the counterparty is predictable in terms of its direction and intensity, which means that future actions of the counterparty will conform to the obligations assumed.

Closeness is the communication that remains between the organization and the members of the community even after the programme ended (Doney and Cannon; 1997).

Budd (2000) defines credibility as the degree to which the company fulfilled and materialised the promises they made at the beginning of the programme. However, Castaldo (2009) stipulates that credibility is the judgment made by the message receiver in terms of how much he/she believes in the communicator and also argued that to be credible is to be believed.

3.5. Cognitive Theory of Trust

Andalleb (1992) propounded a theory of trust hence the theory assumes that formation of trust can be adequately explained by taking into account other dimensions like exchange partner ability or rather the perception of that competence (Doney and Cannon; 1997). This put forward the ideology that holds that trust is influenced by the party's perception about the motivations governing the other party's actions. The author of this theory argued that indeed it would not exist only one type of trust but different types which can be identified by combining the perceptions about motivations and ability of the counterparty and propounded different categories of trust below:

Andaleeb (1992) identifies a cognitive and behavioural dimension of trust. The cognitive dimension would consist of a belief in the partner's reliability (trustworthiness).

		ABILITY	
		High	Low
MOTIVES	Positive	Bonding trust	Hopeful trust
	Negative	Unstable trust	Distrust

Table 1: Dimensions of trust

Source: Andaleeb (1992)

According to this theory, when the ability of the exchange partner is expected to be high and when the perceptions of his/her motivation are also positive, trust in the partner is "Bonding/Full trust." Hopeful trust is when perceptions about a partner's motivations are positive, but those about his/her ability to produce the desired outcomes are not favourable then this lead to hopeful trust as indicated on the diagram above. However, unstable trust as according to this theory results from a positive perception of the other party's competencies, but negative perceptions on his motivations and when finally both motivations and competencies of the other party are perceived as negative, this creates a situation in which trust is transformed into distrust on products (Ganesan; 1994). This theory applies to this study especially in the section of products attributes on trust on the company's food products in this case roycos, stock margarine and aromat carry powder hence the researchers found it significant to include product attributes in this research. The author argued that credibility is dependent on the trust between the organization and its publics which are high correlated with both reputation and relationship (Castaldo; 1994). In this case, the relationship established through corporate social responsibility programme and the community's perceptions is about how it will determine the image of corporate brand and its awareness.

- H2.1 Unilever Zimbabwe's brands are very trustable by the community.

3.6. Theory of Closeness

Blanck (2009) propounded a theory of trust and he assumed that the concept of customer closeness is pretty simple hence it connects with the customers to increase the value of your relationship beyond products. He postulated that a lot of attention these days is how the leading brands are using economic downturn to strengthen their brands hence innovation, research and development of new products is focusing on customer and brand closeness (Doney and Cannon; 1997). This theory assumes that the first step in establishing customer closeness is to seek feedback from your customers in an open and constructive manner then followed by listening to what they say and where they are taking the brands. The next step would be focusing on what will strengthen your relationship with your customers and help them to overcome problem areas such as product quality improvements and this may result in customers having trust on organizational products. Anderson and Weitz (1989) postulated to say that there is need to address opportunities or help them overcome problem areas hence category leaders go beyond just offering a great product, they immerse themselves in total value chain that drives the segment and category to become "System Solution Providers."

Most organizational structures where customer closeness works the best is the decentralized business mode which lends itself to smaller or medium sized companies that are not chocked by bureaucracy or a silo mentality which found to be the biggest hindrance to corporate growth.

- H2.b Unilever Zimbabwe's brands are very close the community.

3.7. A cognitive Theory of Credibility

Hovland and Weiss in (1951) propounded a theory of credibility and they argue that there are three major aspects of credibility. This theory assumes that firstly, credibility is perceived by the recipients and is therefore a perception or an attribute to an object and an inherent quality of the object and credibility is related to different objects that can be true or false or can deliver a true or biased account. The theorists goes further in arguing that possible objects of credibility in marketing communication include the message from advertising, the source of information such as the company, salesperson, the advertisement as a communication system and the medium. Finally, as per this theory, credibility is therefore a multidimensional concept and cannot be directly measured. The theory also insists that an object becomes credible by consistently providing accurate, valuable information or by always acting responsibly (Anderson and Weitz; 1989).

