



VAAL UNIVERSITY
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Evaluating the value of Corporate Social Investment as an image enhancer at a public broadcasting company

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LIST OF ABBREVIATIONS

SABC:	South African Broadcasting Corporation
CSI:	Corporate Social Investment
PBC:	Public Broadcasting Company
CSR:	Corporate Social Responsibility
CC:	Corporate Citizenship
CE	Community Engagement
WSSD	World on Sustainable Development
CAGR:	Compound Annual Growth Rate
B-BBEE:	Broad-Based Black Economic Empowerment
SASIX:	South African Social Investment Exchange
SRI:	Social Responsibility Index
GRI:	Global Reporting Index

Declaration

I declare that the dissertation, which I hereby submit for the Magister Technologiae in Public Relations Management at the Vaal University of Technology, is my own work, and has not been submitted by me for a degree at another university.

By David Matsaung (214021254)

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Psalm 100:4-5

*Enter his gates with thanksgiving
and his courts with praise;
give thanks to him and praise his name.
For the Lord is good and his love endures forever;
his faithfulness continues through all generations.*

I would like to thank God, for giving me strength when it was most difficult to take a step forward, for giving hope and that one day all desires flowing from my heart shall manifest in reality.

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DEDICATION

In the world I have come across a lot of people with different characters and although all have touched me to a certain degree, no one has touched me like **my parents**

This dissertation is dedicated to both of you. Grow old to be the best that anyone can ever imagine.

“And now here is my secret, a very simple secret: It is only with the heart that one can see rightly; what is essential is invisible to the eye.”

– **Antoine de Saint-Exupéry**

ABSTRACT

The concept of Corporate Social Investment (CSI) can be traced back more than 60 years. Although, it is not always fully understood or practiced in the clear manner that would benefit organisations, it does provide clear and consistent communication relating to CSI programmes that contribute towards alignment and consistency in ensuring community empowerment (Pillai 2017:178). The purpose of this dissertation was to evaluate the value of CSI programmes within a public broadcasting company and to further investigate how these programmes enhance the corporate image of the public broadcasting company (PBC) in Gauteng province.

The study followed a quantitative design with a descriptive research approach. A self-administered questionnaire with a sample of $n=500$ was distributed. Twenty-eight respondents did not fully complete the questionnaire, therefore a total of 472 respondents was captured on a Microsoft Excel spreadsheet. Descriptive statistics methods were used to analyse the data using SPSS IBM version 27 (Statistical Package for the Social Sciences).

The results showed that educational, entrepreneurial, social and skills development programmes are a major focus area of the SABC CSI programmes. It has become very clear that most respondents acknowledge and identify them as a priority area. Interestingly, education is regarded as one of the most outstanding programmes, and although it differs significantly in range from community development, learner support, bursary provision to capacity building it remains the pillar of the CSI programmes. The results further revealed that the CSI programmes do enhance the corporate image of the broadcasting company. It is important to evaluate CSI programmes regularly in order to assess their value and contribution to the image of the organisation. The aim of Corporate Social Investment programmes is to empower the community and better their lives, therefore if they are not well executed, it could have a detrimental impact on an organisation's image.

CHAPTER 1

INTRODUCTION AND THE BACKGROUND TO THE STUDY

1.1 INTRODUCTION

This introductory chapter provides a detailed overview of the context and the purpose of the study, in addition to highlighting the main problem statement that addresses the value of corporate social investment as an image enhancer at the public broadcasting company. Although, these programmes are referred internationally as philanthropy; in the context of South Africa, they are referred as corporate social investment.

Over the years, Corporate Social Investment (CSI) has transcended its philanthropic agenda to establish partnership with communities (Westermann, Niblock & Kortt 2018:225). Today corporate social investment has turned towards broader societal issues where considerations such as dialogue with communities and image of the company have come into play that earn legitimacy among stakeholders (Katz 2014:32).

Image is the most important competitive advantage (Siltaoja 2006) that adds value to the products and services (Pillai 2017:180) for the organisation. Lievens (2018:3) states that a good image can have various potentially favourable consequences for the organisation and its main stakeholders. It is important for the organisation to be involved in CSI and build its corporate image within the community that it serves (Cooke 2010:78). Most organisations interact with their communities to ensure that they build a good strong image, because the community is more likely to associate themselves with an organisation that they consider important (Jansen 2008:129). Paquette, Somerfield, and Kent (2015:35) add that it is essential that the organisation gets real benefits like public value outcomes that contribute to society and encourage both professional and personal development.

Therefore, creating a positive image is the basis for CSI, which results in relationship building (Merisham, Theunissen and Peart (2009:786). Kent and Taylor (2002:223) emphasise that relationship management is the most influential dimension of building

image Today, organisations are concerned with managing their image because it has a strong positive correlation to community perceptions on a company`.

Perceptions can create value, not only to address social impediments but also to create a positive impact on organisations (Pillai 2017:77). Deigh, Farquhar, Palazzo, and Siano (2016:230) mention that the most fundamental and highest priority of responsibility is the value that CSI programmes have towards the community they serve. The expectation at this point is for the organisation to operate a successful programme whenever it has CSI programmes to coordinate. However, these organisations need to be able to evaluate the value of CSI programmes, therefore this study seeks to answer the question "What is the value of CSI programmes as an image enhancer at a public broadcasting company?"

1.2 RATIONALE AND MOTIVATION FOR THE STUDY

The South African Broadcasting Company is the object of the study. It is a corporate giver which, within the framework of its corporate socifal investment, engages in various programmes that range from community development, entrepreneurship, social engagement and education (Oh, Chang & Kim 2016:2738; Hinson & Ndhlovu 2011:334).

Lovejoy, Waters and Saxton (2012:315) indicate that developing countries are not ready for the high standards of corporate investment used in developed countries. It is accepted in the field of development that the company can invest in their surrounding communities in the form of giving back to their respective communities (Lovejoy *et al.* 2012:318).

Many studies have been conducted on CSI, for example, the study of (Fredericksz 2015), which focuses on the corporate social investment strategies and practices in organisations. Solomon (2013) focuses on the role of corporate social investment in South Africa. The data of the study conducted by Benlemlih (2015:650) indicated a lack of evaluation measures on corporate social investment. No study focuses on the value or importance of evaluating CSI programmes. Therefore, it is clear that there is a gap in the evaluation of CSI programmes. Hence, the study seeks to evaluate the value of the CSI programmes within the public broadcasting company in Gauteng province in order to enhance its corporate image.

1.2 PROBLEM STATEMENT

The objective of this dissertation was to evaluate the value of CSI programmes within the public broadcasting company and further investigate how CSI programmes enhance the corporate image of the public broadcasting company. Hence, the study sought to evaluate the value of corporate social investment as an image enhancer at a public broadcasting company to ascertain how the value of these programmes influences the perspectives of the community.

Westermann *et al.* (2018:230) argue that the corporate social investment of an organisation should have value because it is meant to promote and build the image of the organisation. CSI programmes make a significant contribution to the image of organisations in South Africa, although they need to achieve strategic and sustainable results for targeted communities. It is thus important for an organisation to be involved in CSI to build its corporate image within the communities they serve (Hinson *et al.* 2011:338). Communities are more likely to associate with an organisation that has an image they consider important (Westermann *et al.* 2018:228). Interacting with communities can result as the best way of evaluating the value of CSI to create the strongest possible image. It is clear that a gap in the evaluation of CSI programmes exists. The study, therefore, seeks to evaluate the value of the CSI programmes within the public broadcasting company in Gauteng province in order to recommend factors that can enhance its corporate image.

AIMS OF THE STUDY

The aim of the study was to evaluate the value of corporate social investment programmes and investigate how they enhance the corporate image of the public broadcasting company (PBC) in Gauteng province.

1.3 RESEARCH QUESTIONS

The overarching question was:

- What is the value of CSI programmes as an image enhancer at a public broadcasting company?

The sub-questions were:

- What are the CSI programmes for the public broadcasting company?
- What is the value of CSI programmes for the PBC?
- How does the community perceive the image of the PBC?
- How does the value of the CSI enhance the image of the company?

1.4 OBJECTIVES OF THE STUDY

The study was confined to two sets of objectives, namely, theoretical and empirical objectives.

1.4.1 Theoretical objectives

The theoretical objectives of this study were to:

- undertake a literature study in order to conceptualise corporate social investment as an image enhancer.
- conduct a literature review on the CSI programmes conducted by the PBC.
- conduct a literature review on CSI programmes on how they empower the community.
- conduct a literature review on the current approaches to ascertain the value of CSI on the community; and
- evaluate, with the literature, to develop a measuring instrument, regarding the value of CSI programmes at a PBC.

1.4.2 Empirical objectives

The empirical objectives of this study were to:

- evaluate the value of CSI programmes at a PBC in Gauteng province.
- investigate CSI programmes as an image enhancer at a PBC in Gauteng province.
- identify CSI factors that are important to the community.
- determine how the programme influences the community perception of the SABC image.
- ascertain ways in which the SABC uses the CSI initiatives to engage and empower the community.
- make recommendations regarding the empirical results and future research.

1.5 THEORETICAL FOUNDATIONS

The purpose of the study was to evaluate the value of CSI programmes as an image enhancer at a PBC. Dialogical and legitimacy theories were adopted because the study is about interacting with the community (dialogical) through CSI programmes in order to gain the community support (legitimacy) to affirm its image. Dialogical theory values interpersonal interaction, which places emphasis on meaning making, understanding, concretion of reality, and sympathetic and empathetic interactions through dialogue on CSI programmes (Taylor & Kent 2014:389).

McAllister-Spooner (2009:319) adds that dialogue is the basis for CSI and results in relationship building which, according to various authors, is the key function of CSI. This study sought to ascertain how PBC applies dialogue theory to interact with its community in order to evaluate the contribution of its CSI programmes; and how it is perceived by community groups from different areas in Gauteng province.

Dialogues can be used to analyse groups for which a firm should be responsible through CSI programmes, and an organisation will ultimately gain legitimacy by ensuring that the value of its programmes are always outstanding. (Mulder 2016:463). Katz (2014:35) asserts that the legitimacy theory relies upon the notion that there is a “social contract” between an organisational programme of CSI and the PBC in which those programmes are operating, as well as those in the community.

A corporation like the SABC legitimises corporate actions by engaging in CSI initiatives to get approval (a societal approach), which thus ensures its continued existence and determines the state of its image. Image has often been the most important competitive advantage that a company can have (Siltaoja 2006), and the subject is increasingly important in organisational lives today. According to Mersham *et al.* (2009:786), creating a positive image is the basis for CSI and results in relationship building, which, according to various authors, is its key function on how an organisation should run its programmes of corporate social responsibility to ensure rightful and fair dealings by determining the relevance of PBC's corporate social responsibility programmes.

Ekins (1974) states that the general principle of these two theories is that they are accepted as true and can be used as a basis for reasoning or conduct, especially when using them to prove a phenomenon. In this study, the principle of these theories is to explain phenomena, which is the value of CSI and how it enhances the image. These theories would help the researcher to ensure that there are facts within the study because theory is something that is believed to be true.

1.6 RESEARCH METHOD

1.6.1 Research design

This study adopted a case study approach using quantitative and descriptive research. There are three main types of research approach that can be used in a research study, namely: quantitative, qualitative and the mixed methods approaches (Creswell and Clark (2017:81). It uses a quantitative approach because it is used for research based mostly on the collection and analysis of results and is used for quantifiable and statistical results to describe the reality of an objective (George 2014:144; Khatami & Rosengren 2016:277). Du Plooy-Cilliers, Davis and Bezuidenhout (2014:73) identify the eight main kinds of research, namely, applied research, correlation research, descriptive research, explanatory research, exploratory research, pragmatic research, predictive research and pure research.

The study took a case study approach (SABC) using quantitative, exploratory and descriptive research to administer and test the questionnaire, to evaluate the value of the

CSI programmes at a PBC in Gauteng province, and to investigate how these CSI programmes enhance the image of the PBC.

1.6.2 Study Population

The targeted population of this study was the entire community in the Gauteng province. The population in Gauteng is 14 717 000 (Stats SA 2018). To determine the population is an important stage in research (Matjeka 2012:77) as it is the blueprint in determining the sampling for the study.

The following is the map of Gauteng province, indicating the population for the study.

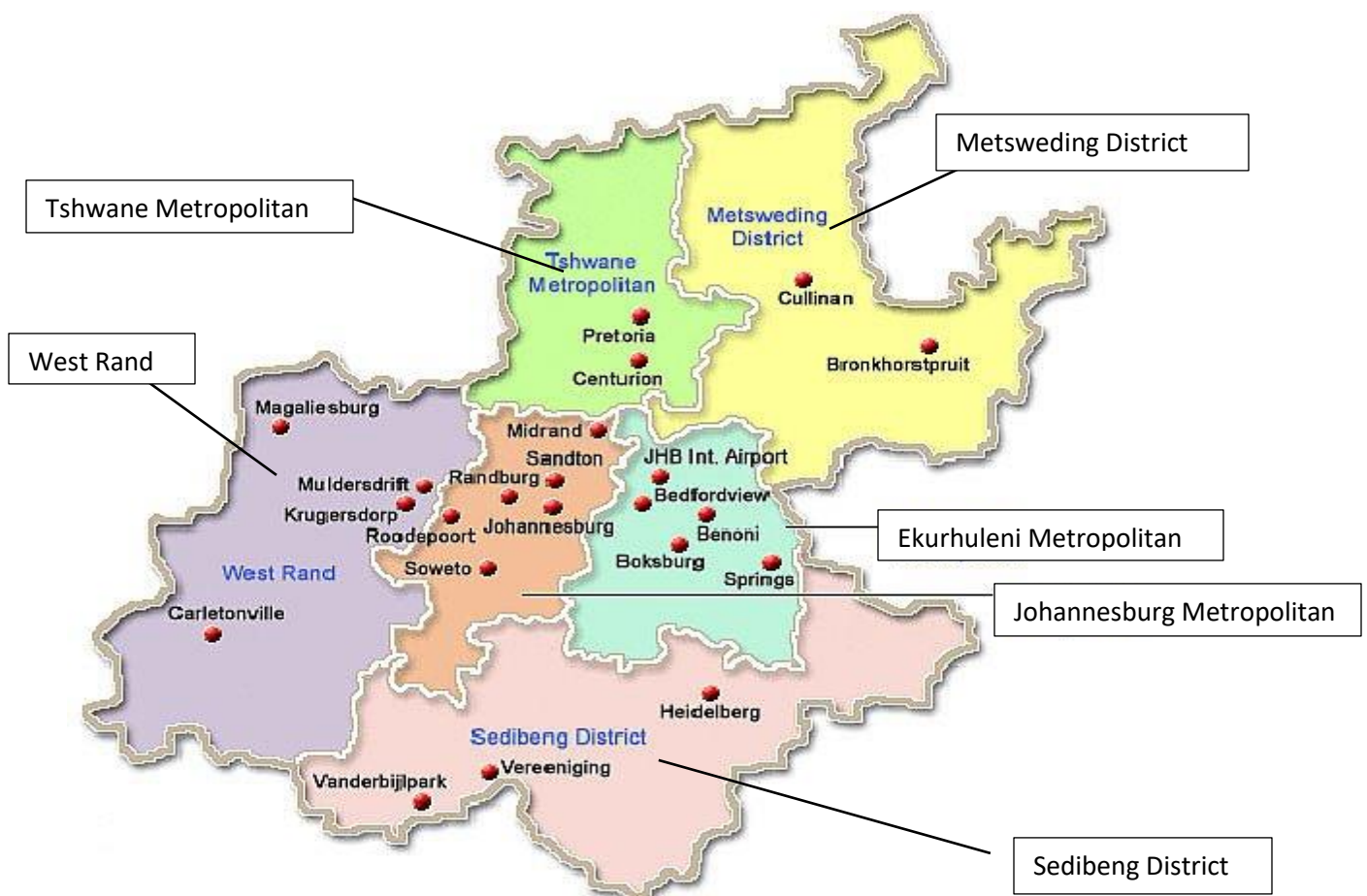


Figure 1.1: Map of Gauteng Province (Kästle 2018)

Gauteng province is divided into six parts. There are three districts and three metropolitans, namely: Sedibeng district, West Rand district, Metsweding district, Tshwane Metropolitan, Ekurhuleni Metropolitan and Johannesburg Metropolitan (Kästle

2018). The researcher focused on the towns and cities indicated on the map to draw up the units.

1.6.3 Sampling design

Sampling design is the method of selecting a set of subjects for a study in a manner in which the individuals represent the larger group from which they were selected (Leedy & Ormrod 2010:19).

This study adopted a non-probability, convenience sample as it will be nearly impossible to gain access to the entire population of Gauteng province (Du Plooy-Cilliers, Davis & Bezuidenhout 2014:138), while a sample can be accessed quickly and easily (Matjeka 2012:78).

1.6.4 Sample size

The sample size of this research was 500 respondents from Gauteng province, selected according to three district municipalities and three metropolitans in the province. According to Krejcie and Morgan (1970: 608), guidelines, for a population (n) of 1 000 000 is 384 (n), therefore for the purpose of this study, to have enough data, the recommended sample size will be 500 for the population (n) in Gauteng province of more than one million.

1.6.5 Data collection method

For the purpose of the study, administration of a questionnaire as a method of collecting data was used as it allows the respondents to complete it in a short space of time and is cheap and easy to do (Kline 2013:180). Questionnaires were distributed to 500 respondents using a 5-point Likert scale that required respondents to indicate the degree of agreement or disagreement with various statements related to the purpose of this study (Du Plooy-Cilliers, Davis & Bezuidenhout 2014:159).

1.6.6 Procedure of data gathering

Data collection is the process of gathering and measuring information on variables of interest in an established systematic fashion that enables respondents to answer the

stated research question and allows the research to test and evaluate the hypotheses (Collis & Hussey 2009:198).

The researcher distributed 500 questionnaires to community members in three district municipalities and three metropolitans in Gauteng province during weekends from 20 May 2019 until 10 August 2018. A respondent would need 15 – 20 minutes to complete the questionnaire.

Since the aim of convenience sampling is easy access, the researcher travelled around the identified towns asking the respondents who were easily accessible within geographic proximity and willing to participate in the study to complete the questionnaires (Peillex, Erragragui, Bitar & Benlemlih 2018:650).

1.7 TREATMENT OF DATA

Data analysis is an activity of making sense, interpreting, and theorising data that signify a search for a general statement among categories of data (Field 2013:36). The data from the respondents were firstly captured and analysed in a Microsoft Excel spreadsheet and descriptive statistics was used to analyse the data. Secondly the data were captured and analysed using SPSS IBM version 27 (Statistical Package for Social Sciences). Furthermore, Cronbach's alpha coefficient was applied to ensure the reliability of the instrument. It was also applied to determine the consistency of value of CSI programmes at a PBC, and which programmes contribute to enhance its image.

1.8 VALIDITY

Validity determines whether the research truly measures that which it was intended to measure, including how accurate and honest the research results are (Leedy & Omrod 2010:28). The researcher determined validity by asking a series of questions that are based on the relevant concepts derived from the literature. This entailed linking items from the measuring instrument and the theoretical mechanisms of the research topic.

1.9 RELIABILITY

Reliability focuses on the consistency and stability of a measurement; Cronbach's alpha is a reliability technique that requires only a single test to provide a unique estimate of the

reliability for a given test. In the context of this study reliability and consistency of the community responses was tested using the Cronbach's alpha (Field 2013:43).

1.10 ETHICAL CONSIDERATIONS

The researcher asked for permission from the public broadcasting company (SABC) to conduct the research study. The information gathered was used to answer the research questions of the study. The researcher preserved the anonymity of the respondents. Informed consent was taken into consideration as it ensures respect for persons during research. The respondents were asked to participate voluntarily.

