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The Impacts of Social Responsibility on Corporate Reputation and Behavioral Intentions of Communities: An Empirical Study

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Abstract

Corporate reputation is nowadays one of the few opportunities of differentiation and institutionalization of companies along with society. Its studies are normally turned towards the generation of rankings that classify them from the viewpoint of the business community, its employees and other stakeholders. Few, however, consider the community's opinion - a stakeholder that can be invested with great power and sometimes make it unviable for the installation or continuity of an operation. This study proposes a method that aims to assess social responsibility actions as well as measure its impacts on corporate reputation and the trust and behavioral intentions of communities. A survey research with 306 interviews was conducted and structural equation modeling was used to analyze data. At its end, it proposes that SCR actions have a strong impact on trust and therefore on corporate reputation, which works as an antecedent of the community's behavioral intentions.

KEY WORDS: Reputation. Corporate reputation. Social responsibility. Corporate citizenship. Trust. Behavioral intentions.

1. Introduction

The importance of the study of corporate social responsibility and its relation with business reputation comes from the contemporaneousness of the subject, which is of interest to companies of all sizes today. Social responsibility is still a controversial issue in organizational studies. Murray and Montanari (1986) already directed questionings to the legitimacy of CSR derived from the difficulty in justifying its costs, considered non-productive and harmful to the profit value of the stockholders. Its effects and relations are not yet very clear. On the other hand, the demonstration of institutional advantages, such as an increment in market value, self-protection in situations of crisis, among others, is a frequent subject of their defenders, in the writings from the management area as well as the academic (FOMBRUN et al, 2000; DOWLING, 2004; BLACKSMITH, 2006). Two arguments are recurrent in its defense. One is that the companies are going to institutionalize their position to society, and this will happen as this perceives a bigger return than the one simply derived from the fulfillment of their business and lawful obligations (TOLBERT and ZUCKER, 1999). Another advocates greater involvement with social well-being and suggests the companies take care of developing the environment in which they operate, assuming social functions where the governments are shown to be inoperative or incapable (SMITH, 2003).

However, a group of recognized academic weight comes to defend that, even with all these justifications, investments in social responsibility actions can, and should, be strategically justified and align diverse possible results around the creation of competitive advantages such as the positive influence on the company's reputation (PORTER AND KRAMER, 2002; GARDBERG AND FOMBRUN, 2006).

Likewise, corporate reputation has no consensus in its understanding by the academic community in what plays to its conceptual precision. Its power to create differentiation, consolidate strategic positions, defend the company against problems with the public opinion is practically a peaceful matter in its studies (FOMBRUN et al, 2000; DOWLING, 2004; GODFREY, 2005; PORTER AND KRAMER, 2002; GARDBERG AND FOMBRUN, 2006). The great possibility that it could be destroyed, a lot bigger than the one found in its construction, also concerns the academic community, as well as the organization managers (HALL, 1993 apud SCOTT AND WALSHAM, 2005). Reputation, as a theoretical construction, does not derive only from social responsibility. (FOMBRUN, GARDBERG AND SEVER, 2000). However, in Brazil, the importance of CSR in the construction of reputation can still be greater than what is found in other industrialized and more developed countries, probably due to situations of social inequality and the government's difficulty in promoting the ascent and social well-being of poorer layers of the population (HILL & KNOWLTON BRAZIL, 2006a, 2006b). It is natural, then, that there are scales and institutions specialized in measuring and qualifying CSR practices and its effects on the corporate reputation. However, research that establishes the rankings of better known reputations have, as an object of observation (respondents) the business community itself. (GRÜNINGER AND OLIVEIRA, 2002; ALMEIDA, 2004; HILL & KNOWLTON BRAZIL, 2006a, 2006b; INTERSCIENCE, 2006; EXAME / VOCÊ S/A, 2006; ETHOS INSTITUTE, 2006).

But the local community should be a prominent source of information for evaluating social responsibility actions, especially when it is a matter of the extraction industry, which has a big impact on the environment and requires, in order to ensure its perennial conditions, to institutionalize and obtain lawful authorizations, for which good community relationships contribute.