3.8. *The Principal Double Agent Model of Credibility*

There are two agents in the basic model as advocated by Eisend (2002), the Sender (S) and the Receiver (R) who are to play the game in a known number of finite times and it describe a person's perception of the truth of information. At each stage, both players learnt the value of a parameter measuring the importance of that period's play of the game that is the value of making the correct decision. S (Sender) obtains pay off relevant information; S (Sender) then sends a signal to R (Receiver) who makes a decision that affects the welfare of both players. After both payers learnt the consequences of R's decision and the process repeat. In order to influence R's decision, S (Sender) cannot send information in a certain range, and then he must reduce the importance in order to maintain credibility in future periods. R (Receiver) processes information in Sender's signal and choose a real value action which determines players' payoffs for that period. R (Receiver) is responsible for making a decision while S has relevant information. At each stage, R (Receiver) must decide what action to take and in order to do that, he must assess the credibility of S (Sender). This model also highlighted that the rating correlates with the willingness of the receiver to attribute the truth and substance to information (Cecilie and McGrath; 1986). R (Receiver) interprets the message as a predictor of M (Mediator) and R (Receiver) decide on how to use this information taking into account his uncertainty about S's (Sender's) motives. R (Receiver) believes that S (Sender) is a double agent therefore R (Receiver) will be reluctant to trust S (Sender) fully. An agent S (Sender) becomes credible by consistently providing accurate and valuable information or by acting responsibly.

- H2. c: Unilever Zimbabwe's brands are very credible to the community.

3.9. *The relationship between corporate social responsibility and brand awareness The Utility Theory and the Milton Friedman's Theory (1912)*

In the Utilitarian theory, the corporation serves as a part of the economic system in which the function is mechanical. The theory is related to strategies for competitive advantages and Porter and Cramer (2002) who viewed the theory as bases for formulating strategies in the dynamic usage of resources and the strategies also include altruistic activities that are recognized as instruments for marketing. This theory also assumes that the company use CSR activities as an instrument in gaining competitive advantage such as creating brand loyalty and awareness. The number of economic forces in the 1970s and 1980s influences Milton Friedman to re-examine the notion of corporate social responsibility. This theory (Milton Friedman's Theory) assumes that there is only one social responsibility of business that is to use its resources and energy in activities designed to increase its profits so as to stay within the rules of the game (Stoner; 2004) as well as to engage in open and free competition without fraud. The organizations carried out CSR activities that lead to the maximization of profits especially if individual customers are aware of its operation and brands. Still-further, customers would be further becomes loyal to the company's brands and there after repeat purchase occurs leading to the rise of sales and finally increased profits (Griffin; 2002). Milton Friedman argued that if businesses were to survive, they must be relieved from inappropriate social responsibilities instead they should go back to basics of making money hence business's primary responsibility is to maximize profits and that corporate officials are in no position to determine the relative urgency of social problems.

3.10. *Models on Relationship between Corporate Social Responsibility and Brand Awareness Corporate Social Responsibility Brings Cash/ Economic View Model*

This model represent the ideology that majority of companies are redefining the relationship between financial, social and environmental performance, and companies view environmental integrity and health communities as a means of achieving greater profits. The economic view in the case of Redman (2003) argued that companies choose to be socially responsible for a variety of profit oriented reasons such as increased sales through brand awareness, greater innovation, decreased future risk and greater access to capital. She further insists that this can help the company to attract new customers and boost sales and goes further as a strategic marketing tool of capturing a niche market in believe their works will be rewarded later. Kotler (2008) argues that if a company is fully engaged in CSR, the benefiting societies would eventually want to know more about their helper and this will result in the awareness of the company's products or services. This model also indicates that community involvement and activism help companies garner the goodwill of politicians and regulators in ways that may help the business later through the use of CSR activities. Roosevelt (2003) in a personal interview reviewed that by enhancing their business reputation, they also bolster recruitment and retention of quality employees hence investing in Corporate Social Reinvestments (CSRs) can improve product and service after customers are aware of the product thereby defray future lawsuits and at least mitigate the effects of media coverage therefore there must be no other funds channeled to unprofitable activities hence therefore there would be a relationship between CSR and brand awareness in bringing financial benefits to the company (Roosevelt; 2003).

- H3: There is relationship between corporate social responsibility and brand awareness.