1.11 LIMITATIONS OF THE STUDY

According to Leedy and Ormrod (2010:35), limitations are those characteristics that limit the scope and define the boundaries of the study. The researcher is of the view that since respondents come from different places, getting the respondents together might delay the process of the data collection.

1.12 CLARIFICATION OF CONCEPTS

Corporate Social Investment: "The way in which companies care for the wellbeing of the social and ecological environment of the communities in which they operate". The companies invest in the advancement of social and environmental needs (Karwowski 2018:423).

Community: "groups existing actively within a geographical area and making corporations account for what they are doing" (Cumbers, Shaw, Crossan & McMaster 2017:135).

Dialogue: dialogue is more than just the banal and narcissistic conversations exchanged (Mulder 2016:450).

Image: a reflection of an organisation's identity and its corporate brand, the organisation as seen from the viewpoint of one constituency. Depending on which constituency is involved (customers, investors, employees), an organisation can have many different images (Bodinet 2018:215).

Public Broadcasting Company: according to Nordberg and Muridzo (2018:2), a public broadcasting company is a peculiar form of organisation, corporations in name but extensions of the state that call them into being.

Value: regarded as something of importance, worth, or usefulness (Hallberg 2017:180).

1.13 OUTLINE OF THE CHAPTERS

Chapter 1: Introduction and background to the study.

This chapter introduced the study and unfolded its focus, beginning with background information regarding the problem under investigation.

Chapter 2: Conceptual framework and literature review.

The purpose of this chapter was to provide a comprehensive review of the literature related to the problem under investigation. The review of related literature expands on the introduction and background information presented in Chapter One.

Chapter 3: Research method.

This chapter explained the research methodology used in this study, namely:

- research design.
- study Population.
- sampling design.
- sample size.
- data collection method.
- procedure of data gathering; and
- treatment of data.

Chapter 4: This chapter presented the data, analysis and interpretation and provided the results of data analysis and data of the study.

Chapter 5: Summary, conclusion, and recommendations.

This chapter presented conclusions drawn from the data and results of the data analysis. Based on the results, recommendations were made.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The concept of corporate social investment can be traced back to more than 60 years. It has also evolved from simply being a voluntary practice to a recognised measurable organisation principle and legal requirement (Pillai 2017:178). A description of the history, nature and the evolution of the term is presented. Many terms have originated from its original concept of corporate social responsibility, which can be viewed as the umbrella term. These terms include corporate social investment and corporate citizenship. This chapter is based on theoretical objectives in order to conceptualise corporate social investment as an image enhancer. Moreover, the researcher focuses on empirical objectives to evaluate the value of CSI programmes at a PBC in Gauteng province and investigates them as an image enhancer at a PBC in Gauteng as well as identifies CSI factors important to the community. The literature further explains ways in which the SABC uses CSI initiatives to engage and empower community.

Corporate Social Investment of the SABC, which is the centre of the study, is a corporate giver which within the framework of its investment engages in various programmes that range from community development, social engagement, and education. However, it is not clear to what extent these programmes add value to the SABC or how they impact on the corporate image of the public broadcasting company (PBC).

2.2 THEORETICAL FRAMEWORK OF THE STUDY

The following are the elements of the dialogical theory and legitimacy theory represented in the study. The underlying principle underlying these theories is the interaction which seeks to legitimise engagement. In this context, the study is about interacting with the community (dialogical) through CSI programmes in order to gain the community support (legitimacy) to affirm its image.

2.2.1 Dialogical theory

According to Kent and Taylor (2014:389), dialogical theory values interpersonal interaction, which places emphasis on meaning making, understanding, concretion of reality, and sympathetic empathetic interactions through dialogue about the CSI programmes. Mulder (2016:463) posits that dialogues can be used to analyse groups to which a firm should be responsible through their programmes of CSI. Dialogue can result in greater organisational rewards in many forms, such as increased community support, enhanced reputation and increased public satisfaction. However, Gunson and Collins (1997:280) argue that even if the organisation and its publics can create dialogical communication methods, it does not imply that they are behaving dialogically to maintain relationships. Kent and Taylor (2002:225) recognise the essential traits and characteristics of dialogue such as mutuality, which focuses on collaboration with others, and a spirit of mutual equality. Mutuality suggests that interactions should be built on an equal footing. In the context of this study, mutuality stems from how organisations should build mutuality with the community through the CSI programmes. Empathy supportiveness emphasises the communal orientation where the good of others matters as much, or more than one's own good; empathy helps an organisation to understand that the community it operates in is more important and deserves to be treated accordingly through the CSI programmes. Risk involves vulnerability, being open to unanticipated experiences and consequences, and "a recognition of strange otherness", which involves an unconditional acceptance of the uniqueness of others. Commitment involves genuineness, commitment to maintaining an open and ongoing conversation and a commitment to interpretation or trying to make sense of what others say and how they feel from having suggested ideas.

Kent and Taylor (2002:223) maintain that many authors have argued that "building relationships with publics that constrain or enhance the ability of the organisation to meet its mission" was significant in shifting the emphasis in public relations from managing publics and public opinion to a new emphasis on building, nurturing and maintaining relationships.

Kent and Taylor (2002:223) restate that relationship management is the most influential perspective in building an image. Interestingly these are important characteristics and elements of the dialogue theory. Hence, a continuous evaluation of CSI programmes is important within the organisation to enhance proper relationships with the community and further build the image of an organisation. It also adds value to the products and services and provides a competitive advantage for the organisation (Pillai 2017:180).

Therefore, the researcher is of the view that the concept of dialogue is related to the concept of two-way communication, often cited in public relations literature (Brown 2010:316). Grunig and Grunig (1992:305) referred to two types of two-way communication. Asymmetrical two-way communication entails using research in order to persuade the community to an organisational point of view, while symmetrical two-way communication involves applying research in order to facilitate the understanding between the community and the organisation (Grunig & Grunig 1992:289). The construct of two-way symmetrical communication, although frequently criticised in the literature (Brown 2010: 282-290), can be seen as a precursor of dialogical theory of public relations.

Thus, if one partner disrupts the dialogic process through any form of manipulation, disconfirmation, or exclusion, then the end result will not be dialogic since there has been a communication break-down by one of the parties. McAllister-Spooner (2009:319) emphasises that dialogue is the basis for CSI and for the result of relationship building, which is the key function of CSI.

2.2.2 Legitimacy theory

Legitimacy theory is derived from the concept of organisational legitimacy, Dowling and Pfeffer (1975:122) stated that it is a condition or status which exists when an entity's value system is congruent with the value system of the larger social system of which the entity is a part. When a disparity, actual or potential, exists between the two value systems, there is a threat to the entity's legitimacy. Legitimacy theory posits that organisations continually seek to ensure that they operate within the bounds and norms of their respective societies. In adopting a legitimacy theory perspective, a company would voluntarily report on activities if management perceived that those activities were

expected by the communities in which it operates (Deegan 2002:15; Deegan, Rankin & Voght 2000; Cormier & Gordon 2001).

Popa (2013:1580) considers that “legitimacy theory is a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions”. In the researcher’s conception, the legitimacy theory is a mechanism that supports organisations in implementing and developing voluntary social and environmental disclosures in order to fulfil their social contract that enables the recognition of their objectives and the survival in a turbulent environment.

The social contract is used to represent the myriad expectations society has about how an organisation should conduct its operations (Deegan 2002:10). Specifically, it is considered that an organisation’s survival will be threatened if society perceives that the five organisations have breached its social contract (Deegan 2002:12). When society is not satisfied that it is operating in a legitimate manner, society will revoke the organisation’s ‘contract’ to continue its operations. Deegan (2002:9) provides examples of how this may be done: consumers may reduce the demand for the organisation’s products; factory suppliers may eliminate the supply of labour and financial capital to the business; or constituents may lobby government for increased taxes, fines, or laws to prohibit those actions which do not conform to the expectations of the community.

Katz (2014:35) asserts that the legitimacy theory relies upon the notion that there is a “social contract” between an organisational programme of CSI and the PBC in which these programmes are operating as well as those in the community. The social perceptions of the organisation’s activities are related to the expectations of the community. In the situation when the organisation’s activities do not respect the community’s moral values, the organisation is severely sanctioned by the society, which may even lead to the failure of the organisation. The organisation has to justify its existence through legitimate economic and social actions that do not jeopardise the existence of the community or the environment.

The stakeholders should act to prevent the loss of legitimacy and not destroy the image of an organisation. Their role becomes a vital one in the prevention and reduction of

illegitimate risks, when organisations would have the opportunity of a precise action at every level of legitimacy based on the evolution and changes of the values and expectations of the society as a whole. In this context, trust becomes an element in shaping organisational legitimacy, and reflects the organisational behaviour (Popa 2013:1581). The legitimisation strategy is a very important mechanism that influences the perception of the organisation by its community. Thus, factors that help or impede the organisation in attaining, maintaining and defending its legitimacy should be explored through empirical investigations.

2.3 NATURE OF CORPORATE SOCIAL INVESTMENT

2.3.1 Corporate social investment in the global context.

During the first half of the 20th century, organisations that were involved in community issues included many leading organisations. The roots and existence of corporate social involvement reach back at least to the 19th century; and far earlier, if one recognises that the earliest 'corporations' were chartered with public goals and public interest objectives as well as private economic objectives (The History of CSR Project 2005. Working paper no.1).

According to the Corporate Social Investment Handbook (De Wet 2005:7), corporate social investment refers to a company's contributions (cash or non-cash) to people, organisations or communities that are external to the company. Freemantle and Rockey (2004:8) add that CSI refers to an organisation's contributions to society and community that are extraneous to its regular organisational activities, whether such investment is monetary, or in the form of other corporate resources, or time. While CSI might be linked to charitable or philanthropic giving, it increasingly serves to support organisation development objectives. As such, CSI is an important sub-set of Corporate Citizenship or CSR and should never be interpreted as being synonymous with those terms (Freemantle & Rockey 2004:8). Hence, this study aims to evaluate the value of the CSI programmes within the PBC in order to enhance its image.

Ismail (2011:370) describes how organisations have always had to consider how their CSI programmes affect the environment as well as its stakeholders such as consumers,

the government and communities. Ismail (2011:372) further mentions that the history of social and environmental concern of business is as old as organisation itself. Commercial logging operations, for example, together with laws to protect forests, can both be tracked back almost 500 years. Carroll (1999:268) supports this by stating that the concept of Corporate Social Responsibility (CSR) has a long and varied history. It is possible to trace evidence of organisational CSI programmes in the community by looking on formal writing on social responsibility, although it is largely a product of the 20th century, especially of the past 50 years.

Corporate social investments are a major strategic issue for large firms as they increasingly position themselves as socially responsible organisations (Gardberg, Zyglidopoulos, Symeou & Schepers 2017:2). Understanding corporate philanthropy's effect on the firm's reputation for corporate social investment (CSI) is important for many reasons. Studies have long contended that a reputation for CSI is a significant determinant of many positive organisational outcomes, such as overall reputation (Brammer & Millington 2005:34) and organisational attractiveness to potential employees (Greening & Turban 2000:276; Lin, Tsai, Joe, & Chiu 2012:91).

CSI activities have, over time, increasingly become a more focused version of a broader CSR, that is, they have become much more concerned with sustainable development, governance and partnerships (correspondence with Dr Neil Eccles, Acting Chair of Department, Centre for Corporate Citizenship, University of South Africa, UNISA, 24/02/09; Hamann, 2009).

Similarly, to CSR as discussed in the previous section, CSI can bring benefits to participating firms by enhancing the firms' reputation, thus maintaining their credibility and legitimacy (which puts them in good stead with other businesses and government officials); by contributing to corporate citizenship; by the manner of their social responsiveness and involvement; and empowering the community at large.

In addition, CSI can contribute to skills training, creating a conducive atmosphere for employees to work in, and thus contributing in a positive way to the community (Hamann, 2009; Van Rooyen 2007:126-127). Although Trialogue (2006:7) concedes that the estimated R2.88 billion allocated to CSI budgets in 2005/2006 was "a drop in the ocean

compared to total government spending, especially in priority sectors such as education and health”, it concludes that the flexibility and speed at which corporate businesses disburse their funds compared to government bureaucracies ensures that they are more effective in achieving the maximum desired impact. Their resourcefulness, so the argument goes, is to be commended and their methods of allocating funds and accounting for them are arguably more efficient than government programmes.

2.3.2 Corporate social investment in the South African context.

Over the last two decades South Africa has faced a myriad of political and cultural issues. The end of apartheid in 1990 led to the freedom of black South Africans to pursue educational and economic opportunities outside of segregated townships. While these opportunities are invaluable for the success of the majority of South Africans, regional instability and economic dependence are looming large for the country’s 52 million residents (South Africa info, 2013). The solutions to these problems may be brought about quicker with corporate social investments by organisations throughout the world (Katers 2006).

In South Africa, the history and definition of CSI are far narrower. Many organisations, particularly the public broadcasting company (PBC), often sponsored philanthropies in their own name; however, these were generally of the most patriarchal kind. In fact, nothing had been recorded about corporate involvement in SA, when Meyer Feldberg, a professor of organisation at the University of Cape Town exhorted organisation leaders to adapt the model of their US counterparts, to sell products and draw employees. His reasoning was based on common sense: “I believe that to subordinate profits to broad social goals would be totally irresponsible”, he said, and “on the other hand, socially responsible behavior is essential to the long-term growth and profitability of the corporation”.

“The costs of carrying out social responsibilities should be considered as normal costs of doing organisation” (Feldberg, 1972). The call for South African organisations to begin to assume responsibilities over and above profit-making was first raised by Feldberg. He said: “Obligations to the wider society had to be shouldered if the private sector was to endure” (Charney, 1999:184). Social responsibility was characterised by a movement

from a culture of hand-outs to a culture of participatory involvement in surrounding community of organisations. This became the first indication of organisations taking CSI seriously and considering it as part of an organisation and not charity. Meyer Feldberg's talk was just the first of a few milestones in the South African CSI. Even then, most CSI programmes were generally ad hoc donation programmes. Little attention was given to developing a strict definition of CSI to monitor the projects that were being funded and to examine the creative partnerships between organisations and their stakeholders that could make such investments go further.

Various individuals played a significant role in introducing corporate social investment as an organisational concept in South Africa, such as Visagie, who formed a network of individuals from various sectors of organisations. Visagie was also the founder of the Gencor Development Trust, which was instrumental in creating a formal CSI network in 1988.

2.3.3 Key implementation challenges to the sustainable development of CSI in the South African context

The CSI agenda has been a part of the global debate on sustainable development for many decades and can contribute towards more inclusive development and the alleviation of poverty. Too often CSI programmes are centered on organisation-orientated objectives that are not fully integrated with the broader, stakeholder development plans. This chapter briefly highlights how the current CSR partnership agenda, and its practice may be unsuited to effectively addressing and delivering sustainable development plans in South Africa.

In this regard, the key challenges are encountered mainly in the implementation process, which is indicative of poor policy formulation. These implementation challenges have been recognised as lack of interpretation, management and co-operation with relevant stakeholder's and weak policy alignment 108, which are illustrated below.

These weaknesses should be addressed through the application of legislative frameworks on development, particularly through the Organisations Act 109, and the Organisations Regulations 110. This could be achieved through having CSR policies

strongly aligned with development plans, given that the broader CSR agenda also aims to promote sustainable development and economic growth.

CSR is almost the natural second step, igniting a conscious awareness that an organisation should build a strong public reputation of social responsibility, both inwardly with regard to its workforce practices and means of production, and outwardly with regard to its treatment of and respect for customers, stakeholders and the environment.

Corporate citizenship completes that picture by incorporating CSI and CSR in a holistic vision of a sustainable future for humanity and our planet. Stacking the three concepts together reveals a certain degree of fluidity when it comes to defining them. The one presupposes the other or flows naturally into the other. One concept cannot do without the other two.

From the above, it is clear that CSR can be viewed as the umbrella term from which CSI is derived. CSI refers to the initiatives taken by organisations which are more active, while CSR is the umbrella term used to describe the variety of activities conducted by a company towards being a more socially responsible organisation.

In South Africa, the nature and content of CSR was fundamentally shaped by apartheid (Bezuidenhout, Fig, Hamann & Omar, 2007:14), apparently spawning a form of CSR that assumes a broader responsibility to society at large. The odd history of CSR in South has impacted on terminology as well (Bezuidenhout et al. 2007:37). This is evidenced in the rejection of the term corporate social responsibility, with its implied 'obligation' in favour of corporate social investment. From the above it becomes clear that apartheid played a significant role in motivating organisations to participate in CSI, thus addressing the needs of the previously disadvantaged communities.

From the above it is clear that CSI became the more preferred term of reference in South Africa and that CSR is seen as the broader term, which describes the commitment and responsibility of organisations. For the purposes of this research paper, reference is only made to CSI as it is the term/phrase generally used in South Africa.

2.4 CORPORATE SOCIAL INVESTMENT VERSUS CORPORATE SOCIAL RESPONSIBILITY

The terms CSR and CSI are often misunderstood by society. According to Hinson and Ndhlovu (2011), while CSI is sometimes viewed as part of corporate citizenship, CSR encompasses other factors that CSI does not have, such as government and labour relations, ethical working conditions, working with communities rather than simply providing them with monetary support or donations, changes in operational organisation practices, working towards meeting greener working standards and general good organisation ethics. According to NGO pulse (2013), whilst previously, the terms CSI and CSR were used interchangeably, they have now been defined separately. Both are defined here.

2.4.1 Corporate social responsibility

Although references to CSR occurred a number of times prior to the 1950s, that decade ushered in what might be called the modern era with respect to CSR definitions. In 1954, Bowman published a book on the social responsibilities of organisation, which stood out during that period. Bowen was also acknowledged as the father of CSR (Bowen, 1953:44). In the 1960s, the literature on CSR developed considerably. Most of the definitional literature was written by academics such as Davis, Frederick, McGuire and Walton and more definitions of CSR proliferated in the 1970s (Carroll, 1999:268).

A variety of terms are used interchangeably when referring to CSR. These terms include, among others, organisation ethics, corporate citizenship, corporate accountability and sustainability. CSR means addressing the legal, ethical, commercial and other expectations society has for an organisation and making decisions that fairly balance the claims of all key stakeholders. In simplest terms, it means what you do, how you do it, and what you say about it.

2.4.2 Corporate citizenship

The King IV Report, which is the latest revised version, emphasises an integrated report, which will evaluate a company's impact on the economic life of the community in which it operates, as well as many other matters. The Report resulted from the new Organisations

Act, No 71 of 2008 of South Africa as well as the changed international governance trends since the release of the second King Report on corporate governance for South Africa (King IV) in 2016. The King IV Report, which was released in November 2016, aims to move the focus away from the short-term mind-set on what is currently reported to the investment community twice a year. Instead. It advocates a number of governance procedures, strategies and reporting requirements that focus on the longer term, which is likely to generate long-term prosperity for the organisation. The King IV Report also emphasises the fundamental premise of the sustainability movement, namely, that organisations do not operate in a vacuum. They rather shape and are shaped by the communities and environment in which they function. Consequently, long-term corporate strategy must include input from a broader range of stakeholders and must consider a number of important issues in the social and environmental realms. Furthermore, the King III Report aims to force sustainability and financial reporting onto the same footing. Instead of sustainability being an afterthought ticked off on a corporate governance checklist, integrated reports would need to indicate how sustainability issues permeate the organisation, their effect on the organisation, and how the organisation will deal with them (Summary of report on Government for SA, 2009:3).