In this sense this research was elaborated, which aims to contribute with an instrument for organizations so they can evaluate how their social actions impact the local community, not under an operational perspective, but in the conquest of reliability and, consequently, of a more positive reputation of character.

2. Theoretical Reference

2.1. Corporate social responsibility

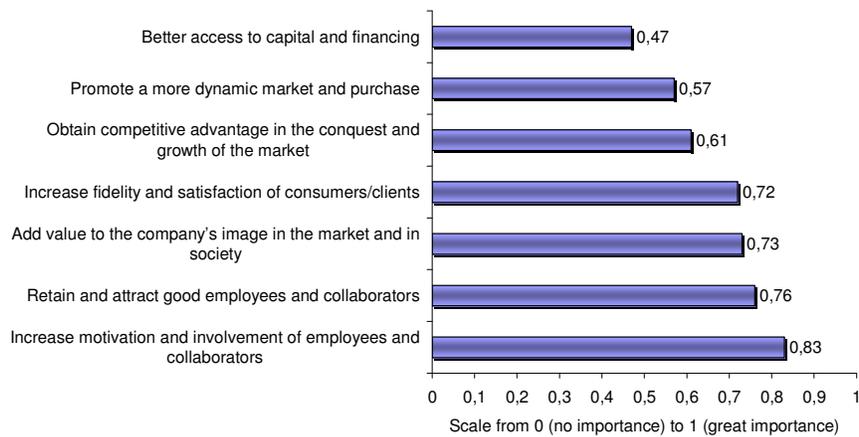
The notion of Corporate Social Responsibility (CSR) is not new, despite the interest it currently arouses. Historically, in the second half of the 19th century initiatives by businessmen like Titus Salt, William Lever, George Cadbury, in the United Kingdom, and George Pullman, in the United States were observed, in the sense of providing better work conditions to their employees and perceiving its positive influence in productivity. But, also, they can be seen as motivated by the idea of promoting quality of life and the development of the society as "the right thing to do" and an obligation of business corporations (SMITH, 2003). These motivations, turned to the CSR, are classified by Smith (2003) as "normative case", justified by the "desire to do good", and "business case", when they reflect the interest of the company itself on behalf of sustainability in the market. Regarding this last aspect, a document produced in a study by the Arthur D. Little consultancy for the Global Corporate Citizenship Initiative identifies eight areas where the practice of CSR can generate justifiable benefits to the stock holders:

- Management of the company's reputation before its diverse stakeholders;
- Management of risks involved in its operations, which can affect its reputation and image;
- Recruitment, motivation and maintenance of employees;

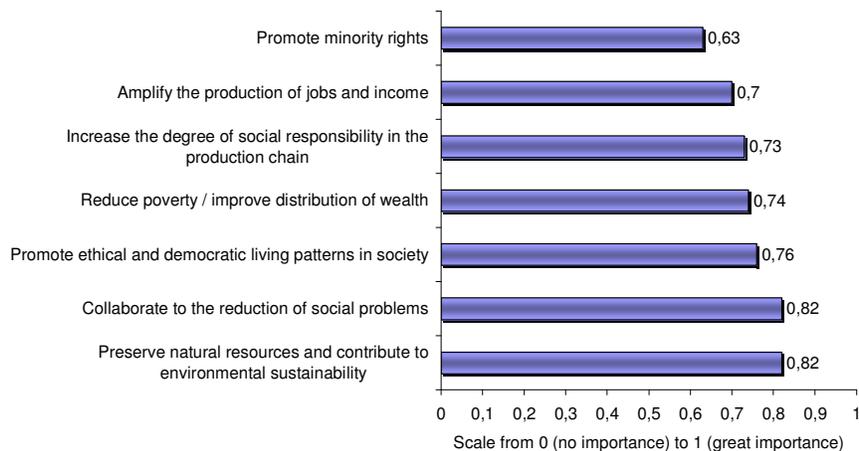
- Relationship with investors and access to financial resources;
- Learning and innovating, through the creation of technology involved with the improvement of the company's environmental and social performance;
- Competitiveness and market positioning;
- Increment of operational efficiency, through, for instance, the reuse and recycling of materials and reduction of discarded items;
- Licensing for its operations, where the reputation before the stakeholders can be decisive in organs that regulate and monitor company activities (ROBERTS, KEEBLE and BROWN: 2004).