3.11. *Empirical Evidence*

Nanth, Senthikumar and Arulra (2011) in India carried out a research on the impact of corporate social responsibility on consumer satisfaction in banking services in India. The results showed that customers are readily willing to actively support companies committed to cause related marketing and environmentally friendly practices and business ethics as well as satisfied by the services offered by the company involved in those practices. Similarly, Tuongdung (2011) conducted a study on the perception of two of Siam Cement Group Ltd's main stakeholders regarding its corporate social responsibility activities had on company's image and reputation. The research findings indicated that since social responsibility is certainly a positive concept in itself, the organizations embrace it in expectation of indirect long term reputation. He also viewed that corporate social responsibility carried out by Siam Cement Group

(SCG), which pertaining to economic, legal, ethical and philanthropic concerns has been found to have a high positive impact on Siam Cement Group image and reputation.

Barnes (2011) in New Zealand investigated the relationship between CSR and Brand Trust (BT). The findings showed that two components represented CSR which were legal and employee, and ethics and economic hence the legal and employee components was the most influential component of CSR reviewed at twenty-two percent (22%) variance on attributes based trust. Alfaro (2009) in Colombia researched on the formulation of a measurement scale from the perceptions a community has of corporate brand based on the implementation of a CSR program in electrical manufacturing sector. He found that the community identified credibility, trust and closeness as attributes of an organizational brands based on experience that they had with the company's CSR.

On the other hand, Bankas (2010) in Ghana conducted a study with the objective of examining the role of corporate social responsibility in creating brand awareness in telecommunication industry. He reported that there is a positive relationship between corporate social responsibility and brand awareness if conducted effectively. ShakeelNiaz (2012) in Pakistan carried out a research on the impact of corporate social responsibility on brand equity. He found that corporate social responsibility initiatives create benefits for company in terms of increasing consumer identification with the company and corporate reputation positively mediates the relationship between corporate social responsibility, brand equity and brand awareness. In addition, Murali (2012) in Malaysia researched on the impact of corporate social responsibility on consumer loyalty. He reported that the higher the practice of corporate social responsibility the stronger the consumer loyalty towards a particular firm. Vassileva (2009) in Bulgaria researched on CSR (Corporate social responsibility) and CBR (Corporate Brand Relationship). He found that while organizational members rate quality products, customer service and corporate governance as key components of CSR activity. They were much more ambivalent about the company's commitment hence there is a positive relationship between CSR Corporate Brand Relationship. Kaur (2009) in India carried out a research on the impact of CSR in creating positive brand image in transport sector. He reported that CSR helps in building consumer trust and loyalty especially if consumers see that the brands are addressing the issues that are important to them and the social canvas becomes means amplifying a largeness of the brand message hence create a good brand image of the company in India and the two have a positive association and relationship.

4. Research Methodology

Explanatory research design was adopted to investigate the impact of corporate social responsibility on brand awareness. Data for this study was obtained from sales representatives and managers of the marketing department of Unilever Zimbabwe Head Office Harare and individual customers who buy from the factory shop in Harare. The researchers used a sample random sampling technique to select 70 individual customers who buy Harare factory shop, fourteen (14) sales representatives and six (6) managers from Marketing and Public Relations Department. The total sample size in this research was ninety (90). A self-administered questionnaire was used for data collection in the form of closed-ended and open-ended questions were used. The first section of the questionnaire addressed demographics; followed by corporate social responsibility activities, brand attributes (trust, closeness, credibility) and the relationship between corporate social responsibility and brand awareness respectfully. All measures used in this study were estimated on five point Likert scale. All analysis was done using SPSS version 20.0 software.

5. Data Presentation, Interpretation and Analysis

Gender	Frequency	Percentage (%)
Male	33	41.2
Female	47	58.8
TOTAL	80	100
Age		
Below 20 years	8	8
21 to 35years	53	66.3
36 to 50years	15	18,7
51 to 65years	4	5
Total	80	100
Academic Qualifications		
Primary Level	10	12.5
Secondary Level	14	17.5
Diploma Level	27	33.8
Degree Level	21	26.2
Post Degree Level	8	10
Total	80	100

Table 2: Demographic profile of respondents

Table 2 shows gender, age group and academic qualification as they constitute in this research. The research is dominated by females (58.8%) because the majority population in our country is dominated by females and they are the ones mostly involved in using the products especially in cooking rather than males with 41.2%. The researcher ensures a fairness representation by collecting data from

all economic active age groups were respondents ranging from the age of 18-65 years were included. The age group of 21-35 years with 66,3% dominated the research followed by those within the age group of 36-50 years with 18.7%, 8% for those below 20 years and the least percentage of 5% of respondents was recorded between the age of 51-65 years. The composition of demography trend above depicts that all respondents were economically active age group thus warrantee the researcher to collect valid data although majority was dominated by respondents between the ages 21 to 35 years. Majority of the respondents had a tertiary qualification (diploma=33,8%, degree=26,2% and post graduate=10%) and secondary and primary qualifications had 17,5% and 12,5% respectively. Hence the respondents were able understand the subject matter uner study because they were literate and educated.