Performance evaluation and reward are the mechanisms by which organisations embed their key strategic objectives into decision-making. Incorporating measures of CSR into strategic performance measurement systems (SPMS), such as the balanced score card (BSC), has been advocated as a means of motivating CSR (Epstein & Wisner 2001; Figge, Hahn, Schaltegger; Wagner 2002:270; Moller & Schaltegger 2005)

2.4.3 Sustainability

The term sustainability derives from the concept of sustainable development, and measures an organisation's ability to continue operating in the long term. Sustainable development is the overarching framework for global development, which provides guidelines and parameters for corporate social responsibility (De Wet 2005:7). It therefore implies that each organisation must find ways to balance the need for short-term corporate competitiveness and financial return with the need to continue as an ongoing concern in the long term (Freemantle & Rockey 2004:7).

2.4.4 Communications Strategy of Corporate social investment

According to Skinner, Von Essen and Mersham (2004:283), corporate social investment programmes are expected to provide a return on investment and contribute to the promotion of the company's image in the market place. The researcher is of the view that most grant-makers have a communication strategy in place that is aligned to the programme's mission and strategic objectives. Effective communication of the corporate social investment activities plays an important role in the projection of the PBCs as a caring citizen and is often not given the priority it deserves.

Skinner *et al.* (2004:281) further stated that it is important that corporate social investment works closely with the marketing or public relations department to ensure there is effective co-operation. Corporate social investment practitioners should consider the full spectrum of communication tools.

2.5 PUBLIC BROADCASTING COMPANY (SABC)

The Public Broadcasting Company (PBC) is based on the principles of common service, diversity of programming, provision for minority audiences, including the disadvantaged, sustaining an informed electorate and cultural and educational enrichment. The roots of PBC are generally traced to documents in support of the establishment of the BBC by the Royal Charter in 1927. Corporate social investment of the South African Broadcasting Company, which is the object of the study, is a corporate giver, which within the framework of its corporate social investment engages in various programmes that range from libraries, social engagement and education.

Public service broadcasting was created across Western European democracies in various guises, with funding in the form of license fees, taxes or other non-commercial options and included various examples. Each PSB operates under varying funding, governance and regulatory structures, although each one faces similar challenges in the face of increasing competition due to new modes of delivery, public demands for greater accountability and political pressures on its editorial. According to the SABC Foundation Chair, Mr Tsedu, in the SABC Annual report (2018), the programmes of the PBC (SABC)

for CSI vary in terms of what they offer to the community. Its programmes are outlined below.

2.5.1 Education, School development and Tertiary education

Developing the education sector is a vital part of the SABC foundation of successful transformation, which is why the organisation directs its CSI efforts on education through building schools, bursaries and buying school uniforms (Ball 2017:350).

To address this, corporate social development of the SABC encourages young learners to pursue their careers by offering them bursaries while reducing the knowledge gap that exists within their communities. The public broadcasting company strives to maintain and sustain educational programmes to keep on empowering young people in particular.

The Geleza Nathi programme provides an educational programme to stimulate thinking of young people and empowering them to bring an understanding to the subject matter. This programme has impacted positively to prepare and assist learners to complete their high school education with exemption.

2.5.2 Youth entrepreneurship/ business in community

A majority of South Africa's young entrepreneurs and emerging businesses face critical challenges to put their businesses into operation due to a lack of funding opportunities within the small business sector; therefore, the SABC foundation works to assist and empower these SMMEs.

According to Lyon (2015:22), entrepreneurship programmes in the corporate social investment sector serve as a mechanism for fostering community development matters because they can help address economic inequality in our communities and in our nation. Lyon went on to mention that CSI programmes which focus on the entrepreneurial should foster community development by creating and innovating solutions to the community's problems.

2.5.3 Sports development, Skills Development and Job creation.

CSI encompasses projects that are external to the normal business activities of the SABC foundation and not directly for purposes of increasing company profit. These projects

have a strong developmental approach and utilise company resources to benefit and uplift communities for skills development, creating jobs and providing recreational facilities and are not primarily driven as marketing initiatives.

Corporate social investment originated from philanthropy when the value it added to the reputation of the organisation was recognised

2.5.4 To facilitate access to quality healthcare service

- SABC foundation and SABC clinic annually supports a large number of communities in Gauteng, including various hospices, children's homes, foundations, associations and societies in providing health and care services in communities.
- It further provides programmes that speak to the community and teaches them about healthcare. The programmes like Soul City institute and Soul Buddy, are helpful towards the community because they improve the quality of life within the community and create awareness.

2.6 COMMUNITY

According to Ramachandra and Mansor (2014:594), community consists of the constituencies that include community residents or community leaders who are directly and demographically involved in community engagement initiatives. However, Cumbers, Shaw, Crossan and McMaster (2017:135) stated that community may be defined as a grouping of people having certain common interests, manner of life, activities, purpose, values, traditions, or goals and objectives. A community can thus be composed of individuals, small groups of people such as found in a local home owner's association, or larger organisations such as found in a local or provincial government, or the country as a whole. These groups or community can be working for the same or similar goals and objectives while some have overlapping goals and objectives, some in direct opposition to one another, or any combination thereof. Most of these groups serve their own self-interests and their power is widely decentralised.

This is a pluralistic community that maximises freedom of expression, action, and responsibility. This in turn results in a widely diversified set of loyalties to many different

causes and organisations. Since there are so many different communities, more popularly referred to today as "stakeholders", an organisation is buffeted on all sides to go in different directions as each group or community dictates its wishes and desires. It can therefore be argued that CSR has in great measure developed in response to consumer demands and expectations.

2.6.1 The importance of CSI programmes on the community.

According to Hansen, Dunford, Boss, Boss and Angermeier (2011), most research on CSI to date has predominantly focused on internal stakeholders which is on the employee who reveals very little about the contribution that CSI programmes might have on community. The researcher is of the view that the programmes run by the PBC are meant to enhance the image of the organisation and engage with the community, particularly the community they are operating in. Ramachandra and Mansor (2014:595) cited that community engagement programmes (CSI) are normally financed by public bodies like PBC and are intended to stimulate continuous engagement between organisation and communities.

A community relation programme must identify the company with the interest and welfare of the community. It must consist of actions that demonstrate the PBC's sincere recognition of its responsibility to the society in which it operates. These actions will reflect most favorably on the company if the community and public are informed of them, modestly and subtly through normal channels of information (Skinner *et al.* 2004:283). With that said, the researcher wants to believe that it is clear that the first step in establishing community programmes is to evaluate the company's policy to ensure that they are in accordance with the public interest. It is useful to be aware of society's attitude towards an organisation, and until you know how informed or misinformed the public is, you cannot know how to plan an effective public relation programme.

In programmes and projects that are delivered in such contexts, numerous stakeholder groups are obliged to make decisions which might have an effect on the execution of the community engagement initiative (Guerce & Vinante, 2011). Normally, these stakeholders have diverse institutional missions, needs and objectives, therefore, their involvement in the evaluation process creates and maintains diversity within the participating stakeholder

(community). However, it is not clear to what extent these programmes add value to the SABC and how these programmes impact on the corporate image of the PBC.

2.6.2 CSI as community engagements programmes

According to Ramachandra and Mansor (2014:590), community engagement is a blend of sociology, political science, cultural anthropology, organisational development, psychology and social work. Delving further into the realms of community engagements, there are aspects of community participation, community psychology constituency building, community mobilisation and cultural influence that contribute the development of CE literature, thus, in turn, widening the purpose and scope of CE within the social ecology.

The challenge in defining CE is primarily because of the limitation of a boundary. Most often than not, a community is restricted or limited in its geographical boundaries. However, the definition of community in this context needs to extend beyond the geographical boundary. Therefore, in the context of CE, a community could include its external community that they are working with, but also their students and staff, organisation, professional bodies, non-governmental bodies (non-government organizations (NGOs), other education institutions and government, if applicable.

2.6.3 Value of CSI programmes on the community.

Deigh, Farquhar, Palazzo, and Siano (2016:230) mentioned that the most fundamental and highest priority responsibility is the value that CSI programmes have towards the community it serves. The expectation at this point is for the organisation to operate a successful programme whenever it has CSI programmes to coordinate. Legal responsibilities require the organisation to recognise that law is society's codification of right and wrong; hence, to obey the law of the country is essential. Ethical responsibilities are those activities not codified by law but are expected by a community. The main requirement is philanthropic responsibility, which is discretionary in nature.

This responsibility requires the organisation to be a good corporate citizen by contributing resources to the community and improving quality of life. Overall, the pyramid of responsibilities purports those businesses that deem themselves socially responsible

should simultaneously fulfil this set of obligations, taking into consideration their decreasing compliance or obligation. Corporate philanthropy is a direct contribution of resources by an organisation and its community to a cause, to improve community well-being or to a charity, most often in the form of cash grants, donation and/or in-kind services (Kotler & Lee 2005). Although described as being part of the new social contract in the pyramid, philanthropy is the most traditional of all corporate social initiatives and has primarily been a major source of support for communities in health, education, human service agencies, the arts and, in some cases, the environment.

According to Kotler and Lee (2005), terminology closely linked to philanthropy includes community giving, community relations, and corporate citizenship and community affairs. Increasingly, philanthropy is used as a form of promotion, supporting a company's image or brand through cause-related marketing, even though it still characterises merely a fraction of overall corporate charitable expenditures. Philanthropy thus appears to cover almost any class of charitable action that has some definable approach. In the corporate context, it usually means that there is some connection between the charitable contribution, the firm's business and the way a firm is in contact with its various communities (Porter & Kramer 2002). We reason accordingly that philanthropy is an appropriate construct through which to explore firm engagement with community.

2.6.4 Benefits of CSI in the community.

- Enhance your organisation's corporate image.
- Become a good corporate citizen by improving your organisation's competitive edge in terms of attracting and retaining investors, clients and employees.
- CSI demonstrates the 'heart' of your organisation and can enhance your credibility.
- Improve the living conditions of the employees, their families and the communities in which you operate, thereby creating a sense of employee satisfaction and loyalty.
- Contribute to and support your marketing tools: i. e. brand awareness.
- Align your organisation with industry charters: SRI (Social Responsibility Index) and GRI (Global Reporting Index).

- Stabilise the social and economic environment.
- Generate new business ideas.

2.7 VALUE OF CSI AS AN IMAGE ENHANCER AT A PBC.

Corporate Social Investment refers to a company's contributions (cash or non-cash) to people, organisations or communities that are external to the company. Freemantle and Rockey (2004:8) add that CSI refers to an organisation's contributions to society and community that are extraneous to its regular organisation activities, whether such investment is monetary, or in the form of other corporate resources or time. While CSI might be linked to charitable or philanthropic giving, it increasingly serves to support organisation development objectives. As such, CSI is an important sub-set of corporate citizenship or CSR, and should never be interpreted as being synonymous with those terms (Freemantle & Rockey 2004:8). Hence, the study aims to evaluate the value of the CSI programmes within the PBC in order to enhance its corporate image.

This responsibility requires the organisation to be a good corporate citizen by contributing resources to the community and improving quality of life. Overall, the pyramid purports that businesses that deem themselves socially responsible should simultaneously fulfil this set of obligations, taking into consideration their decreasing compliance or obligation. Corporate philanthropy is a direct contribution of resources by an organisation and its community, to improve community well-being or to a charity, most often in the form of cash grants, donation and/or in-kind services (Kotler & Lee 2005). Although described as being part of the new social contract in the pyramid, philanthropy is the most traditional of all corporate social initiatives and has primarily been a major source of support for communities in health, education, human service agencies, the arts, and in some cases, the environment. Therefore, this chapter will help the researcher find meaning to the CSI programme in order to arrive at a profound phenomenon.

2.8 IMAGE

According to Poon Teng Fatt, Wei, Yuen and Suan (2002:28), any organisation spends time, resources and effort to build a strong image for its company. Millions are spent on advertising products and services to create a strong, impressive brand and donations and

charity events are sponsored in order to create an image of a socially responsible organisation in the eyes of the public. These researchers further stated that employees are trained in corporate dressing and image marketing while research firms help organisations to determine consumer preferences and opinions of the firms and their products. In response to these observations, their article aims to reiterate the importance of corporate image, analyse the factors that affect it, and recommend actions for an organisation.

Image has often been defined as the most important competitive advantage that organisations can have (Siltaoja 2006), therefore the subject is increasingly important in the lives of organisations today. According to Mersham, Theunissen and Peart 2009:786), creating a positive image is the basis for CSI and for the result of relationship building, which, according to various authors, is the key function of CSI. Nowadays, organisations are concerned with managing their image because there is a strong positive correlation among community perceptions on a company and how the community values organisations to enhance its corporate image.

2.8.1 Alignment of Branding and CSI

Most organisations found the marketing of the brand and the perceived trustworthiness to be reasonably trustworthy to very trustworthy (Mersham). Most indicated that the brand is trusted to do the right thing and be trusted as an employer in the community. It is recommended that a revised B-BBEE strategy be developed that is aligned with the government's priorities in terms of social development and the Millennium Development Goal. This would ensure that all goals, plans and priorities are aimed at achieving a common result. The next section deals with the summary of conclusions, that is, the focus areas of CSI. Philanthropy is the yearning to uphold the welfare of others. This is usually achieved by the generous donation of money towards good causes (Dowling & Moran 2012). Many corporates invest in philanthropic initiatives to assist causes that are in need. "Corporate Philanthropy" is often mistaken with the term CSR, although it is only one dimension of CSR and should not be used interchangeably.

2.8.2 Reputation of the PBC through CSI programmes.

Authors over the years have also recognised that an organisation's corporate reputation is affected by the actions of every business unit, department and community that comes into contact with another stakeholder, which happen to be the community (Post & Griffin 1997:170); moreover, it is the job of every organisation to protect and enhance their company's reputation (Saxton 1998:395). Organisations are therefore increasingly regarding their community as vital corporate assets in forming and sustaining a favorable corporate reputation when coordinating corporate social investment programmes (Gofton 2000:30).

A corporate reputation is a collective representation of a firm's past actions and results that describe the firm's ability to deliver valued outcomes to multiple stakeholders. According to Abratt and Kleyn (2012:1046), not all organisations are thoroughly reputable, thus corporate reputation can be defined as a stakeholder's overall assessment of organisation over time.

This evaluation is based on the stakeholder's practices with the organisation and its brands, their relationships with these and the organisation's employees and representatives, memberships of brand communities and any other perceived communication and symbolism that provides information about the organisation's actions and/ or comparison with the organisation's rivals. However, the means by which a community can be directed or encouraged to live the brand is an area which has received relatively limited coverage in the corporate reputation literature. Reputation is considered as a snapshot that reconciles the multiple images of a company held by all its constituencies.

According to Van Riel and Fombrun (2007:26), the maintenance of an organisation's reputation has always been an important aspect in business objectives, hence successful brand management is centered on the development and maintenance of corporate reputation, conveying the right image and creating a clear and recognisable identity. Organisations therefore need to ensure that their communities have a positive image of their company for them to strongly identify with it. Moreover, it has been suggested that in order to encourage stronger commitment to the organisation and its core values,

employees need to internalise and adhere to its values and norms in their attitudes and behaviour (Mael & Ashforth 1992:15). At the same time, organisations need to ensure that their actions reflect what is distinctive, central and enduring about the organisation's identity' to strengthen its identity in the community through the CSI programmes.

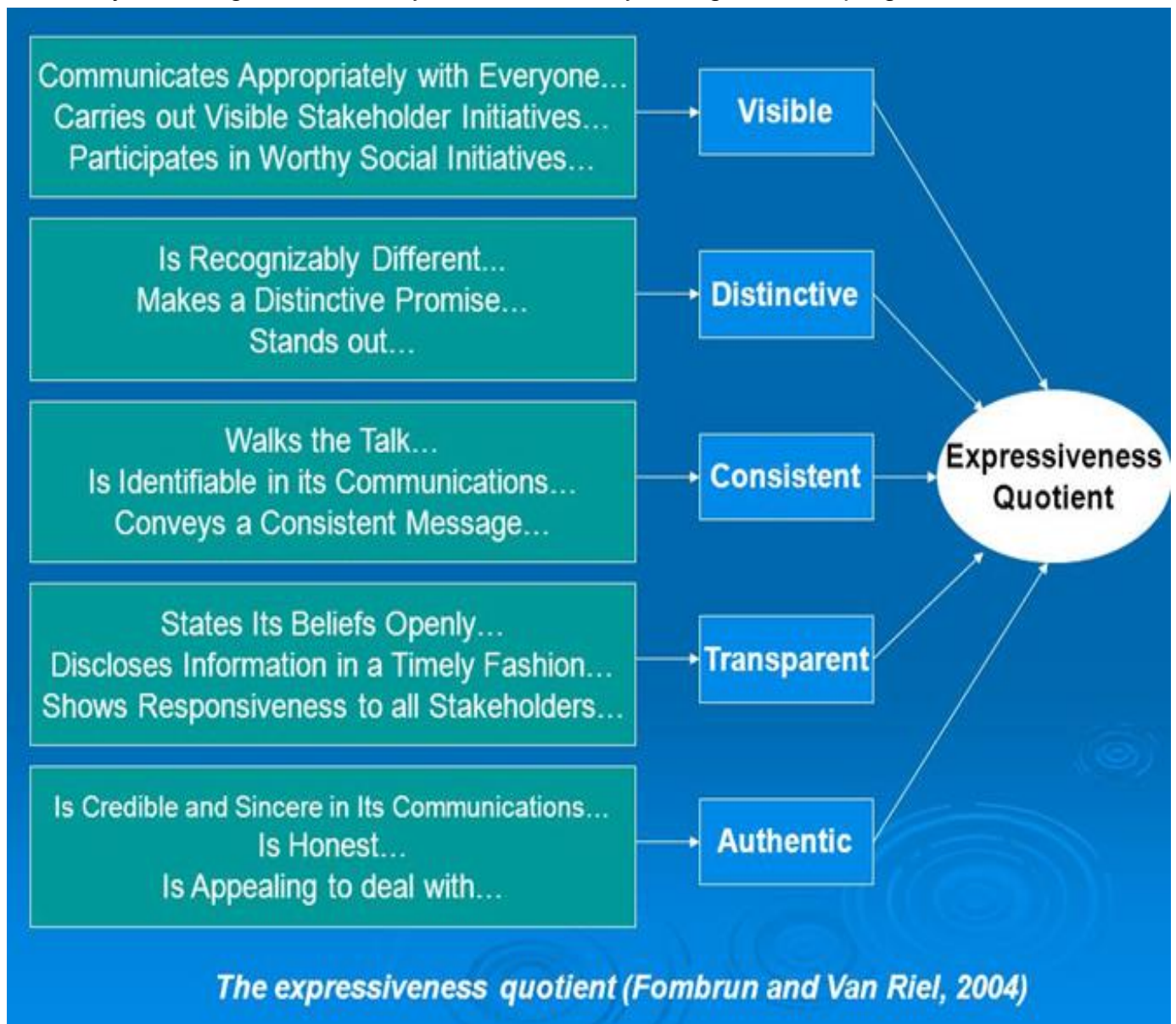


Figure 2.1: The expressiveness quotient. (Fombrum & Van Riel 2004:96)

Figure 2.1 is used as a guideline for the company's reputation, and plays an important role as the functioning of any organisation. Therefore, in the context of this study, the five

core dimensions of expressiveness are explained to bring understanding of how the CSI programme can enhance the PBC's image.

2.8.2.1 Visibility

Without visibility even good companies do not have real reputations. A company having visible communications through its CSI programme enhances the possibilities of stakeholders perceiving it as genuine and credible, subsequently attracting advocacy and support (Fombrun & Van Riel 2004:87). It is of utmost importance therefore for the PBC to channel its CSI programme visibly in order to attain a good image to the community.