In Brazil, a study carried out by the FIESP/CIESP Nucleus for Social Action in 2003, shows that both business and normative objectives are sought by the industry of São Paulo in adopting CSR practices (Graphics 1 and 2).

Graphic 1: Importance attributed to business objectives in the practice of CSR



Graphic 2: Importance attributed to normative objectives in the practice of CSR



But as in any corporate activity, the practice of CSR should be aligned with the search for an advantage that configures itself in a margin in the value chain of the companies. The differentiation, proposed by Porter (1991) looks to be a viable road, which passes by the positive influence of activities of the CSR in reputation. Many authors advocate this effect as one of the necessary steps for the institutionalization strategy of corporations, since the practicing company provides a prominent and sustainable social value (MURRAY and MONTANARI, 1986; KOTLER, 2000; SMITH, 1994; SIMON, 1995; SMITH, 2003; PORTER and KRAMER, 2003; KOTLER and KELLER, 2006).

2.1.1. Corporate social responsibility and the organizational environment

There is no way to avoid having present technological communication resources complicate the control of companies with regard to the disclosure of practices and actions and exposing and disseminating information that should be of restricted circulation (ADLER, 2001; SCOTT and WALSHAM, 2005). The relationship with the environment is intensified and companies see themselves urged to give answers beyond their formal and market activities. One of the origins of this paradigm can be located in the paper "The

causal texture of organizational environments" published by Trist and Emery (1965, apud PASMORE and KALSHA, 1993), that distinguishes two levels of interaction. In the first one, the company deals with agents it knows well, such as his clients and suppliers. In the second, its relationships include everyone that transacts with the members of its first order level. These limits, from the viewpoint of the organization, are fluid and indefinite. And as such, they constitute a large source of environmental vagueness that should be limited (TRIST and EMERY, 1965, apud PASMORE and KALSHA, 1993; EGRI and PINFIELD, 1999). Aguiar (2004) shows the power of the environment over the organizations developing a reading of the common points of three organizational theories. The Theory of Resource Dependence sees the environment, looking from inside the organization, as supplier of the resources necessary to its survival. The Theories of Institutional and Population Ecology, on the other hand, see the organization from the environmental perspective. Population Ecology analyzes the survival of companies seeing the population density of organizational niches: the denser, the harder the competition due to scarce resources and more resounding the natural selection (SCOTT, 2003; AGUIAR, 2004). Hannan and Freeman (SCOTT, 1993), in their studies about the limits of these niches, evolved from the technological similarity between its members to an institutional similarity. As such, organizational structures can compose assemblies by sharing the meaning of their roles in society, which, occasionally, can be less fluid than the technological determinants. Success in the competition for available resources would lead to the measure in that these organizations, going beyond its objective functions, obtained to attend the environmental and social demands and, as such, obtain legitimacy for operating (TOLBERT and ZUCKER, 1999). From an internal perspective, the business structures should find conformity in the meanings the environment imposes on them (ALMEIDA, 2005). Thus, they should seek to institutionalize social interacting in its

causal textures, which brings the need of establishing strategies and tactics and plan what to do for their acceptance. CSR strategic actions are a powerful institutionalization tool, but they must be driven to targets that provide greater effectiveness in the relationship with the environment (MURRAY and MONTANARI, 1986; KOTLER, 2000; SMITH, 1994; SIMON, 1995; SMITH, 2003; PORTER and KRAMER, 2003; KOTLER and KELLER, 2006).

2.1.2. The local community as a strategic CSR target: the contribution from the Theory of Stakeholders

The Theory of Stakeholders is useful in the identification of target sources of corporate social responsibility actions. For Freeman and Gilbert (1987, apud LETTIERI, 2003), "a stakeholder is any group or individual that can affect or be affected by the company". The amplitude of this concept, that also adapts itself to that of causal texture, as referred above, led researches to try to find analysis models that defined the stakeholders of bigger interest for the company with better precision. Preston and Post (1981, apud LETTIERI, 2003;) identify them by associating them to company functions. Those involved with what they call objective tasks, such as hiring of personnel, purchase of inputs, output and selling of products, are classified as primary. The secondary are the ones affected by these actions in the environment in which the company is located. This classification earned a bias directed to management of the business relationships, presented by Post, Preston and Sachs (2002), in that the influence, voluntary or not, in the operations and in wealth generation capacity, as well as benefits and risks that are displayed, defined the stakeholders of an organization. This vision considers the perennial quality of the company to be determined by its critical relations and proposes three different fields that should be analyzed:

1. **Resource bases:** employees, investors and clients;
2. **Industry Structure:** members of the chain of suppliers, partners in joint ventures or strategic alliances, unions and authorities that supervise and regulate the sector;
3. **Social and Political Arena:** local communities, civil organizations and governments.

Upon identifying the roles of each group, the company should seek to understand how they interfere in its survival. In the relationships with the local community, for example, there are numerous and different interests to consider, which can result, in collaboration and support, as well as in legal and social conflicts and in obstacles to operations (POST, PRESTON and SACHS, 2002).

To this research, interests still, the model proposed by Mitchel, Agle & Wood (1997) that seeks to classify the relevance of the different stakeholders in latent, expectants or definite depending if they present the attributes of power, legitimacy or urgency. Through power, an agent can act against another regardless of consent or will. Legitimacy is the perception of the actions of an entity or individual that are desirable, appropriate and adequate according to norms, beliefs and values built by society. Urgency refers to the crisis potential in relations with individuals or entities and to the rank of immediate attention these obtain for their demands. Relevance increases, then, as determined stakeholders are perceived as holders of one or more of the attributes proposed in the model for classifying them. A community that feels injured by the activities of a company can obtain the attention of the media and/or favorable decisions from the Law and, as such, acquire legitimacy, urgency and power for acting according to its will, becoming a definite stakeholder for the company.

The models of identification above present at least two common points: they are both dynamic and socially elaborate. Regardless of the model used, each company deals with different stakeholders whose evaluations of importance are subject to the position of the sources involved in the relations, whether social or economic. This perception is individual, which can generate situations of conflict, where some stakeholders may not see themselves in the same manner they are seen by the agents or society and vice versa. (MITCHEL, AGLE and WOOD, 1997; POST, PRESTON and SACHS, 2002). Trying to mediate this and other conflicts, the mediation of a social force such as confidence can prevent the appearance of weak, empty and insubstantial relations that can be quickly destroyed, mitigating the sensation of inconsistency and volatility associated to them. (SCOTT and WALSHAM, 2005).

2.2. Trust: a fundamental force of social and organizational relations

Recent studies put trust under the perspective of the knowledge society (ADLER, 2001; SCOTT and WALSHAM, 2005). The technological availability, which implies in the proliferation of the possibilities of communication, brought a revision of the concept of risk and risk of reputation, which grew with the ease of access to the media and information. This relation between reputation, communication and risk, goes beyond the traditional concept of trust. The differences between the expectations of the stakeholders and the reality of the organizations became more evident, at the same time in that the company's institutional control to the access of information about its performance, becomes more difficult. However, simultaneously, technology created more dialogue opportunities with the community that, if it sees the company as open and transparent, is capable of overlooking eventual errors. These signs influence reputation which, as such, functions like a shock absorber for inevitable crises. However, there is another side, which results in the deconstruction of these effects, in case this opening does not exist or is not

consistent, reverting its positive consequences. (SCOTT and WALSHAM, 2005). The trust that, "in the economy of knowledge, there should be more than a contract and it should maintain the unit in periods of uncertainty" (SCOTT and WALSHAM, 2005, p. 312), acts, then, as a force that has a singular estate: to legitimize the exchange of information between companies and the environment (ADLER, 2001). This concept questions the traditional foundations of "blind trust", characteristic of environments arranged as hierarchies by industrial society and outdated by the knowledge society. It goes beyond and proposes reflective trust, founded on democratic and open dialogue between all parts, a form of trust that gives more importance to competence and integrity than to loyalty, valued by traditional concept (ADLER, 2001). Its relation with reputation became clearer. In the same way, trust oversteps the references to the company's past and stimulates attitudes aimed at the future upon positively handling uncertainty and accepting risks. This active trust (GIDDENS, 1994 apud SCOTT and WALSHAM, 2005) reinforces the concepts described above and reduces the risks associated to reputation, when it supplies arguments for which several groups of stakeholders support the activities of companies with which they are related.