5.1. Reliability and Validity Test of Measurement Scale

To ensure reliability of the instrument to produce consistent results, the researcher used Test retest reliability, as advocated by Cozby (2000). Test- retest is a measurement of reliability obtained by the same test twice over a period of time to the same group of individuals. Questionnaires were sent to respondents twice to providing a time lag to avoid duplication of responses and respondents were now able to interpret and answer the questions clearly.

Convergent validity was assessed using the correlation coefficient method proposed by Trochim (2006).

Correlation between Vectors of Values				
	CSR	BAR	BAA	BAS
CSR	1.000	.936	.826	.743
BAR	.936	1.000	.801	.906
BAA	.826	.801	1.000	.739
BAS	.743	.906	.739	1.000
This is a similarity matrix				

Table 3: Convergent Matrix

Table 3 shows the result of factor loadings on correlation coefficients. Correlation coefficients which lies between -1 to +1 shown on the convergent matrix indicate that convergent validity was confirmed as asserted by Trochim (2006) that validity correlations range from -1 to +1 provides evidence that the items are related to the same construct thus confirming convergent validity.

Rescaled Euclidean Distance				
	CSR	BAR	BAA	BAS
CSR	.000	.293	.200	.116
BAR	.293	.000	.157	.110
BAA	.200	.157	.000	.032
BAS	.116	.110	.032	.000
This is a dissimilarity matrix				

Table 4: Discriminant Matrix

Table 4. shows the variance of the factor loadings correlation coefficients. Discriminant validity was also confirmed since the correlation coefficients are lower than that of convergent validity as argued by Trochin (2006) that discriminant correlations are very low and certainly much lower than the convergent correlations therefore the dissimilar matrix provides evidence for discriminant validity since the coefficients are close to zero. The fact that both convergent and discriminant validity was confirmed implies that there is construct validity as advocated by (Trochim: 2006) that if you demonstrate that you have evidence for both covergent and discriminant validity, then you have demonstrated that you have evidence for construct validity.

5.2. Corporate Social Responsibility activities carried out by Unilever Zimbabwe

Table displays the CSR activities carried out by Unilever Zimbabwe.

	Donating to charities	Environmental awareness	Poverty alleviation	Sponsorship of sport activities	Donating for education	Provision of equal employment	Information dissemination	Provision of training
Valid	80	80	80	80	80	80	80	80
Mean	3.71	3.79	2.46	2.06	2.08	2.38	3.38	3.95
Mode	4	4	2	1 ^a	2	2	3	4
Std. Deviation	.750	1.027	.655	.891	.689	.700	.786	.745

Table 5

Source: Primary Data

Table 4 shows CSR activities carried out by Unilever Zimbabwe. The most significant activity is provision of training with a mean of 3,95 followed by environmental awareness (mean 3,79), donating to charities (mean 3,71), information dissemination (mean 3,38), poverty alleviation (mean 2,46), provision of employment (mean 2,38), sponsorship of education (mean 2,08) and and sponsorship of sport activities (mean 2,06).. This concurs with Griffin (2000) where he asserted that major CSR activities by organizations are in environmental cleanup activities and donating to charity organizations as one of its major CSR activities such as support towards orphans, elderly and economic disadvantaged people. The results from this study contradicts with the Carnegie (1899) Gospel of Wealth theory which holds that the fortune should help the unfortunate through prudent social investments in helping unemployed people and also help them to get talents. The researcher noted that the organization is not involved in sponsorship of sport activities and educational donations such as funding for scholarship and this contradict with Mullins (2007) who argue that all activities of the business involves a business undertake much funds in sponsorship (sports and academics) such as donating for educational scholarships and sport activities.