2.8.2.2 Distinctiveness

When companies achieve a distinctive position among their stakeholders, they develop their reputations (Fombrun & Van Riel 2004, 89). It is vital for the PBC to be a distinctive company in order for their CSI programmes to be recognised. This can be done when the company is constantly engaging the community with its CSI programmes which can eventually bring what is called "core reputation platform" (Fombrun & Van Riel 2004:133.) Managing the company's distinctiveness is one the most important aspects. Creating just small differences in stakeholder perceptions are often enough to generate recognition, support and reputation (Fombrun & Van Riel 2004:134).

2.8.2.3 Consistency

It is best regarded that the PBC also tend to be more consistent in their procedures and interactions with the community in conducting the CSI programmes (Fombrun & Van Riel 2004:94). Therefore, in order for PBC to achieve the most favorable reputation through a strong reputation platform, they need to implement campaigns, communications by creating community discussion enforcing identity, and implementing an integrated communication system on their CSI programme so that the community becomes versatile with the programmes and familiarise itself with the organisation (Fombrun & Van Riel 2004:217)

2.8.2.4 Transparency

A reputation can grow stronger by being transparent in company interactions. Staying away from communications with the community, granting only minimal information and avoiding any details why, how and what the CSI programmes are doing, is a good way to get rid of the public's positive interest towards a company.

As Fombrun and Van Riel put it, “transparency helps build, maintain, and defend reputation”. By having more and better information available a community will consider the company more credible and accountable (Fombrun & Van Riel 2004:94.)

2.8.2.5 Authenticity

Authenticity generates emotional appeal that is essential to reputation building as a public community authenticity. It is therefore the role of the PBC to be authentic towards the community when conducting CSI programmes so that they are valuable (Fombrun & Van Riel 2004:91.) Communications have to be truthful with all stakeholders because any dishonesty or disbelief will be immediately disseminated through all of them, damaging any support the company might have had (Fombrun & Van Riel 2004, 163). Authenticity needs to come from within by everyone working together and having similar goals. A company can only be truly authentic if the employees express the organisational values in their everyday interactions. Also, the company’s core essence needs to be expressed, so emotionally appealing to all stakeholders. (Fombrun & Van Riel 2004:165).

2.9 BENEFITS OF A GOOD REPUTATION

Fombrun and Van Riel (2004:241) believe that a good reputation creates wealth. By adding strong and consistent images, well-regarded companies generate hidden assets or reputational capital that give them a distinct advantage. According to Marquez and Fombrun (2005:305), a good reputation enhances profitability because it attracts customers to products, investors, securities, and employees to its jobs. However, Pharoah (2003:47) states that an excellent reputation does not automatically guarantee the success of an organisation; on the other hand, a bad reputation is always damaging to an organisation’s objectives. A company’s reputation is an asset and wealth that gives the company a competitive advantage because this kind of company will be regarded as reliable, credible, trustworthy, and responsible and eventually that will result in trust.

2.9.1 Trust

It is clear that trust and reputation cannot be separated as an organisation’s most valuable assets (Bhalla 2011:1). Affirmative corporate reputation and trust are aspects that are

imperative to consider, especially as they play a valuable role on the programmes of CSI conducted by the PBC.

According to Rindova, Williamson, Patkova and Sever (2005:1032), an organisation can gain trust by rising to its positive reputation. A community is more likely to perceive the organisation with good reputations by several related features, namely: credibility, reliability, responsibility, and trustworthiness (Fombrun 2005:14), which can enhance the community's expectation of corporate capability to provide excellent CSI programmes. Fombrun (2005:18) further stated that community is more likely to have confidence if that highly regarded organisation is competent, acts reliably in its activities, and considers the wellbeing of both parties in the relationship when making decisions, which all contribute to the trustworthiness of the company.

2.10 KING IV REPORT ON CORPORATE SOCIAL INVESTMENT

One of the philosophical underpinnings of the King IV concepts is corporate citizenship, stating that an organisation is an integral part of community and has corporate citizenship status. It further stated that this confers rights, obligation and responsibilities on the organisation towards community and the natural environment on which it depends.

The King IV Report is the most essential guide in order to monitor the practices of corporate social investment. Although most organisations do acknowledge and follow this report, they do not implement the two essential issues highlighted, namely, leadership and sustainability. In order for organisations to be successfully aligned with the report, it is recommended that an auditor is part of the CSI committee to check whether the company is always in compliance with the King IV Report and the company's CSI spending. Special attention has to be given to key risk reporting issues which are more technical matters concerning CSI funding. The CSI practice and procedures need to be aligned with auditing and financial regulations which is what the King IV Report is based on.

The King Committee on CIS (King 2016:12) defines CSR as the fact that a well-managed company will be aware of and respond to social issues by placing high priority on ethical standards. It is evident from the preceding paragraphs that CSR is a company's internal

value system for conducting the organisation and regulating operations. Essentially, CSR is the deliberate inclusion of public interest into corporate decision making, and the honoring of a triple bottom line: people, planet, and profit.

2.10.1 Legal compliance, policy and principles affecting CSI in South Africa

Corporate social investment in South Africa has been influenced by issues such as legal compliance, policy and principles. These include the Sullivan Principles, Broad-based Black Economic Empowerment, Growth Employment, Social Responsibility Investment Index and redistribution strategy. These have had significant influence on the policy, framework, measuring and structuring of corporate social investment practice in South Africa. Many of these matters have also been a guide to organisations on how to manage their corporate social investment initiatives accordingly.

2.10.2 Broad-based black economic empowerment

In the South African context, corporate social investment and the Broad-based Black Economic Empowerment Act, No. 53 of 2003 (B-BBEE Act), signed into law in January 2004, has placed B-BBEE firmly on the corporate agenda. The Act mandated the Department of Trade and Industry to issue explanatory codes of practice of B-BBEE in order to give organisations guidance on implementing the B-BBEE legislation and drafting their own industry sector transformation charters. Together, these codes and charters provide the new rules of engagement for broad-based empowerment and transformation (Skinner & Mersham 2008:239-255).

Njenga and Smith (2007:11) also emphasise the importance of the B-BBEE Act. According to them it is the most important document that has lately influenced and determined the character of CSI in South Africa. In this Act, and in the Codes of Good Practice emanating from it, CSI falls under socio-economic development as one of the seven measurable aspects of B-BBEE. The South African Department of Trade and Industry (DTI) has developed a balanced generic scorecard to measure the extent to which enterprises contribute to B-BBEE (Njenga & Smit 2007:11-12).

Castka, Bamber and Sharp (2004:1) describe the alignment and significance of transformation and CSR in Africa. In South Africa, CSR is closely aligned to the broad-

based transformation agenda. As a formal component of that agenda, corporate social investment has an explicit role to play in challenging corporate resources towards poverty alleviation and socio-economic development. Changes to society and the corporate environment at the beginning of the 21st century bring corporate social responsibility and corporate social investment under the spotlight with ever-increasing levels of shareholders, public and governmental scrutiny. The emerging need is to demonstrate that the organisation is directed, managed and internally controlled with thorough consideration of stakeholders' expectations and of the impact of the organisation on stakeholders – economically, environmentally and socially (Castka *et al.* 2004:1). Voluntary 32 sustainability initiatives have not succeeded, and compliance with Black Economic Empowerment (B-BBEE) charters and environmental standards have to be legislated and regulated. Fig (2005:599-607) avers that South African organisations' CSR contributions are regarded as cosmetic and self-serving.

The inclusion of CSI in the codes and charters has introduced a new set of concerns and priorities for organisations and their CSI practitioners. The codes constitute the first step in implementing a coordinated national B-BBEE regulatory framework and cover seven key transformation elements, namely, ownership, management and control, employment equity, skills development, preferential procurement, enterprise development and a residual CSI element.

The B-BBEE Scorecard allocates 10% weighting to the residual element and prescribes that organisation spend 13% of their profit after tax on the following areas: industry initiatives to facilitate the inclusion of black people in the sector and industry-specific initiatives to promote B-BBEE; and CSI initiatives.

The allocation is evenly divided between industry initiatives and CSI, each with an available five points and an expenditure target of 1.5% profit after tax. There is no doubt that the government's more prescriptive stance on transformation has thrust CSI onto every corporate agenda in South Africa. The inclusion of CSI on the B-BBEE scorecard has affirmed a valuable contribution that the private sector makes to community development and that CSI departments can make within the organisation, and there is little doubt that the status in South Africa is on the rise. With set targets and expenditure

a requirement, CSI has therefore become a performance-driven pursuit among organisations seeking to improve their overall B-BBEE scores (Skinner & Merham 2008:239-255).

2.10.3 The global Sullivan principles

In 1977, Reverend Leon Sullivan launched the original Sullivan principles, which were designed to help persuade US organisations with investments in South Africa to treat their African employees the same as they would their American counterparts. These principles were then re-launched in 1999 as the Global Sullivan Principles for corporate social responsibility. Reverend Sullivan described the objectives of the Global Sullivan Principles at their launch as being there to “encourage organisations to support economic, social and political justice wherever they do organisation” (Global Sullivan Principles of Corporate Social Responsibility, 2012). At the launch, UN Secretary General Kofi Annan declared that “enlightened organisation leaders” recognise that their reputations and even their bottom lines are “intimately tied to good corporate citizenship” (Global Sullivan Principles of Corporate Social Responsibility, 2012). They refer to the support for universal human rights, equal opportunities, respect for freedom of association, levels of employee compensation, training, health and safety, sustainable development, fair competition and working in partnership to improve the quality of life.

The creation of the Sullivan principles and their application to US organisations established a new vocabulary for CSI in South Africa. US organisations operating in South Africa voluntarily complied with the principles, but constant scrutiny by shareholders and anti-apartheid activists back home made the voluntariness almost impossible. Institutional investors, particularly from religious organisations, municipal pension funds and trade unions, pressurised organisations to disclose the extent of the social investment in South Africa in detail.

Organisations were exhorted to stop supplying the South African military or to make loans to the government. Thus, the Sullivan principles’ proactive CSI programmes included extensive community investment as well as spending on employee wellbeing. Under the Sullivan principles, CSI covered employee concerns such as housing, health and training to enable employees to advance the jobs and education of family members. This

motivated a number of South African-owned organisations around the mid-1980s to form charitable trusts, both to accommodate expanded community investment as well as receive tax benefits from the receiver. The Sullivan principles were a statement of fair employment practices that included equal pay for equal work for blacks and whites; non-segregation in the workplace; training programmes to advance blacks; improved housing; transportation; schools; and health care (Chaston & Mangles 1997:47).

Through the Sullivan principles, corporate responsibility in South Africa was formalised and operated as efforts to improve social standards within core organisation activities and by “constructive engagement” (Marzullo 1987) with civil society and state interests. Alperson, Cohen, Rubinstein and Hodes (1995:5) describe the Sullivan principles as a “turning point” in the “vocabulary” of corporate responsibility in South Africa. South Africa, which re-entered the global markets in late 1994 after almost two decades of isolation due to the apartheid policies of its former government, is progressively aware of the world’s increasing interest in the country as both a tourist and investment destination.

An organisation wishing to be associated with these principles is expected to provide information which publicly demonstrates its commitment to them. These principles aim to be applicable to organisations of any size, operating in any part of the world. They have been endorsed and implemented by a number of organisation councils, campaigning non-governmental organisations, local authorities, organisations and representative organisations. To date, around 100 organisations have signed up to them.

Listed below are the principles with which organisations comply:

- ❖ Non-segregation of the races in all eating, comfort, and work facilities.
- ❖ Equal and fair employment practices for all employees.
- ❖ Equal pay for all employees doing equal or comparable work for the same period of time.
- ❖ Initiation and development of training programmes that will prepare, in substantial numbers, blacks and other non-whites for supervisory, administrative, clerical, and technical jobs.

- ❖ Increasing the number of blacks and other non-whites in management and supervisory positions.
- ❖ Improving the quality of life for blacks and other non-whites outside the work environment in such areas as housing, transportation, school, recreation, and health 30 facilities.
- ❖ Working to eliminate laws and customs that impede social, economic, and political justice (Added in 1984) (Global Sullivan Principles of Corporate Social Responsibility, 2012).

2.10.4 The social responsibility index as measuring tool for CSI

The establishment of the South African Social Investment Exchange (SASIX), which was the second of its kind in the world outside the Social Stock Exchange of Brazil, is used to measure the impact of CSR, which is the assessment of social, programmatic and policy impacts

Most organisations (89.4%) indicated that they do comply with the B-BBEE Code of Good Practice. This suggests that 1% of net profit has to be spent on social development. However, there are no specific guidelines on how exactly this 1% should be spent in order to create better sustainability and development in the country. It is recommended that organisations integrate their compliance to the B-BBEE Code of Good Practice with their core organisation and CSI practices and procedures. By this is meant that contributing 1% of net profit should be aligned to the CSI strategy and procedure as well as the core organisation, which would be more meaningful and have a greater impact.

2.11 CONCLUSION

This chapter provided the theoretical framework for the study by reviewing literature on CSI programmes on how they enhance the image of the organisation as the study's objectives. The literature review further reviewed CSI legislation and role-players in CSI practice by ensuring that the CSI programmes have value. Furthermore, the chapter provided a theoretical backdrop to the discussion of the research methodology described in the next chapter.

Finally, while it is vital to realise the importance of CSI for organisational success an organisation may struggle to find the best way to proceed with it. One way of trying to address such a problem is going right back to the beginning to understand why CSI was implemented, which then would assist in understanding the fundamentals in the first place, and what initiatives they have done since then to integrate it into the company as well as communicate its CSR positioning and strategy as such.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

This chapter presents the methodological approaches of this study. The previous chapter provided insight into the field of study and gave us guidelines for the development of the research instrument in the current study. Creswell (2014:155) coins research design as to how the research will be conducted while Leedy and Ormrod (2010:2) in their substantiated definition define it as a “systematic process of collecting, analyzing and interpreting information to better understand a known or unknown phenomenon”. This chapter therefore describes methods and techniques used to achieve the objectives of the study. The methods used to elicit data are explained as well as the reasons for choosing specific methods, and how precisely they were designed and utilised. It discusses the elements of empirical study, including sections on research method, sampling methods, data collection, procedures of data collection, and data analysis. The study also considered ethical issues when collecting the data. Ethical issues as pointed out by Polit and Beck (2010:145) should be considered during and after the fieldwork.

A summary of this chapter and the research methodology employed throughout this study can be seen in Table 3.1

Table 3.1: Summary of Methodology

Research Methodology components	Research Methodology to be used for the study
Research design	Case study design using quantitative and descriptive research
Sampling method	Non-probability sampling method-convenience sampling
Sample size	500 participants

Research Methodology components	Research Methodology to be used for the study
Inclusion criteria	Participants at the selected regions in Gauteng Participants over the age of 18 years Both males and females
Exclusion criteria	Participants under the age of 18 years
Data collection method/ measuring instrument	Self-administered questionnaire
Number of sections	7
Number of questions	31
Pilot study	Was conducted with 20 respondents around Vanderbijlpark
Date of fieldwork	01 November to 30 December
Reason	It was the festive season and more people were in the malls.
Treatment of data	Microsoft Excel spreadsheet and SPSS
Source: Adapted from Fazlzadeh <i>et al.</i> (2012: 16)	

3.2 RESEARCH DESIGN

The research design of a study outlines the basic approach that researchers used to answer their research questions (Polit & Beck 2010). To meet the aims and objectives of a study, the researcher needs to select the most appropriate design for achieving its aims (Parahoo 2008:275). Therefore, the case study approach using quantitative and descriptive research was employed. According to Creswell, Ebersohn, Ivankova, Jansen, Nieuwenhuis, Pietersen and Clark (2017:81), case study research refers to an empirical

inquiry about a contemporary phenomenon, for example, a case set within its real-world context, especially when the boundaries between phenomenon and context are not evident. Miles and Huberman (1994) argue that a case study is a phenomenon occurring in a bounded context. A descriptive case study describes an intervention or phenomenon and the real-life context in which it occurred. This quantitative approach arises from the belief that human phenomena and variables in human perception can be studied objectively (Parahoo 2006:275) and so this approach has been chosen as an appropriate research method. Quantitative research uses a fixed design that organises in advance the research question and a detailed method of data collection and analysis (Robson 2007:785). Three main types of research approaches can be used in a research study, namely, qualitative, quantitative, and mixed methods approach (Du Plooy-Cilliers, Davis & Bezuidenhout 2014:14).

According to Creswell (2009:175), qualitative design refers to the gathering of information which focuses on describing a phenomenon in a deep comprehensive manner, which includes interviews, open-ended questions, or focus groups.

Quantitative design refers to the gathering of information which focuses on describing a phenomenon across a larger number of participants by providing the possibility of summarising characteristics across groups or relationships and further emphasises objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires and surveys, or by manipulating pre-existing statistical data using computational techniques (Patton & Cochran (2002:27).

According to Creswell *et al.* (2017:312), mixed methods research is relatively new and builds on both quantitative and qualitative approaches. A typical kind of study that employs this approach would be the use of a survey to first establish attitudes of participants towards a topic and following up with in-depth interviews to learn about an individual's perspectives on a topic. Patton (2014) further stated that in mixed methods, the researcher often constructs knowledge about real-world issues based on the philosophy of pragmatism that places more emphasis on finding the answers to research questions than on the methods used.

Du Plooy-Cilliers, Davis and Bezuidenhout (2014:73) identified the eight main kinds of research namely:

- **applied research**, used to analyse practical issues to find a solution.
- **correlation research**, non-experimental **research** in which the researcher measures two variables.
- **descriptive research** describes the characteristics of the phenomenon that is being studied.
- **explanatory research**, conducted for a problem which was not well researched before, demands priorities, generates operational definitions, and provides a better-researched model
- **exploratory research**, conducted for a problem that has not been studied more clearly, intended to establish priorities, develop operational definitions, and improve the final research design.
- **pragmatic research**, the study focuses on an individual decision-maker within an actual real-world situation.
- **predictive research**, the research is simply an equation used to predict something.
- **pure research**, is exploratory in nature and is conducted without any practical end-use in mind.

This study undertook a case study approach (SABC) using quantitative, and descriptive research to administer and test the questionnaire, to evaluate the value of the CSI programmes at a PBC in Gauteng province, and to investigate how these CSI programmes enhance the image of the PBC.

3.3 POPULATION

According to Goddard and Melville (2001:34), a population is any group that is the subject of specific research interests or criteria. A population refers to the total group of people or entities from which information is required (Cilliers, Davis & Bezuidenhout 2014:58). Moreover, the population as the object of the study must consist of individuals, groups, organisations, events, or the conditions to which they are exposed.

In the context of quantitative research, the population refers to all the members of a defined group in which a study is interested (Davies & Hughes 2014:156). For this study, the targeted population were the entire community in Gauteng province. The population in Gauteng is 14 717 000 (Stats SA 2018). Determining the population is an important stage in research as is the blueprint in determining the sampling for the study.

Gauteng province is divided into six parts: three districts and three metropolitans, namely: Sedibeng district, West Rand district, Metsweding district, Tshwane Metropolitan, Ekurhuleni Metropolitan, and Johannesburg Metropolitan (Kästle 2018). The researcher focused on the town and the cities indicated on the map to draw the units of study.