The concept of trust is intimately linked to inter-business relations in several fields, from the organizational studies to the strategic and tactical studies, being inherent to the marketing of service and of relationship, to the business networks and to the consolidation of reputation. Morgan and Hunt (1994) defined it like the belief in stability, security and the integrity of the partner and it studied under the consideration that it is a variable key in a strategic alliance. According to the authors' relationship model (fig. 1), trust influences the commitment with the relationship and these two constructs are mediators between five antecedents (costs of rupture, benefits of the relationship, shared values, communication and opportunistic behavior) and five consequences (acquiescence, probability of rupture,

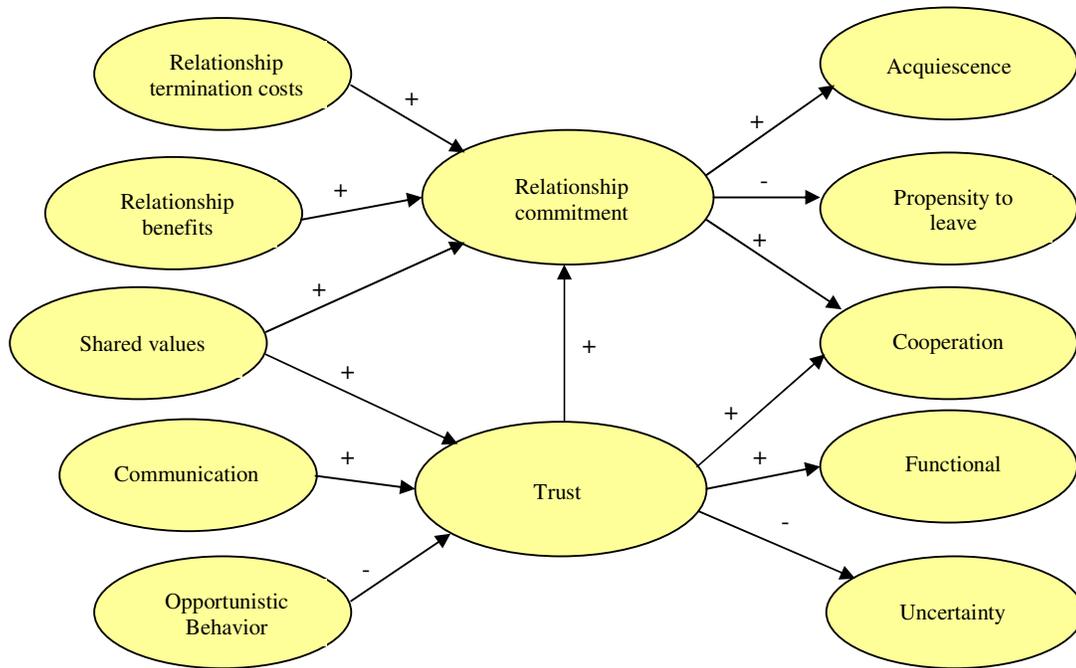


Fig. 1: The KMV (*key mediating variable*) Model of Relationship (Morgan e Hunt, 1994)

cooperation, functional conflicts and uncertainty in decisive trials). In considering only trust, we verify that the variable has, as antecedents, the sharing of values, communication and opportunistic behavior and, as a consequence, the cooperation, functional conflicts and uncertainty in decisive trials. The concept presented by the authors partially agrees to what was presented by Moorman, Deshpandé and Zaltman (1993, p. 82) that defined trust as "the disposition to count on a partner in which one believes". The belief or expectation about the other's reliability is fundamental for its comprehension and stems from the perception that a partner has the competence, security and necessary intentions for generating only positive results for the other, and that it will not act when the consequences are, on the contrary, negative ones (Anderson and Narus, 1990, apud Morgan and Hunt, 1994).