Integrated CSR	N	Minimum	Maximum	Mean	Std. Deviation
Legal Responsibility	80	3	5	3.83	.591
Ethical Responsibility	80	1	5	2.81	.995
Discretionary Responsibility	80	3	5	4.31	.704
Economic Responsibility	80	1	4	2.97	.886
Total Responsibility	80	2.00	4.00	3.0375	.77040
Valid N (listwise)	80				

*Table 6: Descriptive statistics of the Relevance of the integrated CSR activities carried out by Unilever Zimbabwe
Source: Primary data*

Table 6 shows integrated CSR activities and the researcher interpreted results using mean and standard deviation. Basing on Carroll's model (1997) on various integrated Corporate Social Responsibilities, the CSR activities carried out by the firm has a mean score of 3.83 of legal responsibilities, 4.31 on discretionary responsibilities, 2.97 on economic responsibilities and 2.81 on ethical responsibilities. The table 6 shows that the observed mean is more than the observed standard deviation in all integrated CSR activities that is carried out by the company. The mean score depicts that majority of respondents disagree that irrelevant CSR activities are carried out by the company which is shown by total mean of total responsibility (3.0375) above the standard deviation (0.77040), [$3.0375 > 0.77375$], since (Windson; 2001) argued that each of these responsibilities comprises a component of total responsibility of a firm. Narrow spread of response implies that responses were almost similar and the t value calculated was 4, 30 and it falls in the acceptance region at 5% level of significance. In this study, H_1 was accepted and the researcher concludes that Unilever Zimbabwe carries out relevant CSR activities.

Product Attributes	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation
						Statistic	Std. Error	
Royco Trust	80	5	2	5	278	3.48	.182	1.630
Royco Closeness	80	5	2	5	289	3.61	.170	1.522
Royco Credibility	80	5	2	5	281	3.51	.197	1.765
Stock Margarine Trust	80	2	1	2	60	.75	.090	.803
Stock Margarine Closeness	80	4	2	4	102	1.28	.110	.981
Stock Margarine Credibility	80	2	1	2	54	.68	.087	.776
Aromat Trust	80	2	1	2	62	.77	.087	.779
Aromat Closeness	80	2	1	2	60	.75	.091	.811
Aromat Credibility	80	2	1	2	55	.69	.090	.805
Valid N (listwise)	80							

*Table 7: Descriptive Statistics of product attributes from implementing CSR activities Source: Primary Data
Descriptive Statistics of product attributes from implementing CSR activities
Table depicts descriptive statistics of product attributes from implementing CSR activities*

Table 7 depicts descriptive statistics and results of product attributes from implementation of CSR activities using measures of central tendency to interpret the results which are range of response rating score, mean and standard deviation. The attributes of royco in

terms of trust from the implementation of CSR has a mean of 3.48 with a standard deviation of 1.63, closeness with a total mean of 3.61 with a standard deviation of 1.52 and finally credibility with a mean of 3.51 and 1.76 standard deviation. As indicated on the table 7 on roycos attributes, the means is bigger than standard deviation among the attributes therefore, the range of score rating on the questionnaire depicts that respondents were agreeing that roycos is regarded as best ranging on 5 score rating on its trust, closeness and credibility from implementation of CSR programmes. Since standard deviation is less than the observed mean hence it implies that the responses were almost the same and also the outliers were almost pulling to the one end. The t value was found to be 3.90 at 5% level of significance and it falls in the acceptance region. Therefore, $H_{2,a}$, $H_{2,b}$ and $H_{2,c}$ was accepted hence the researcher concludes that roycos is trusted by the community, close to the community as well as regarded as credible from implementation of CSR activities.

The closeness of stock margarine as its attribute from implementation of CSR has a mean of 1.28 which is above the observed standard deviation of 0.981 hence the mean denotes that majority of respondents agree that stock margarine is close to the community. The view that standard deviation is less than the observed mean and the t value was 1.06 thus falls in the acceptance region and we conclude that stock margarine is close to the people as a result of CSR hence $H_{2,2}$ was accepted. On a different vein, the observed mean (0.75 and 0.68) on both stock margarine’s trust and credibility (0.80 and 0.78) is below the observed standard deviation and the value of t value of -0.54 and is statistically insignificant at 5% level of significance hence it can be inferred that there was a consensus that stock margarine is not trustable and credible thus rejecting $H_{2,a}$ and $H_{2,c}$ therefore the author concludes that stock margarine is close but not credible and not trustable from implementation of CSR programmes by Unilever Zimbabwe Private Ltd.