3.4 SAMPLING DESIGN

Yount and Carrera (2006:200) state that sampling design is the method of selecting a set of subjects for a study in a manner in which the individuals represent the larger group from which they were selected. Goddard and Melville (2001:34) concurred with Yount and Carrera that indeed the sampling design is a rigorous procedure of selecting units of analysis from a large population which helps the researcher focus on the study portion rather than focusing on the whole population. Sampling design is the method of selecting a set of subjects for a study in a manner in which the individuals represent the larger group from which they were selected (Leedy & Ormrod 2010:19). The researcher incorporated sampling design in this study to be able to select the set of subjects since they will be using the population of the entire province.

3.4.1 Sampling techniques

Sampling techniques are divided into two, probability and non-probability sampling. In probability sampling, every part of the population has the potential to be represented in the sample. Probability sampling is the most widely accepted method for allowing quantification of the sampling error, an error that is observed dealing with a sample of the population rather than the entire population (De Leeuw, Hox & Dillman 2008:105). This sample is usually obtained from the overall population by the random selection that is structured in such a way that each member of the population has an equal chance to be selected (Leedy & Ormrod 2013:207)

A probability sample entails knowing every element of the population and gives one a chance of being selected for the sample (Gray, Williamson, Karp & Dalphin 2007:105). There are four probability sampling techniques, which are:

- simple random sampling.
- stratified random sampling.
- proportional stratified sampling; and
- cluster sampling.

However, with non-probability sampling, the researcher has no way of predicting or guaranteeing that each element of the population will be represented in the sample. There are then three common forms of non-probability sampling, which are:

- convenience sampling.
- quota sampling.
- snowball sampling; and
- purposive sampling.

Therefore, the study adopted a non-probability, convenience sample as it would be nearly impossible for the researcher to administer a sample representative of the entire population of Gauteng province (Du Plooy-Cilliers, Davis & Bezuidenhout 2014:138), although the population can still be gained access quickly and easily (Poetry Foundation, 2019). Convenience sampling can also be referred to as accidental sampling and makes no excuse for identifying a representative subset of a population. This method takes advantage of units or people that are available, for example, those that arrive on the scene by coincidence or chance (Leedy & Ormrod 2010:212).

3.4.2 Sample size

The sample size of this research study was 500 respondents from Gauteng province selected according to three district municipalities, namely: Metsweding district, West-Rand district, and Sedibeng district and three metropolitans, namely: city of Johannesburg, city of Tshwane, and Ekurhuleni metropolitan in Gauteng province. According to Krejcie and Morgan (1970:608), guidelines for a population (n) of 1 000 000 is 384 (n), therefore for the study to have enough data the recommended sample size

was (n) 500 because the population (n) in Gauteng province is more than one million. The researcher collected the data until the required number of responses is achieved.

3.4.3 Pilot study

A pilot study was conducted by the researcher in Vanderbijlpark. A total of twenty respondents were selected to participate in the pilot study. The main aim of conducting pilot study was that the researcher wanted to ensure that the construction of the questions was well understood by the respondents and that the questionnaire was valid and reliable for them.

3.5 DATA COLLECTION METHOD

Data collection is the process of gathering and measuring information on variables of interest in an established systematic fashion that enables the researcher to answer the stated research question, test hypothesis, and evaluate (Kobusmaree.org 2019) them. Quantitative data are collected to classify and describe attributes, behaviours, and activities of populations. Data collection should be objective, systematic, and repeatable (Lacey 2010:333). Robson (2007:880) maintains that a researcher should use the simplest manner of collecting the data to get answers to the research question and should not collect any more data than necessary.

For the study, a self-administered questionnaire as the method of collecting data was used for the reason that it allows the respondents to complete it in a short space of time and is cheap and easy to conduct (Kline 2013:180). Questionnaires were distributed to 500 respondents from between 18 and 60 years old, using a 5-point Likert scale that requires respondents to indicate the degree of agreement or disagreement with various statements related to the purpose of this study (Du Plooy-Cilliers, Davis & Bezuidenhout 2014:159). The researcher chooses this age group for the fact that these individuals are easily accessible when the researcher is in the field and these very individuals are solely responsible for their choices unlike children under 18 years old.

Mindful of these conditions, the data collection instrument selected for this study was a questionnaire. Questionnaires are a method of data collection that asks respondents to

give written or verbal replies to a written set of questions. It is a quick, convenient, and inexpensive method of collecting standardised information (Jones & Rattray 2010:90). A questionnaire can be used to collect information on the perception of the community about the organisation (Parahoo 2008:275).

3.5.1 Development and construction of the questionnaire

Fombrun and Van Riel's model of reputation founded in 2005-2006 helps in measuring reputation within organisations was used as a guideline for the development of the questionnaires. It comprised seven sections as follows:

Section A: Demographics

This section included demographic information such as gender, age, district, education, and occupation. It assisted the researcher to know where the respondents come from and in which district or metropolitan area they are based.

Section B: General perspectives on the SABC functions

This section indicated the level of agreement and perspective on three functions of SABC which are: education, information, and entertainment. The respondents chose between the statements: Strongly disagree (1), Disagree (2), Neutral (3) Agree (4), and Strongly Disagree (5). The five-point scale was chosen to avoid the central tendency in the answers of respondents.

Section C: Education, School development and Tertiary education

This section consisted of four questions where the respondents were asked if they are aware of the SABC education, school development, and tertiary education. The respondents chose between the statements: Strongly disagree (1), Disagree (2), Neutral (3) Agree (4), and Strongly Disagree (5). In this section, the response chose an answer based on how they perceive the CSI programmes of the PBC.

Section D: Youth entrepreneurship/ business in the community

This section consisted of five questions which are mainly on the youth entrepreneurial and business in the community and the respondents chose if indeed there is value in

those programmes or not. The respondents would have to choose between the statements: Strongly disagree (1), Disagree (2), 3 Neutral, agree (4), and Strongly Disagree (5).

Section E: Sports development, Skills Development, and Job creation.

This section mainly asked the respondents about skill development and job creation programs of the SABC. It consisted of four questions with a five-point Likert scale as described above.

Section F: To facilitate awareness and healthcare service

This section contained four questions that probed the perceptions of respondents about the healthcare service programme. The questions were presented on a five-point Likert scale described above.

Section G: General Perspectives

This section consisted of 11 questions where the respondents were asked if they are aware of the SABC CSI programmes and their perception of the public broadcasting company as the community who are entitled to the CSI initiatives conducted by the PBC. The respondents would have to choose between the statements: Strongly disagree (1), Disagree (2), Neutral (3) Agree (4), and Strongly Disagree (5). In this section, the respondents had to choose an answer based on how they perceive the CSI programmes of the PBC.

3.5.2 Procedure of data gathering

Data collection is the process of gathering and measuring information on variables of interest in an established systematic fashion that enables respondents to answer the stated research question, which allows the research to test and evaluate the hypothesis (Collis & Hussey 2009:198).

Since the aim of convenience sampling is easy access, the researcher went around the province to the identified towns asking the easily accessible respondents, within geographic proximity and willing to participate in the study to complete the questionnaires

distributed to them (Peillex, Erragragui, Bitar & Benlemlih 2018:650). The researcher distributed 500 questionnaires to the community in the three metropolitans, namely: the city of Johannesburg, city of Tshwane, and Ekurhuleni metropolitan and three districts, namely: Sedibeng district, West-Rand district and Metsweding district in Gauteng province from 01 November 2019 until 30 December 2019 to collect data. The respondents would take up to 15-20 minutes to complete the questionnaire. The researcher assured them of confidentiality in the process of gathering data.

3.6 TREATMENT OF DATA

Data analysis is an activity of making sense, interpreting, and theorising data that signifies a search for a general statement among categories (Field 2013:36). The data from the respondents was first be captured and analysed in a Microsoft Excel spreadsheet and descriptive statistics used to analyse the data, and then captured and analyses using SPSS IBM version 27 (Statistical Package for Social Sciences). The researcher deployed the methods of SPSS which deal with frequencies, cross-tabulation, and descriptive ratio because the study is descriptive and exploratory. Cronbach's alpha coefficient was then applied to ensure the reliability of the instrument. It was also applied to this research study to determine the consistency of the value of CSI programmes at a PBC, and which programmes contributed more to enhance its image.

3.7 VALIDITY

Validity determines whether the research truly measures that which it was intended to measure, including how accurate and how honest the research results are (Leedy & Omrod 2010:28). The validity of a questionnaire is the degree to which the instrument measures what it is intended to measure. The questionnaire should adequately address all aspects of the issues being studied. Face validity and content validity are the validity issues most frequently reported in the literature.

Face validity checks that the questionnaire seems to measure the concept being tested (LoBiondo-Wood & Haber 2016:60). This can be assessed by getting friends to test-run the instrument to see if the questions appear to be relevant, clear, and unambiguous, as outlined by Rattray, Crocker, Jones, and Connaghan (2010:90). A content validity test

checks that enough relevant questions cover all aspects being studied and that irrelevant questions are not asked (Parahoo 2008:275). The test is based on judgment as no objective methods exist. A panel of experts is used to evaluate the content validity of new questionnaires (Polit & Beck 2010:1458). The questionnaire was submitted to a committee panel to check that the questions reflect the concepts being studied and that the scope of the questions was adequate, in the manner proposed. The researcher determined validity by asking a series of questions based on the relevant concepts derived from the literature. This entailed linking items from the measuring instrument and the theoretical mechanisms of the research topic.

3.8 RELIABILITY

According to Parahoo (2008:275), reliability is a necessary but not sufficient condition for validity. The reliability of a questionnaire refers to its ability to yield the same data when it is re-administered under the same conditions although it is difficult to obtain a replication of data when you are dealing with people (Robson 2007). Reliability refers to the accuracy of the measurement. Reliability for quantitative research focuses mainly on stability and consistency (Polit & Beck 2010:1457). The stability of a questionnaire is the degree to which it produces similar results when it is administered twice.

Reliability focuses on the consistency and stability of measurement, Cronbach's alpha is a test reliability technique that requires only a single test administration to provide a unique estimate of the reliability for a given test, therefore in the context of this study, reliability and consistency of the community was tested through the questionnaires using the Cronbach's alpha (Fields: 2013). Unreliable measurements did not in any way help the researcher to achieve the objectives of the study.

3.9 CONCLUSION

The main aim of this chapter was to outline the methods and techniques used to achieve the objectives of this study. The researcher deliberated on the method and elements which were used throughout. It was clearly articulated that this study followed a descriptive research design based on quantitative research. Further explanation was given on data collection and interpreted from different audiences that meet the criteria for

this research project as well as the validity and reliability of the instruments used for the study.

CHAPTER 4

RESEARCH RESULTS

4.1 INTRODUCTION

In the previous chapter, the researcher discussed literature that covered the research methodology and the research design. Both the research design and research methodology used in this research were defined and analysed and validation for the application was detailed. Data collection methods were also described, and the data preparation process was discussed. The last section detailed the data analysis wherein more explanations were provided on confirmatory factor analysis, structural equation modelling, and model fit assessment. The final section then discussed the ethical considerations considered for this research study.

In this chapter, the researcher aims to evaluate corporate social investment through the results of the previous chapter. In this regard, data was collected from individuals living in the Gauteng province through questionnaires. The main purpose was also to analyse data to obtain usable and useful information.

The chapter presents the results obtained through the questionnaire and the procedures taken to analyse them. The researcher starts by explaining the pilot study results, which are then followed by a detailed explanation of the main results as well as the data of the main question or survey results.

The aim of the study was to evaluate the value of corporate social investment programmes and how these CSI programmes enhance the image of the public broadcasting company (PBC) in Gauteng province.

4.2 OBJECTIVES OF THE STUDY

The study had two kinds of objective, namely, theoretical, and empirical objectives.

4.2.1 Theoretical objectives

The theoretical objectives of this study were to:

- undertake a literature study in order to conceptualise corporate social investment as an image enhancer.
- conduct a literature review on the CSI programmes conducted by the PBC.
- conduct a literature review on CSI programmes on how best they empower the community; and
- conduct a literature review on the current approaches, to ascertain the value of CSI on the community; and
- evaluate with the literature, to develop a measuring instrument the value of CSI programmes at a PBC.

4.2.2 Empirical objectives

The empirical objectives of this study were to:

- evaluate the value of CSI programmes at a PBC in Gauteng province.
- investigate CSI programmes as an image enhancer at a PBC in Gauteng province.
- identify CSI factors that are important to the community.
- determine how the programme influences the community perception of the SABC image.
- ascertain ways in which the SABC uses the CSI initiatives to engage and empower the community; and
- make recommendations regarding the empirical results and future research.

4.3 PILOT STUDY

In chapter Three, the researcher mentioned that a pilot study was conducted among an accessible/convenient sample of 20 respondents who stay in the Sedibeng region. The purpose of this pilot study was to ensure that the questionnaire was understandable and that measured the aimed set objectives. After the pilot study, there were no changes

made to the questionnaire for the reliability of the pilot data response, the Cronbach alpha value of 0.889 was achieved, exceeding the 0.70 level suggested (Malhotra 2004:268).

4.4 ANALYSIS AND INTERPRETATION OF THE MAIN DATA

The analysis of the main results is discussed below in sections with the same structure as the questionnaire. It is important to note, as stated in Chapter Three, that the sample size of this study is $n=500$. From the total sample, 28 respondents did not fully complete the questionnaire and therefore their questionnaires were rendered void and did not form part of the final data analysis. The analysis and interpretation were done on the 472 correctly responded questionnaires. This chapter begins by giving the demographic breakdown of the respondents, the general perspective on the SABC functions, followed by education, school development and tertiary education programmes. The researcher then discusses the results and the constructs found in the questionnaire. These relate to the questions asked on youth entrepreneurship also referred to as business in community, sports development, skills development and job creation, awareness and healthcare of service and the general perspectives. The researcher also discusses reliability and validity of the questionnaire used.

4.4.1 SECTION A: DEMOGRAPHICS OF THE RESPONDENTS

In this section, the researcher breaks down the demographics of respondents. The researcher requests respondents to provide personal information, which refers to the gender age group, district, and occupation. As mentioned in Chapter Three, the researcher did not request information that may expose the respondent's identity.

4.4.1.1 Gender

The respondents were asked about their gender, which was compulsory to state for everyone who participated into the study.

The representation of male and female respondents represents the Gender figures from frequency, percentage and cumulative percentage.

Table 4.1 Gender

A1 Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	198	41.9	41.9	41.9
	Female	274	58.1	58.1	100
	Total	472	100.0	100.0	

Table 4.1 above indicated that out of 472 respondents who participated in this survey, 198 (41.9%) were males and 274 (58.1%) females, which indicated a fairly even representation from both genders. Even compared to relevant previous studies such as a study conducted by Fredericks (2015) where gender was represented in a proportion of 57% males and 43% females, the researcher contends that in this study there was a fairly even representation of gender.

4.4.1.2 Age: The respondents were asked about their age.

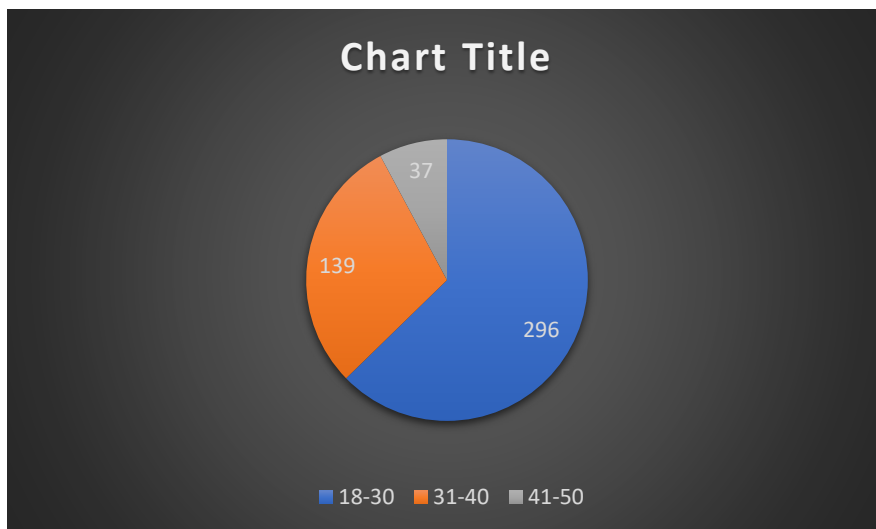


Figure: 4.1 Age

The majority of respondents were aged between 18 to 30 years old, accounting for 62.7% of the overall sample population, which is more than half of the overall population. This was followed by the age group between 31 to 40 years old, who accounted for 29.4%. The remainder of the population sample was accounted for by respondents between the ages of 41 to 50, who accounted for the remaining 7.8 %.

Table 4.2: Age group of respondents

Table 4.2 outlines the frequency, percent and cumulative percentage of the age group of the respondents

A 2 Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	296	62.7	62.7	62.7
	31-40	139	29.4	29.4	92.2
	41-50	37	7.8	7.8	100.0
	Total	472	100.0	100.0	

4.4.1.3 District/ metropolitan the respondents outline the frequency, percentage and cumulative percentage of the District and Metropolitan.

Table 4.3: District/metropolitan

A 3 District/ Metropolitan					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sedibeng District	99	21.0	21.0	21.0
	West Rand district	84	17.8	17.8	38.8
	Metsweding district	57	12.1	12.1	50.8
	Tshwane	77	16.3	16.3	67.2

	Metropolitan				
	Ekurhuleni	83	17.6	17.6	84.7
	Metropolitan				
	Johannesburg	72	15.3	15.3	100.0
	Metropolitan				
	Total	472	100.0	100.0	

The frequency and percentages given above related to the district also referred to as the metropolitan of respondents. Table 4.3 provided the breakdown of the results which indicated that the majority of the respondents that participated in this study were from the Sedibeng district. This majority accounted for 21% of the overall population sample. The other respondents were: 17.8% who stayed in the West Rand district; slightly lower than the 17.6%; Ekurhuleni metropolitan; 16.3% in fourth place were respondents residing in Tshwane metropolitan, while respondents from Johannesburg metropolitan stood in fifth place with 15.3% of the sample; and in last place was 12.1% from Metsweding district.

4.4.1.4 The level of Education: The table outlines the level of education for all the respondents who participated.

Table 4.4: Level of education

A 4 Level of Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior certificate	191	40.6	40.6	40.6
	Diploma	175	37.2	37.2	77.7
	Degree	56	11.9	11.9	89.6
	Other please specify	49	10.4	10.4	100.0
	Total	471	99.8	100.0	
Total		472	100.0		

Table 4.4 showed the respondents' level of education. The results showed that the majority of respondents, 40.6%, held a senior certificate and 37.2% held a diploma. The third biggest proportion of respondents, 11.9%, held a degree. The remainder were holders of qualifications that are either below the national senior certificate or other training education level not mentioned above. This remainder accounted for 10.4% of the population sample.

4.4.1.5 Occupation: The respondents were asked about their occupation, shown in the table below, categorised into frequencies, percentage and cumulative percentage.

Table 4.5: Occupation statistics of the respondents

A 5 Occupation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Student	143	30.3	30.3	30.3
	Employed	217	46.0	46.0	76.3
	Unemployed	112	23.7	23.7	100.0
	Total	472	100.0	100.0	

The results shown in Figure 4.5 indicated that the majority of the respondents were employed, and accounted for nearly half of the population sample with 46.0%. This was then followed by students who accounted for 30.3% and the remainder was 23.7%, who were represented by the unemployed.

Looking at Figure 4.5 and Figure 4.2 it can be concluded that in this study the majority of the respondents are between the age of 18 – 30 years and form part of the working class.

4.5 SECTION B: GENERAL PERSPECTIVES ON THE SABC FUNCTIONS

Section B of the questionnaire covered questions relating to the general perspectives of the respondents on how the SABC functions, based on functions that SABC performs as a public broadcaster and how they valued these functions. They were asked to scale these functions using a five-point interval scale represented by the number 1-5, whereby 1 represented strongly agree= 2 agree, 3 = neutral 4= disagree and 5 = strongly disagree. These descriptive statistics results are in the form of graphs.