Aromat has low observed mean among its attributes (0.770 on trust, 0.775 on closeness and 0.69 on credibility). The observed standard deviation (0.779 on trust, 0.811 on closeness and 0.805 on credibility) is higher than the observed mean and this implies that the outliers were almost pulled to one end and the smaller the standard deviation the smaller the amount of variation between the scores (Salkins, 2008) This shows a limited spread of responses implying that the responses were almost the same and the t value was -0.56 and it falls in the rejection region therefore $H_{2,a}$, $H_{2,b}$ and $H_{2,c}$ was rejected therefore the researcher concludes that aromat is not trustable, close and considered as not credible from implementation of CSR programs. The range score of respondents was 2 on range values hence most respondents viewed aromat as bad in terms of its attributes (trust, close and credibility) from implementation of CSR programmes. See table 7

4.7 The Impact of CSR on Brand Awareness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.070 ^a	.005	-.008	.14638
a. Predictors: (Constant), CSR				

Table 8: Model Summary for Royco

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	.671	.094		7.161	.000
	CSR	.095	.154	.070	.616	.540
a. Dependent Variable: BAR						

Corporate Social Responsibility (CSR) and Brand Awareness of Royco (BAR) is not statistically significant both at 10% level of significance and 5% level of significance since the value of T-Test is not within the range of 0.05 and 0.01 significance level hence H_3 hypothesis was rejected. The findings by Shakeeniaz (2012) differ from my research in the section of brand awareness for roycos in that his findings revealed that corporate reputation positively mediates the relationship between CSR, brand equity and brand awareness while there is no positive significant relationship in my research between CSR and Brand Awareness of Royco (BAR). This may be because roycos is a market leader in the market of relish products hence customers buy it regardless the actions of the organizational CSR. The results were calculated using regression analysis.

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.191 ^a	.036	.024	.11909
a. Predictors: (Constant), CSR				

Table 9: Model Summary for Aromat

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.341	.076		4.477	.000
	CSR	.216	.126	.191	1.718	.090
a. Dependent Variable: BAA						

Table 9 shows that the relationship between CSR and Brand Awareness of Aromat (BAA) is statistically significant at 10% level of significance. In this case, if Unilever Zimbabwe increases its CSR activities by 1% therefore, there is 21.6% increase in brand awareness for Aromat with standardised regression coefficient of 0.191 thus H₃ was accepted due to the positive relationship between CSR and brand awareness. The results pertaining relationship between CSR and Brand Awareness of Aromat (BAR) concurs with that of Bankas (2010) who indicated that CSR has a positive bearing impact on brand awareness since it starts the communication process. Basing on research findings from this research, Aromat is not a very popular product/brand amongst consumers and Unilever Zimbabwe should engage in more CSR programmes as well as promotional activities in order to upraise its competitiveness. The researcher concludes that there is a positive relationship between CSR and brand awareness for Aromat.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.245 ^a	.060	.048	.12208
a. Predictors: (Constant), CSR				

Table 10: Model Summary for Stock Margarine

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.372	.078		4.761	.000
	CSR	.288	.129	.245	2.235	.028
a. Dependent Variable: BAS						

The relationship between Corporate Social Responsibility (CSR) and Brand Awareness of Stock Margarine (BAS) is positive and statistically significant at 5% level of significance as indicated by the value of T-Test at probability or significance value of 2.235 therefore H₃ was accepted. This implies that a 1% increase in CSR activities by Unilever Zimbabwe will result in 28.8% in brand awareness of Stock Margarine as indicated by standardised regression coefficient of 0.245. This implies that there is stiff competition in the market for Stock Margarine in the country and the good image of the organization helps in promoting the brand thus the company should engage in more CSR activities to improve the awareness of Stock Margarine. The researcher concludes that there is a positive relationship between CSR and brand awareness of Stock Margarine. The researcher noted from the results of this study that respondents identified roycos as trustable by the community, close to the people and also regarded as credible from implantation of the organizational CSR programmes. This therefore intertwine with the findings of Alfaro (2009) who found that community identified credibility, trust and closeness as attributes of an organizational brands based on experience that they had with the company's CSR. Royco was rated good and best items of its attributes from the implementation of CSR activities.

6. Conclusions and Recommendations

Over and above, the researcher therefore concludes that the organization is carrying out relevant CSR programs in trying to transform the life of people in the community as well as employees at large. The organization should balance their CSR activities to both employees and the society. The research findings revealed that some product attributes were found to be different from those of other products from the implementation of CSR activities by the company as well as experience that the community has with organizational social activities..

Finally, the research findings indicated that there is positive relationship between CSR and brand awareness and CSR can be used as an instrument for marketing. The organization should intensify in CSR activities in sport activities, donating for education and poverty alleviation which brings customers or the community and the organization close to each other.

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