4.5.1 SABC programmes are educational. The respondents were asked whether the the SABC programmes are educational or not.

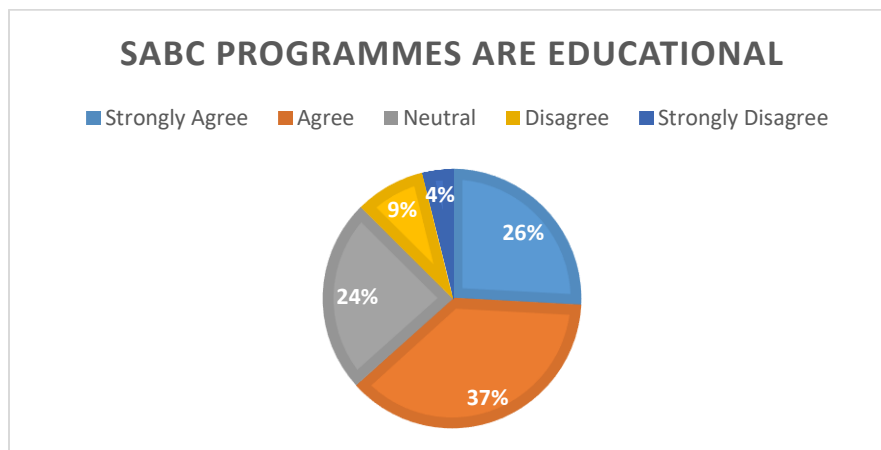


Figure 4.2: SABC Programmes are educational

The first question asked in section B required the respondents to scale from 1-5 whether programmers shown by SABC are educational or not. Figure 4.2 above showed that out of 472 respondents, 26% of the total sample strongly agreed with the researcher that SABC programmers were educational, while most of the respondents took a different view, amongst them 37%, which is 177 respondents of the total sample, who agreed, but not strongly. The remainder of the sample responded to this question as follows: 114, which is 24% of the sample, were neutral; 41 (9%) respondents disagreed that SABC programmers are educational, and 18 (4%) respondents strongly disagreed. The researcher further looked at the completed questionnaire of these respondents that both disagreed and strongly disagreed with this. And all these respondents were male between the age of 31- 40 years.

4.5.2 SABC programmes are *informative*.

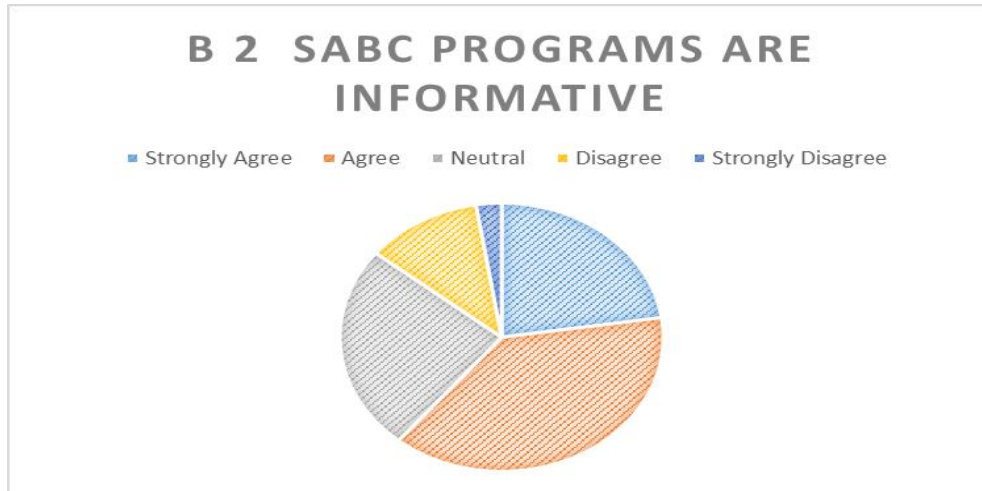


Figure 4.3: SABC Programmes are *informative*

The second question asked in section B required the respondents to scale from 1-5 whether programmes shown by SABC were informative or not. As indicated in the pie chart in Figure 4.3 above, the results showed that of the 472 respondents, 109 (23.1%) strongly agreed that SABC programmes were informative, while 197 (41.1%) just agreed. The remainder of the sample's response to this question was as follows: 90 which is 11.2% of the sample were neutral, 53 respondents disagreed that SABC programmers were informative, and 23 respondents strongly disagreed.

4.5.3 SABC programmes are *entertaining*. The respondents were asked whether the SABC programmes are entertaining or not.

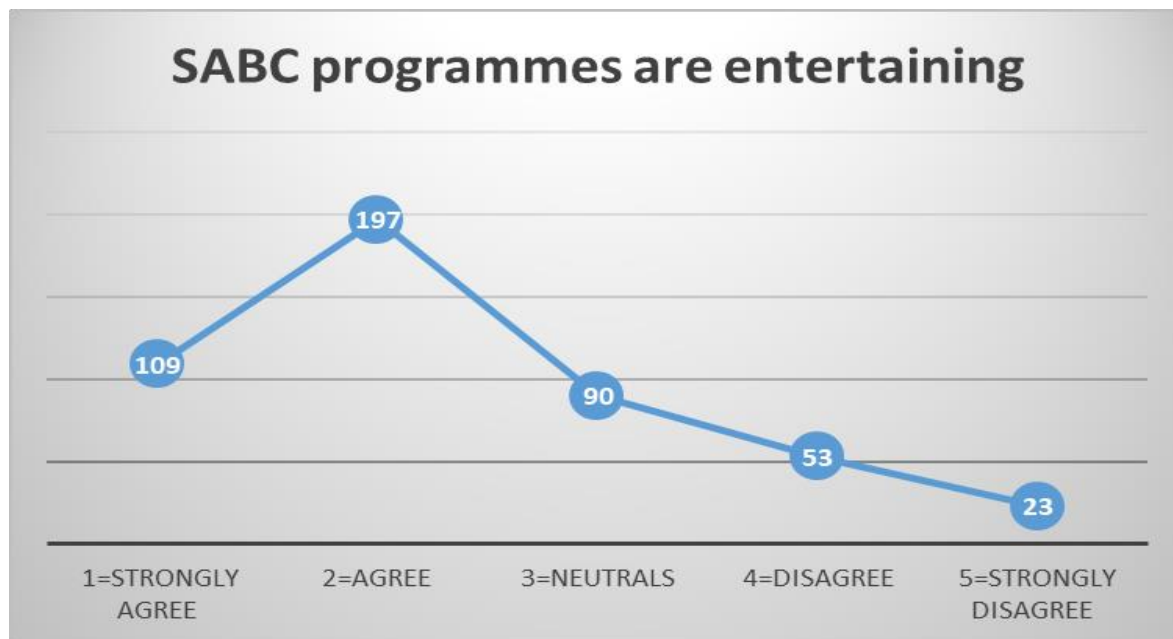


Figure 4.4: SABC programmes are *entertaining*

The third question asked in section B also required the respondents to scale from 1-5 whether or not programmes shown by *SABC are entertaining*. Using a line graph above in Figure 4.4, the results showed that of the 472 respondents, 109 respondents which represent 23.1% of the total sample strongly agreed that the programmes were *informative*, while the majority of the respondents just agreed. The number of this majority represented 41.1% which was 197 respondents of the total sample. The remainder of the sample response to this question was as follows: 90 which is 11.2% of the sample were neutral, 53 respondents disagree that *SABC programmers are informative*, and 23 respondents strongly disagreed. These results were the same as the results in the previous question whereby the researcher asked whether or not the programmes shown by SABC are informative.

4.5.4 Overview of Data of Section B

In this overview, the researcher returned to the literature discussed in Chapter Two, where he discussed literature covering the term sustainability, which derives from the concept of sustainable development, its programmers and measures an organisation's

ability to continue operating in the long term. Not to dispute with the literature, the researcher revisited the term sustainable development being the overarching framework for global development, which provides guidelines and parameters for corporate social investment (De Wet 2005:7). It therefore implies that each organisation must find ways to balance the need for short-term corporate competitiveness and financial return, with the need to continue as an ongoing concern in the long term (Freemantle & Rockey 2004:7).

The results above show that most of the respondents agreed that SABC programmes are educational, informative, and entertaining. An interesting finding was that the same respondents who found SABC programmes to be informative also found them to be entertaining. This brings the researcher to an understanding that informative programmes of SABC are also entertaining.

This also brings the researcher to the understanding that these programmes should be evaluated constantly to assess their value. Although they may have 37.5 valid percentage for the respondents who agreed that they were aware of the SABC educational programmes, it is, however, important to revisit the level of dissatisfaction (disagreement) to comprehend what might be the problem. This would help the organisation to be able to sustain and strive to work better and improve their programmes.

4.6 SECTION C: EDUCATION, SCHOOL DEVELOPMENT AND TERTIARY EDUCATION

Section C of the questionnaire was based on education, school development, and tertiary education. In the axis, the researcher gave the questions based on the support that SABC performs as a public broadcaster to *education, school development, and tertiary education* and how the respondents value this education and if they are aware of the contributions. To find this, the researcher used a five-point interval scale represented by the number 1-5, whereby 1 represented strongly agree= 2 agree, 3 = neutral 4= disagree and 5 = strongly disagree.

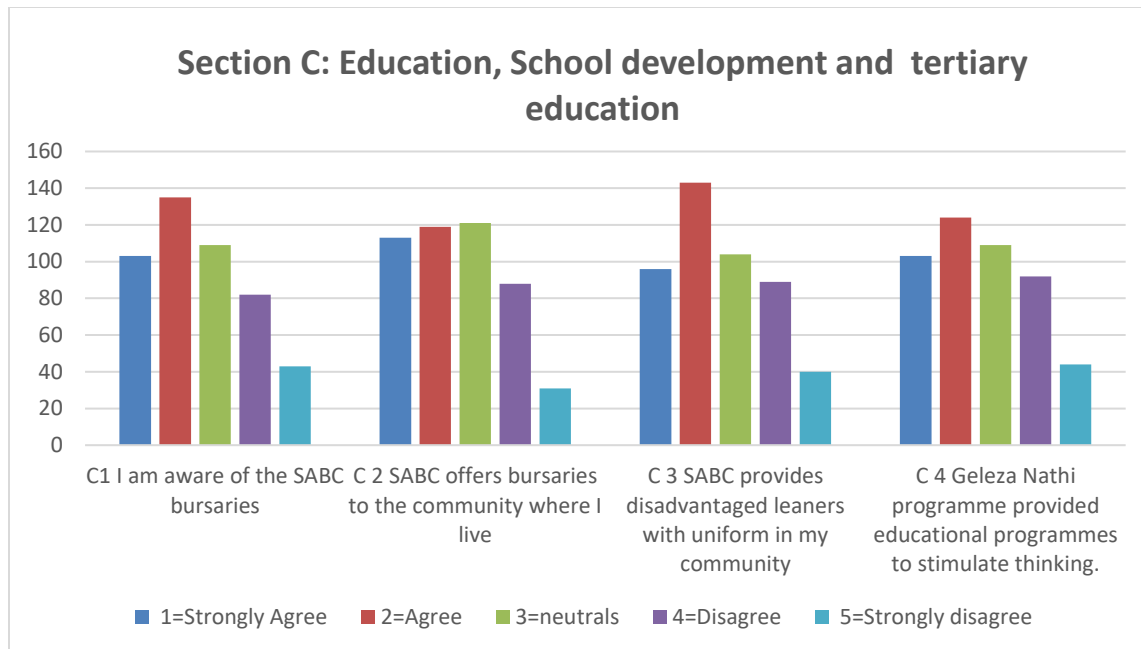


Figure 4.5: Section C Education, School development and tertiary education

Section C of the questionnaire covered questions relating to the contributions the SABC makes and how the respondents view and value them. The contributions made are based on *education, school development and tertiary education*. According to Govinder (2020), developing the education sector is a vital part of the SABC foundation for successful transformation, which is why the organisation directs its CSI efforts on education through building schools, bursaries and buying school uniforms.

The first question asked the respondents whether they were aware of the SABC of *bursaries* that the SABC offer. The majority represented by 135 of the respondents agreed, followed by 109 who were not sure whether they were aware of these bursaries. In third place were 103 respondents who strongly agreed that they were aware of these bursaries' contributions, who are those more likely to be the beneficiaries of these programmes. The remaining 125 respondents either disagreed and strongly agreed that SABC has bursaries opportunities, who were those more likely to be respondents who could afford education because these were individuals that did not look for bursaries.

The second question asked the respondents whether SABC offers bursaries to the communities that they lived in. The majority represented by 121 were neutral, followed by

119 and 113 who agreed and strongly agreed. The remaining 119 shared between disagree and strongly disagree.

The third question asked the respondents whether SABC offers uniforms to disadvantaged children in the respondents' community. The majority of the respondents agreed that SABC does offer school uniforms to disadvantaged children while the minority represented by 31 respondents strongly disagreed.

The fourth question in this section asked whether the respondents think that *Geleza Nathi* programmes stimulate thinking, mentioned by the researcher at the start of the section. Of the 472 respondents, 124 respondents, who represent the majority agreed that the programmes of *geleza nathi* did simulate thinking. Only 44 respondents disagreed. The other results showed 103 respondents strongly agreeing while 109 respondents were neutral.

To address this, corporate social development of the SABC encourages young learners to pursue their careers by offering the bursaries, while reducing the knowledge gap that exists within their communities (riialogueknowledgehub.co.za n.d.). The public broadcasting company strives to maintain a sustainable educational programme to continue empowering young people.

Geleza Nathi programmes provide educational programmes to stimulate thinking of young people and empowering them to bring understanding to the subject matter. Olszak and Mach-Król (2018:3730) further stated that these programmes impacted positively to prepare and assist learners to complete their high school education with exemption. Apart from that, the researcher is of the view that the *Geleza Nathi* programmes also assist prospective learners to be versatile with their university environment. This programme further aimed at activities that allow the students and learners to be more critical when dealing with perilous matters, be they national issues, calculations, debates and class activities. Deigh *et al.* (2016:230) put more emphasis on this, maintaining that the most fundamental and highest priority responsibility is the value that the CSI programmes have towards the community it serves. The expectation at this point is for the organisation to operate successful programmes whenever it has CSI programmes to coordinate. Legal

responsibilities require the organisation to recognise that law is society's codification of right and wrong; hence, to obey the law of the country is essential.

4.6.1 Summary of Section C

The results of the section showed that the majority of the respondents are aware that indeed SABC is contributing to *education, school development, and tertiary education*. As believed by the researcher and supported by literature in Chapter Two, the *Geleza Nathi* programmes do indeed stimulate thinking. The above section results may differ in other areas that are not so urban as those that the respondents are from. These results mean that SABC is doing a good job in terms of the contributions it is making in *education, school development, and education tertiary*. The above conclusion was drawn by the researcher due to the minority in results showing that a small number either disagree or strongly disagreed that SABC is making contributions *to education, school development, and education tertiary*.

4.7 SECTION D: YOUTH ENTREPRENEURSHIP AND BUSINESS IN THE COMMUNITY

Using the custom combination graph below the researcher has shown the results of section D.

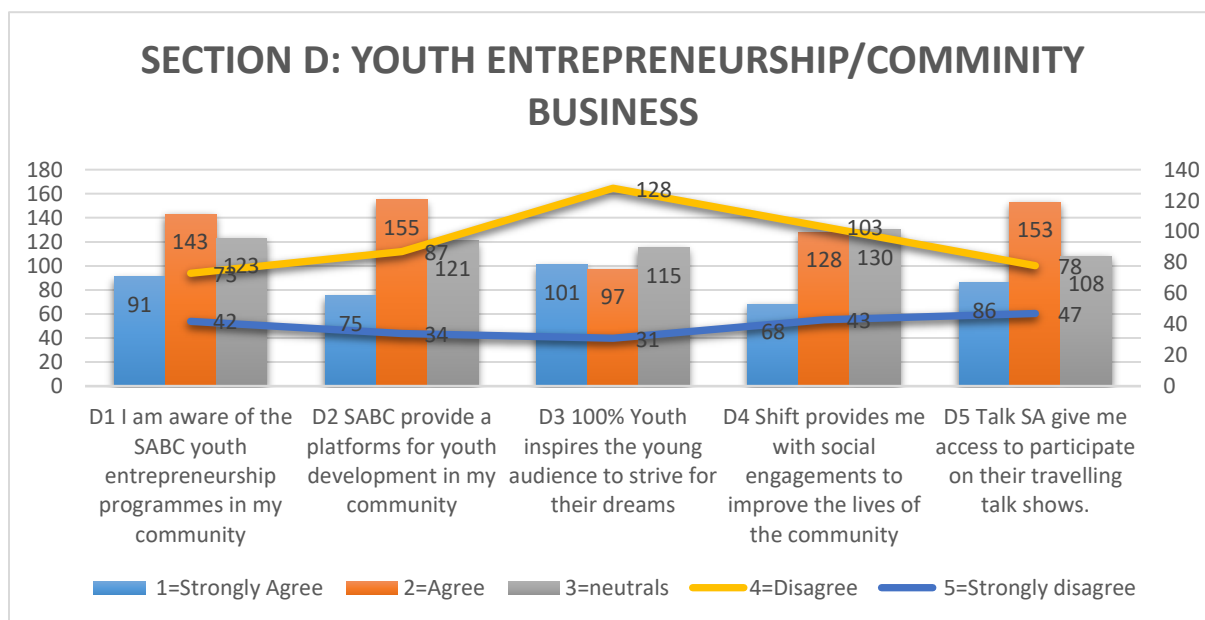


Figure 4.6: Section D Youth entrepreneurship /community business

Section D of the questionnaire covered questions relating to the perspectives that the respondents have on the SABC CSI programmes. These questions were based on youth entrepreneurship and small business programmes that the SABC provides within the community and how these respondents value these youth entrepreneurship programmes. The respondents were asked to scale these functions using a five-point interval scale which was represented by the number 1-5, whereby 1 represented strongly agree= 2 agree, 3 = neutral 4= disagree and 5 = strongly disagree, which results are in graph form.

The results above showed that most of the respondents agree that SABC CSI programmes support the *youth entrepreneurship and business in the community*. D1 showed that 143 respondents were aware of the youth entrepreneurship programmes in the community. Remarkably, D5 showed that 153 respondents agreed that *talk show programmes* provide a platform and access for the community to participate on the travelling shows. However, the most exciting finding was that the same 128 respondents who found *SABC programmes of youth entrepreneurship* improve the lives of the community disagreed on the *100% youth* programme inspires the audience to strive for their dreams. This is critical, particularly on the content offered by *100% youth*, meaning that for the community to have a perspective on what can enhance the broadcasting company's image the content needs to be more appealing to the audience so that it can inspire and help them strive to live their dreams. This brought the researcher to an understanding that although the community is aware of the *SABC entrepreneurship programmes*, it is of utmost importance to ensure that the programmes are often evaluated so that they fit both the standard of the community and their expectations.

4.7.1 Summary of Section D

It is, however, important to revisit the level of dissatisfaction (disagreement) to comprehend what might be the problem. The results shows that less than 86 respondents throughout section D who agreed that they knew the entrepreneurship programmes of SABC or that they inspired them. According to Lyon (2015:22), *entrepreneurship programmes* in the corporate social investment sector serve as a mechanism for fostering community development matters because it can help us address economic inequality in our communities and in our nation. Lyon went on to mention that CSI programmes which

focus on the entrepreneurial should foster community development by creating and innovating solutions to the community's problems through programmes.

4.8 SECTION E: SPORT DEVELOPMENT, SKILLS DEVELOPMENT AND JOB CREATION.

Section E of the questionnaire covered questions relating to the awareness of the respondents towards SABC CSI programmes, being sport development, skills development and job creation. The section further explored how they value these programmes with the organisation of the division of the SABC Foundation that runs the CSI programmes.

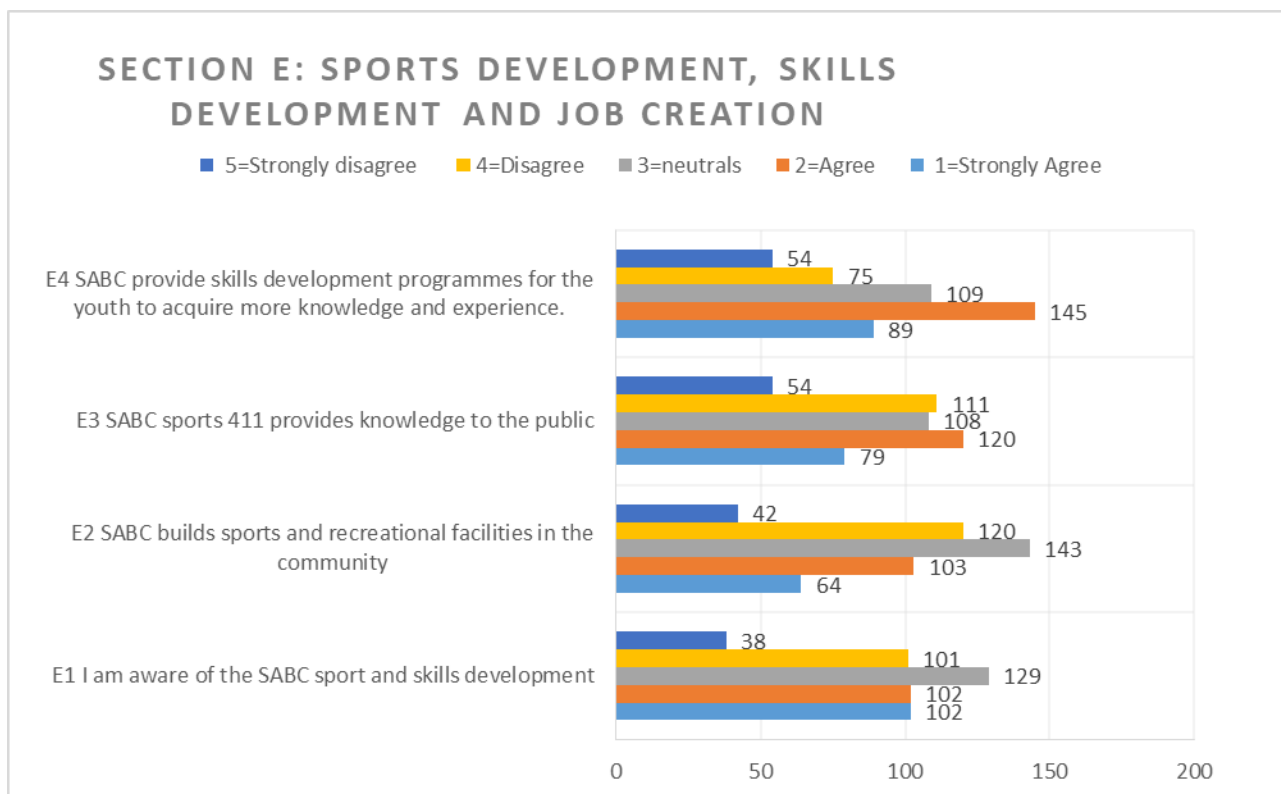


Figure 4.7: Sports development, Skills development and Job creation

The researcher asked the respondents to scale the value of the programmes using a five-point interval scale represented by the number 1-5, whereby 1 represented strongly agree= 2 agree, 3 = neutral 4= disagree and 5 = strongly disagree, which descriptive statistics results are in the form of graphs.

Section E, Figure 4.7 covered questions relating to the perception that the respondents have on the SABC CSI programmes, being *sport development, skills development and job creation*, which showed how the respondents value these programmes in the division of the SABC foundation that runs the SABC CSI programmes. The results above showed that 145 respondents on E4 agreed that the SABC sport programmes do provide *skills development for the youth* to acquire more knowledge and experience support the *youth entrepreneurship and business in the community*. This was followed by E2 with 143 respondents who partially agreed that the CSI of the SABC do build sports and recreational facilities in the community.

The researcher notes with concern that the respondents who are partially aware of the SABC sport and skills development were more than those who agreed that they know the programmes. This poses a serious problem, particularly on E3 where results showed that 111 respondents disagreed that sport 411 provides knowledge to the public as well as E2, where it showed that 120 respondents disagreed that SABC CSI programmes build sport and recreation facilities.

4.8.1 Summary of Section E

The most exciting finding was that E4 showed that 145 respondents agreed that the SABC CSI programmes do provide skills, development programmes for the youth to acquire more knowledge and experience, thus giving programmes that provide experience for the community. CSI is about empowering the community and giving people more experience so that they become employable and are able to create jobs. The fundamental issue is to ensure a sustainable and long-term quality within the community. Hence it is said that corporate social investment originated from philanthropy when the value it added to the organisation's reputation was recognised.

The evaluation of CSI programmes is important in examining whether corporate institutions are progressing towards achieving impactful and sustainable development of communities. It is a significant part of CSI practice that strives to be distinguished from corporate philanthropic activities. There were two types of evaluations within the CSI practice; external evaluation and internal evaluation of the CSI programmes. CSI

encompasses projects that are external to the normal business activities of a SABC foundation and not directly for purposes of increasing company profit. These projects have a strong developmental approach and utilise company resources to benefit and uplift communities of skill development, creating jobs and providing recreational facilities and are not primarily driven as a marketing initiative.

4.9 SECTION F: TO FACILITATE AWARENESS AND HEALTHCARE SERVICE

Section F of the questionnaire covered questions relating to *facilities awareness and healthcare service* the SABC offer to the community as part of their CSI programmes. The researcher sought to understand how the respondents valued the healthcare programmes that SABC offers to the community as well as its facilities. The respondents were asked questions relating to facilities and healthcare service to scale the value of the programmes using a five-point interval scale represented by the number 1-5, whereby 1 represented strongly agree= 2 agree, 3 = neutral 4= disagree and 5 = strongly disagree, which descriptive statistics of the results were shown in the bar graph.

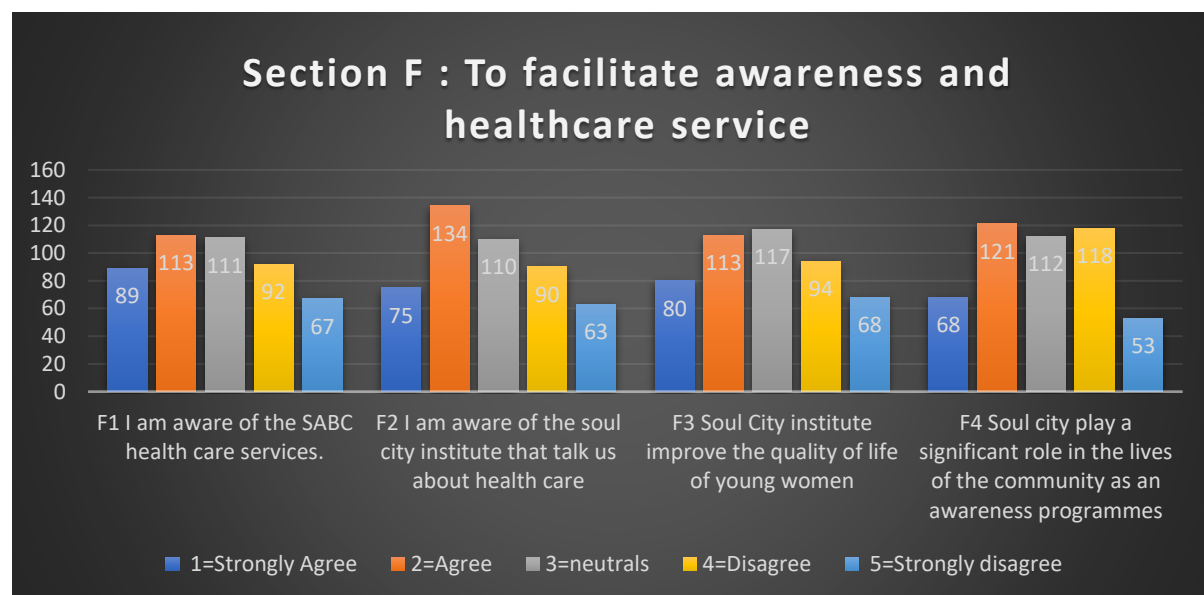


Figure 4.8: Section F To facilitate health awareness and healthcare services

The results in Figure 4.8, showed that most of the respondents were aware of the SABC healthcare facilities given to the community with 113 respondents. F2 showed that 134 respondents were aware of the *Soul City institute* that talks mostly about healthcare,

which is justified by the 113 respondents from the F3 who agreed that this programme does improve the quality of life for young people within the community. It is important to note F4, with 121 respondents that agreed that indeed the healthcare programmes play a significant role in the lives of the community as an awareness programme. From the empirical objective of the study, the researcher emphasises that this programme has an influence on the community perceived by the organisation's (PBC) image.

From the results, the researcher is of the view that it is important to identify the company with the interests and welfare of the community. It must consist of actions that demonstrate the PBC's sincere recognition of its responsibility to the society in which it operates. These actions reflect most favourably on the company if the community and public are informed of them, modestly and subtly, through normal channels of information (Skinner *et al.* 2004:283). With that said, the researcher wants to believe that the first step in establishing community programmes, particularly healthcare ones, must be to evaluate the company's policy to ensure that they are in accordance with public interest. It is useful to be aware of society's attitude towards an organisation, as until you know how informed or misinformed the public is, you cannot know how to plan an effective public relations programme.

In programmes and projects that are delivered in such contexts, numerous stakeholder groups are obliged to make decisions which might have an effect on the execution of the community engagement initiative (Guerce & Vinante, 2011). Normally, these stakeholders have diverse institutional missions, needs and objectives. Therefore, their involvement in the evaluation process creates and maintains diversity within the participating stakeholders (community).

4.10 SECTION G: GENERAL PERSPECTIVE

Section G of the questionnaire covered questions relating to the general perception that the respondents have on SABC CSI programmes. The aim here is to affirm the perception that the community has on the SABC CSI programmes, as well as to affirm the value of them as an image enhancer. Section G covered questions relating to the value and the image that the respondents have on the SABC CSI programmes, where the respondents

were asked to scale their value using a five-point interval scale represented by the number 1-5, whereby 1 represented strongly agree= 2 agree, 3 = neutral 4= disagree and 5 = strongly disagree. Descriptive statistics of the data were shown in the graph below.

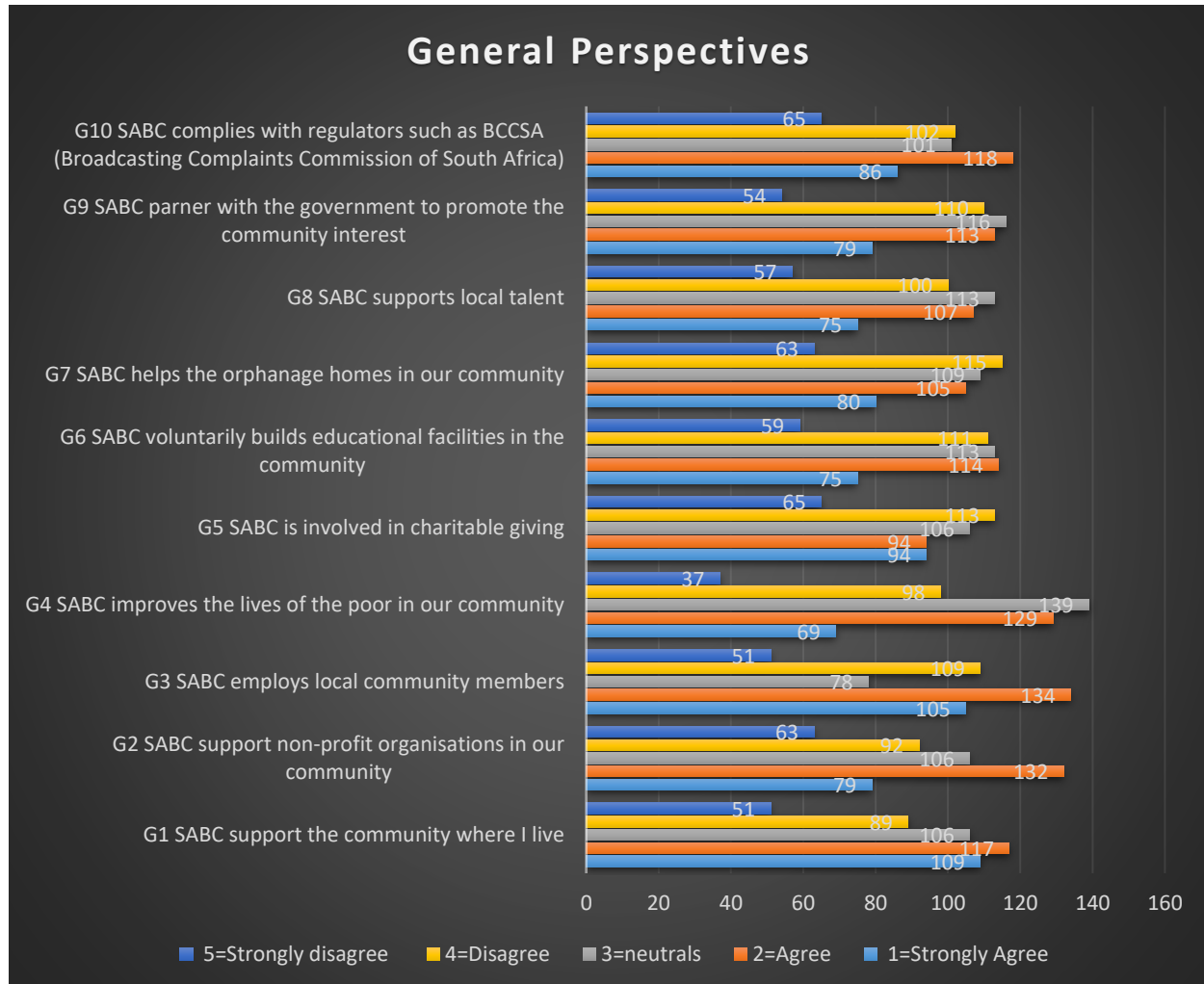


Figure 4.9: General perspective

The results from Figure 4.9 of the general perspective showed that 117 respondents G1 were aware of the support of the SABC CSI within their communities, which was further emphasised throughout the sections where we saw more respondents affirming that they were aware of the SABC programmes. The graph also showed G3 with 134 respondents agreeing that they do provide and create employment for community members. Furthermore, G2 showed that most respondents agree that the SABC CSI programmes support the non-profit organisation within the community. However, it was outrageous that

G7 shows that only 105 respondents agree that these programmes supported the orphanage home in the community, less than those who agreed they supported non-profit organisations. This statement is supported by G5, which results showed that only 93 respondents were aware of the SABC CSI programmes that are charitable, whilst the majority of the respondents disagreed that such programmes have not reached them.

The researcher notes the results of G6 with concern, whereby the number of respondents agreeing with the statement that the SABC CSI programmes voluntarily build educational facilities in the community differs little from the number disagreeing with the statement E2, that the SABC CSI programmes put more focus in building sport and recreational facilities.

According to Skinner, Von Essen and Mersham (2004: 275), corporate social investment itself is defined as funding of, and involvement in, socio-economic upliftment. It excludes employees' benefits and sports sponsorships. One of the focus areas it concentrates on is community development and empowerment, which includes building facilities for the community and creating opportunities for community empowerment. The SABC CSI programmes should find the right balance between being proactive and responsive in their CSI programmes. To be proactive means to show greater control over the outputs, improvements, enhanced impact on communication and most importantly to encourage sustainable development.

4.10.1 Summary of Section G: General perspective

Corporate social investment originated from philanthropy when the value it added to the reputation of the organisation was recognised. However, to keep the study aligned to its objectives, it is important to note influences that the community has on the image of the organisation through the CSI programmes. According to Mersham, Theunissen and Peart (2009:786), creating a positive image is the basis for CSI and results in relationship building, which, according to various authors, is the key function of CSI. Nowadays, organisations are concerned with managing their image because there is a strong positive correlation among community perceptions on a company and how the community values organisations to enhance their corporate image. It is the researcher's belief that the first

step in establishing community programmes is to evaluate the company's policy and ensure that it is in accordance with public interest. It is useful to be aware of society's attitude towards an organisation and until you know how informed or misinformed the public is, you cannot know how to plan effective public relations programmes.

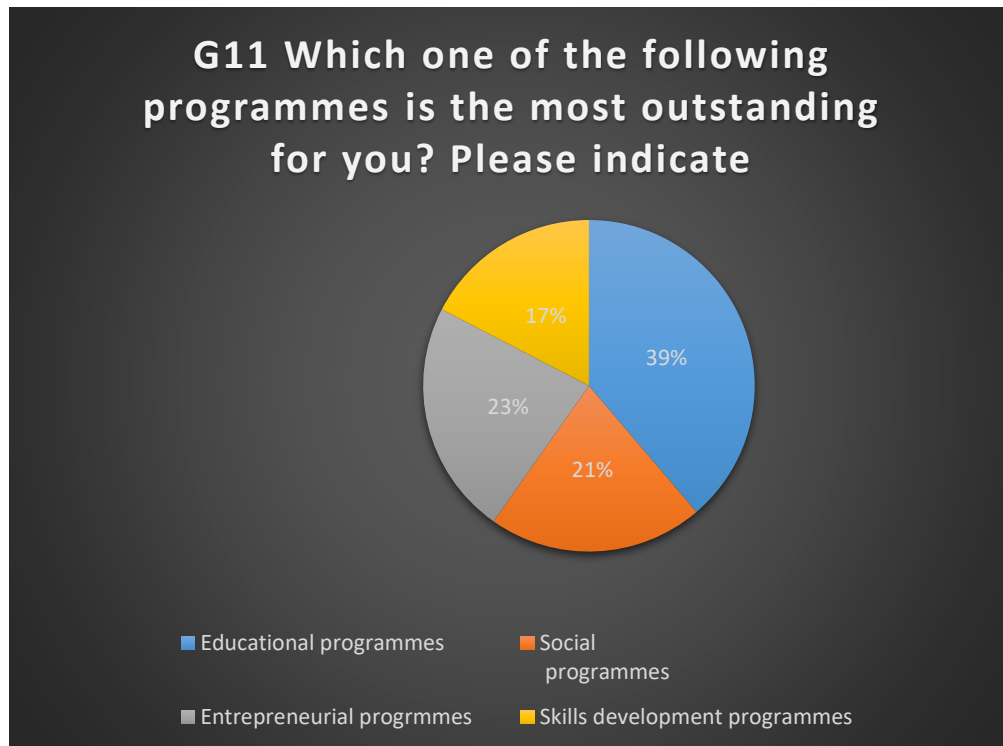


Figure 4.10: Outstanding programme

The pie chart above sums up G11, which showed the most outstanding programme amongst the four CSI programmes offered by the SABC. The results below showed that *education* programmes were the most valuable programmes within the community with 39%. The SABC should continue to offer the bursaries to their community, provide uniforms to the disadvantaged children and continue to offer programmes that are more educational to empower and improve the lives of the community. The second of the programmes valued as important were entrepreneurial, with 23%, which provides the community with platforms for engagements to improve community knowledge and prepare them for business. They further inspire the youth audience to strive for their dreams. The third of the programmes valued were social programmes, which provide dialogue, dramas and stories that address the social issues happening within the

community and provide solutions to them. The last of the programmes valued as important were skills development programmes, which provide platforms for the community and place the resources at their disposal. It is these programmes that enrich the minds of the community and provide skills development programmes for the youth to acquire more experience.

4.11 CONCLUSION

This chapter presented the results of the research study through the use of graphs and attempted to give the reader insight into the SABC CSI programmes and how they enhance the image of the organisation. Furthermore, it endeavoured to deduce the value and perception of the community towards the SABC CSI programmes.

The results showed that educational, entrepreneurial, social and skills development programmes are major focus areas of the SABC CSI programmes. It has become very clear that most respondents acknowledge and identify these programmes as a priority area. Interestingly, education is regarded as one of the most outstanding programmes, although it differs significantly in range from community development, learner support, bursary provision to capacity building. The results showed that the SABC is doing remarkably well on education and the community do value these programmes, supported by section B, where 177 respondents agreed that SABC programmes were educational. Furthermore, Figure 4.10 affirmed the support and the value of the community has towards these programmes. However, the researcher wants to emphasise that although the community is aware of the programmes, it is most important for the SABC to have a continually evaluate their programmes.

Also, not to dispute the literature revisited, the term sustainable development is the overarching framework for global development, which provides guidelines and parameters for corporate social investment (De Wet, 2005:7). This implies that each organisation must find ways to balance the need for short-term corporate competitiveness and financial return, with the need to continue them as ongoing concerns in the long term (Freemantle & Rockey 2004:7).

CHAPTER 5

RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

The main focus of the previous chapter was a discussion of the empirical results in which the results of the study were analysed and interpreted. The aim of the study was to evaluate the value of corporate social investment programmes and further understand how these CSI programmes enhance the image of the public broadcasting company (PBC) in Gauteng province.

This chapter gives an overview of the study, focusing on the main objectives – theoretical and empirical, a summary of the main results of the study, recommendations, conclusions as well as its limitations and value.

Theoretical and empirical objectives were formulated in order to achieve the main purpose of this study.

5.2 THEORETICAL OBJECTIVES

The theoretical objectives of the study were to:

- undertake a literature study in order to conceptualise corporate social investment as an image enhancer;
- conduct a literature review on the CSI programmes conducted by the PBC;
- conduct a literature review on CSI programmes on how best they empower the community;
- conduct a literature review on the current approaches, to ascertain the value of CSI on the community; and
- assist, with the literature, to develop a measuring instrument and evaluate the value of CSI programmes at a PBC.

The theoretical objectives of this study were achieved in Chapter Two, which mainly focused on and elaborated more on specific aspects essential in achieving the main

purpose of this research. In that chapter, major concepts such as the importance of corporate social investment, corporate social investment as an image enhancer, community development were explored and how actually the value of the programmes could enhance the image of the PBC. Dialogical theory and legitimacy theory were discussed to bring more understanding and how the PBC used these theories to ensure a good flow of communication that can help enhance the image of the Public Broadcasting Company. Furthermore, Kent and Taylor (2014:389) salute dialogical theory values of interpersonal interaction, which place emphasis on meaning making, understanding, concretion of reality, and sympathetic empathetic interactions through dialogue with CSI programmes.

5.3 EMPIRICAL OBJECTIVES

The following empirical objectives were set at the beginning of the study to:

- evaluate the value of CSI programmes at a PBC in Gauteng province;
- investigate CSI programmes as an image enhancer at a PBC in Gauteng province;
- identify CSI factors that are important to the community;
- determine how the programme influences the community perception of the SABC image;
- ascertain ways in which the SABC uses the CSI initiatives to engage and empower the community; and
- make recommendations regarding the empirical results and future research.

These objectives were achieved in Chapter Four where the results of the empirical study were analysed and interpreted. The results were analysed so as to find out how the CSI programmes enhance the image of the PBC in Gauteng province. In that chapter, frequency tables and graphs were used to display a summarised description of the variables constructed in Section A to G of the structured questionnaire.

5.4 SUMMARY OF MAIN RESULTS OF STUDY

The analysis of the results obtained provide recommendations towards the study, set out in this chapter.

5.4.1 Discussion on general perspective on the SABC functions

Most companies support other areas in terms of their CSI focus areas. It is clear that corporate social investment should aim to find the right balance between being proactive and being responsive in their programmes. Figure 4.2 showed that out of the 472 respondents, 122 respondents which represent 25.8% of the total sample, strongly agreed that SABC programmes are educational, while most of the respondents agreed. The number of this majority represent 37.5% which is 177 respondents of the total sample. The second question asked in this section B required the respondents to scale from 1-5 whether programmes shown by SABC are informative or not. Figure 4.3 showed that out of the 472 respondents, 109 which represent 23.1% of the total sample strongly agree that SABC programmes are informative, while the majority of the respondents just agree. The majority represents 41.1% which is 197 respondents of the total sample.

The results showed that most of the respondents agree that SABC programmes were educational, informative, and entertaining. An interesting finding was that the same respondents that found them to be informative also found that they were entertaining.

Although there may be 37.5% of the respondents who agree that they were aware of the SABC educational programme, it is important to revisit the level of dissatisfaction (disagreement) to comprehend what might be the problem, because these programmes should be evaluated constantly to assess its value. This would help the organisation to be able to sustain and strive to work better and improve their programmes.

5.4.2 Discussion on the SABC programmes: education, youth entrepreneurship, sports development and healthcare services.

The results showed that most respondents were aware and that indeed SABC is contributing to education, school development, and tertiary education. As believed by the researcher supported by literature in Chapter Two, the Geleza Nathi programmes do

indeed stimulate thinking. The results may differ in other areas that are not so urban as those where these respondents are from, which mean that SABC is doing a good job in the contributions it is making in education, school development, and tertiary education. This conclusion is drawn due to the small number either disagreeing or strongly disagreeing that SABC is making contributions to education, school development, and education tertiary.

The results showed that most of the respondents agree that SABC CSI programmes support youth entrepreneurship and business in the community. D1 shows that 143 respondents were aware of the youth entrepreneurship programmes in the community. Remarkably, D5 showed that 153 respondents agree that talk show programmes provide a platform and access for community to participate in the travel shows. However, the most exciting results were that E4 showed that 145 respondents agree that the SABC CSI programmes provide skills and development programmes for the youth to acquire more knowledge and experience, and therefore provide experience for the community. CSI is about empowering the community and giving people more experience so that they become employable and are able to create jobs, the fundamental of which is to ensure sustainable and long-term quality within the community. Hence, corporate social investment originates from philanthropy when the value it adds to the reputation of the organisation is recognised.

The results showed that 145 respondents on E4 agree that the SABC sport programmes provide skills development for the youth to acquire more knowledge and experience and support youth entrepreneurship and business in the community. This is followed by E2 with 143 respondents who partially agree that the CSI of the SABC builds sports and recreational facilities in the community.

The results in Figure 4.8 show that most of the respondents are aware of the SABC healthcare facilities that are given to the community with 113 respondents. F2 shows that 134 respondents are aware of the Soul City Institute that talks mostly about healthcare, which is justified by the 113 respondents from the F3 who agreed that it improved the quality of life for young people within the community. From the data, the researcher is of the view that it is most important to identify the company with the interests and welfare of

the community. It must consist of actions that demonstrate the PBC's sincere recognition of its responsibility to the society in which it operates. These actions would reflect most favourably on the company if the community and public are informed of them, when done modestly and subtly through normal channels of information (Skinner *et al.* 2004:283)

5.4.3 Discussion on general perspective (the value of the programmes)

The results from Figure 4.9 of the general perspective showed that 117 respondents of G1 are aware of the support of the SABC CSI within their communities, which was further emphasised throughout the sections where we saw more respondents affirming that they were aware of the SABC programmes. The results also showed on G3 with 134 respondents that the programmes of the SABC provided and created employment for community members. Furthermore, G2 showed that most respondents agreed that the SABC CSI programmes support the non-profit organisation within the community.

Corporate social investment originated from philanthropy when the value it added to the reputation of the organisation was recognised. However, to keep the study aligned to its objectives, it is most important to note the influences that the community has on an organisation's image through its CSI programmes. According to Merham, Theunissen and Peart (2009:786), creating a positive image is the basis for CSI and to result in relationship building which, according to various authors, is the key function of CSI. Nowadays, organisations are concerned with managing their image because there is a strong positive correlation among community perceptions on a company and how the community values organisations to enhance their corporate image. It is clear that the first step in establishing community programmes is to evaluate the company's policy to ensure that they are in accord with the public interest. It is useful to be aware of society's attitude towards an organisation; until you know how informed or misinformed the public is, you cannot know how to plan an effective public relations programme.

5.5 RECOMMENDATIONS WITH REGARD TO FUTURE RESEARCH

According to the results of this study, it is suggested that the public broadcasting company should focus on the following key aspects in order to have the effective programmes that

strive to empower the community and enhance the image of the organisation. The efforts include:

- conducting the study in a different province to see if the CSI programmes are recognised in the same way that they are recognised in Gauteng province;
- PBC adopting a proactive approach.
- having the competencies to prepare the community for self-help;
- understanding that corporate social investment mileage comes with a clear focus, hard work and readiness to be rendered redundant when a community achieves self-reliance; and
- becoming a good corporate citizen, that will improve an organisation's competitive edge in terms of attracting the community.

5.5.1 The future research effort

This should include:

- ❖ conducting the study in a different province to see if the CSI programmes are recognised the very same way that they are recognised in Gauteng province;
- ❖ a qualitative study to see in depth the motivation of the results.

5.6 RECOMMENDATIONS REGARDING ACTION BY THE PBC

5.6.1 PBC adopting a proactive approach

- ❖ It is recommended that the public broadcasting company must adopt a proactive approach with its major CSI programmes which are aligned to the programme goals and in which resources are focused, and then keep a discretionary or general fund for responding to other projects. However, it needs to be remembered that whilst a proactive approach provides numerous benefits, it requires a particular style which include (Skinner, Von Essen & Mersham 2004: 277).

5.6.2 Having the competencies to prepare the community for engagement

- ❖ The recommendations suggest that the community engagement works best where it is an ongoing cumulative process, enabling relationship between the organisation and the community to be strong through the CSI programmes. It is vital to always involve the community where you are operating to understand and get people's views about the company. Corporate social investment originated from philanthropy when the value it added to the reputation of the organisation was recognised. However, it is most important to note the influences the community has on the image of the organisation through the CSI programmes and always to ensure that engagement is planned and designed with this in mind and aim to contribute to the overall aims of the engagement process.

5.6.3 Understanding that corporate social investment mileage comes with a clear focus, hard work and readiness to be rendered redundant when community achieve self-reliance

- ❖ The CSI programmes should always have value and serve their purpose to the community. For the SABC to become more involved with the community, the programmes should be aligned with the overall purpose. CSI is about empowering the community and giving them more experience so that they become employable and can create jobs, fundamentally to ensure a sustainable and long-term quality within the community.

5.6.4 Becoming a good corporate citizen that will improve organisation's competitive edge in terms of attracting the community

- ❖ The SABC has the responsibility to ensure that the community perceives it as a good corporate citizen in order to ensure that all the programmes it executes are known to the community. There should be educational, social, healthcare and sport and recreation platforms.

5.7 VALUE OF THE STUDY

The study would greatly contribute to the PBC in particular, to its CSI programmes as it outlines benefits that the organisation can have through the good execution of its programmes. This study would further make possible engagement habits and expectations in community programmes. Moreover, it gives some insights into how the value of the CSI programmes enhances the image of the organisation.

5.8 LIMITATIONS

The main limitation of this study is that the sample was not for the entire province. In addition, the participants were only accessed in shopping malls, therefore those who were not able to go to malls were excluded in the study.

5.9 CONCLUSION

The aim of the study was to evaluate the value of corporate social investment programmes and investigate how these CSI programmes enhance the corporate image of the public broadcasting company (PBC) in Gauteng province.

After conducting the quantitative descriptive study and the interpretation of the results, the following conclusions have become apparent in this study. The educational, entrepreneurial, social and skills development programmes are a major focus area of the SABC's CSI programmes. It has become very clear that most respondents acknowledge and identify these programmes as a priority area. Interestingly, education is regarded as one of the most outstanding programmes, although it differs significantly in range from community development, learner support, bursary provision to capacity building. The SABC is doing remarkably well on education and the community values the programmes as they are supported. The study shows that CSI programmes are linked to charitable or philanthropic giving, and they increasingly serve to support organisation development objectives. As such, CSI is an important sub-set of Corporate Citizenship or CSR and should never be interpreted as being synonymous with those terms.

There is overwhelming evidence in the literature that emphasises that CSI programmes do empower the community and that ultimately their value enhances the image of the organisation. With that said, the CSI programmes contributes greatly to the organisation's

image thus far. However, it is clear that more focus needs to be applied to ensure that there is dedication among those who are responsible for executing these programmes.

CSI continues to add strong, consistent images and reputational capital that gives an organisation a distinct advantage. According to Marquez and Fombrun (2005:305), a good CSI enhances profitability because it attracts customers to products, investors, securities, and employees to its jobs. However, Pharoah (2003:47) states that excellent programmes of CSI do not automatically guarantee the success of an organisation and that on the other hand, an inconsistent programme of CSI can always damage an organisational image and ultimately the reputation.

Finally, if the South African companies could understand how the CSI is linked to factors such as community engagement, community empowerment and corporate citizenship (Skudience & Auraskeviciene 2012) then they could benefit from the long-term competitive advantage that the CSI has to offer, and moreover good organisational culture. Good execution of CSI programmes and leadership influence the perception that the community has of the organisation.

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ANNEXURE: A
QUESTIONNAIRE



FACULTY: HUMAN SCIENCE

Department of Tourism and Integrated Communication

Title of the study: **Evaluating the value of corporate social investment as an image enhancer at a public broadcasting company.**

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Respondent

I hereby confirm that I have been adequately informed by the researcher about the nature and conduct of the study. I am aware that the results of the study will be anonymously processed into a research report. I understand that my participation is voluntary and that I may, at any stage, without prejudice, withdraw my consent and participation in the study. I had sufficient opportunity to ask questions and of my own free will declare myself prepared to participate in the study

QUESTIONNAIRE WILL TAKE UP TO 15-20 MINUTES

Male

Female

SECTION A: Demographics

Instructions: Please indicate with an **[X]** in the box that most represents your answer.

A.1 Gender

A. 2 Age

18-30 years

31-40 years

41-50 years

Above 51

A.3 District/ Metropolitan

Sedibeng district

West Rand district

Metsweding district

Tshwane Metropolitan

Ekurhuleni Metropolitan

Johannesburg Metropolitan

A.4 Level of Education

Senior certificate

Diploma

Degree

Others please specify

SECTION B: General perspectives on the SABC functions

Please indicate the level of your agreement to how each statement below relate to your understanding of SABC programme.

Survey scale: 1=Strongly agree; 2=Agree; 3=neutrals;4=Disagree and

5=Strongly disagree

B1 SABC programmes are educational	1	2	3	4	5
B2 SABC programs are informative	1	2	3	4	5
B3 SABC programmes are entertaining	1	2	3	4	5

SECTION C: Education, School development and Tertiary education

Please select the number in the columns with an “X” which represent the extent to which you agree or disagree about the SABC programmes

Survey scale: 1=Strongly agree; 2=Agree; 3=neutrals;4=Disagree and

5=Strongly disagree

C1 SABC offers bursaries to the community where I live.	1	2	3	4	5
C2 SABC provides my local school with uniform for disadvantaged learners.	1	2	3	4	5
C3 Geleza Nathi programme provided educational programmes to stimulate and activate my mind	1	2	3	4	5
C4 Open Varsity programmes offers variety of university social challenges	1	2	3	4	5

SECTION D: Youth entrepreneurship/ business in community

Please select the number in the columns with an “X” which represent the extent to which you agree or disagree about the SABC programmes

Survey scale: 1=Strongly agree; 2=Agree; 3=neutrals;4=Disagree and

5=Strongly disagree

D1 SABC provide a platforms for youth development in my community	1	2	3	4	5
-------------------------------------------------------------------	---	---	---	---	---

D2 100% Youth inspires the young audience to reach for their dreams	1	2	3	4	5
---------------------------------------------------------------------	---	---	---	---	---

D3 Shift provide me with social engagements to improve my life and the lives of the community.	1	2	3	4	5
------------------------------------------------------------------------------------------------	---	---	---	---	---

D4 Talk SA give me access to participate on the their travelling talk shows and business talk	1	2	3	4	5
-----------------------------------------------------------------------------------------------	---	---	---	---	---

D5 Raise your Hand provides a platform to discuss the challenges of the entrepreneurs

SECTION E: Sports development, Skills Development and Job creation.

Please select the number in the columns with an “X” which represent the extent to which you agree or disagree about the SABC programmes

Survey scale: 1=Strongly agree; 2=Agree; 3=neutrals;4=Disagree and 5=Strongly disagree

E1 SABC builds sports and recreational facilities in the community where I live.	1	2	3	4	5
----------------------------------------------------------------------------------	---	---	---	---	---

E2 SABC provides sports academy to groom future soccer players.	1	2	3	4	5
-----------------------------------------------------------------	---	---	---	---	---

E3 SABC sports 411 provides knowledge and skills to young people who are interested in sports.	1	2	3	4	5
------------------------------------------------------------------------------------------------	---	---	---	---	---

E4 SABC provide skills and training though learning and development programmes for the youth to acquire more knowledge and experience.	1	2	3	4	5
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SECTION F: To facilitate awareness and healthcare service

Please select the number in the columns with an “X” which represent the extent to which you agree or disagree about the SABC programmes

Survey scale: 1=Strongly agree; 2=Agree; 3=neutrals;4=Disagree and 5=Strongly disagree

E1 I am aware of the soul city institute that talk teaches us about health care.	1	2	3	4	5
----------------------------------------------------------------------------------	---	---	---	---	---

E2 Soul City institute helps to improve the quality of life and health of young women	1	2	3	4	5
E3 Soul city makes us to recognize that human right are fundamental to health and development.	1	2	3	4	5
E4 Soul city play a significant role in the lives of the community as an awareness programmes.	1	2	3	4	5

SECTION: G General perspective

Please select the number in the columns with an “X” which represent the extent to which you agree or disagree about the SABC programmes

Survey scale: 1=Strongly agree; 2=Agree; 3=neutrals;4=Disagree and

5=Strongly disagree

G1 SABC support the community where I live	1	2	3	4	5
G2 SABC support non-profit organisations in our community	1	2	3	4	5
G3 SABC employs local community members	1	2	3	4	5
G4 SABC improves the lives of the poor in our community	1	2	3	4	5
G5 SABC is involved in charitable giving	1	2	3	4	5
G6 SABC voluntarily builds educational facilities in the community	1	2	3	4	5
G7 SABC helps the orphanage homes in our community	1	2	3	4	5
G8 SABC supports local talent	1	2	3	4	5
G9 SABC parner with the government to promote the community interest	1	2	3	4	5
G10 SABC complies with regulators such as ICASA (Independent Communications Authority of South Africa) and BCCSA (Broadcasting Complaints Commission of South Africa)	1	2	3	4	5

Indicate the answer with an “X” that reflects your views the best

G11 Which one of the following programmes is the most important for you? Please indicate.

Education

Social
programmes

Entrepreneurial
programmes

Skill development programmes

THANK YOU FOR YOUR COOPERATION

Mr. Matsaung