2.3. *Corporate reputation*

Expressions such as ethical stand, credibility, sustainability, persistence in actions aimed to its construction (FOMBRUM and SHANLEY, 1990) and generation of collective

values for stakeholders (FOMBRUN, GARDBER and BARNETT, 1996) are recurring in literature that seeks to define what corporate reputation is. Balmer and Wilson (1998) put it as a consequence of long-term results from good management of the corporate identity which, as a more evident objective, seeks a favorable predisposition of the diverse publics or stakeholders, facing the acts and actions of a company (BALMER and WILSON, 1998; DOWLING, 2004). Still in Dowling, a reading of the corporate reputation as a general evaluation that reflects the stretch with which the people see the company as "good" or "bad" is found. Good reputations promote credibility. Bad ones, do not. From this perspective, a corporate reputation can provide an effect in that new characteristics of a company are judged as better or worse than they really are (DOWLING, 2004). Good reputation still increases the value of the company, becomes a competitive advantage and, associated to the longevity of the organization, becomes its defensible and more stable competitive position (RUMELT, 1984, apud SCOTT and WALSHAM, 2005). However, the reputation, despite acting as a shield, a singular defense of the business positions, is not a dependable asset: it takes time to be created, cannot be acquired and is easily damaged (SCOTT and WALSHAM, 2005).

Fombrun, Gardberg and Saver (2000) see corporate reputation as a construct which aggregates the perception of several stakeholders about the performance of a company, but, at the same time, is individualized for each group. In this way, admit that different reputations exist to the measure of the differences between the groups of stakeholders. The authors are going to build a definition that also considers their multi-disciplinary aspects, summarized in chart 1. In the search of a common point, they propose that reputation is a collective evaluation of performance and of the results of a company that maintains the perception of its ability to generate value for different groups of stakeholders.

Chart 1: Multi-discipline definitions of corporate reputation	
Discipline	Definition
Economy	Signs and indications that describe the probable behavior of a company in a given situation
Strategy	Intangible attributes of a company, difficult to be imitated, acquired or replaced by the competition and, thus, create access barriers and bring it sustainable competitive advantages.
Accounting	One of the several intangible attributes that are difficult to measure, but that creates value for the companies
Marketing	Corporate associations that individuals do on behalf of the company.
Communication	Signs derived from relationships the company develops with its diverse publics
Organizational theory	Cognitive representations of a company developed as the stakeholders understand the activities of the company
Sociology	Social constructions derived from the relations the company establishes with its stakeholders in the institutional environment and from where the rankings of reputation are derived.

Chun (2005) defends that the term reputation is taking shape and already represents a paradigm for organizational sciences, although, academically, its definition is still not clear. The author identifies three schools of thought in the reputation paradigm: the evaluative, the impressionist and the relational that are differentiated according to the recognition, or not, of the existence of different stakeholders, with the thematic approach (elaboration of financial rankings or the study of emotional associations between stakeholders and the company) or according to the bond between stakeholders and the company (CHUN). This last one accepts the concept that there is a strong connection between image, identity and culture (HATCH and SCHULTZ, 2001) in the formation of business reputation and that this is formed by the alignment of three key elements: "The way the company is seen" (image), "how the company really is" (identity/culture) and "what the company says to be" (identity desired/vision) (DAVIES and MILES, 1998, apud CHUN, 2005).

Fombrun and Shanley (1990) show that reputation drifts from the perception of signs originated from the organizations and can be the aim of an avid dispute between a range of competitors, since it can generate benefits that increase the market value of the company, as negotiate more advantageous relations with suppliers and governments, charge premium prices for its products and services and reduce the cost of capital

(FOMBRUN, GARDBERG and BARNETT, 2000; BLACKSMITH, 2006). These movements generate a norm that restrains or encourages agents' actions, depending on the value attributed to the reputation of the company and the need to protect it (FOMBRUN and SHANLEY, 1990).

Hörner (2002) presents a reinforcement to the competition theory when he shows that the reputation becomes a valuable asset, especially when satisfaction with the quality of property and service is only able to be verified after purchase and consumption. In a given period, the price paid by products or services reflects the consumer's expectation of quality, which increases with company's effort in satisfying it. On the other hand, the prices and client profile for each competitor are also observed. If, in a general estimate, expected quality is not obtained, the consumer knows it can switch suppliers at any moment.

In other words, in a competitive environment, where several companies are in search of the same positive perceptions – or reputations –, the one that carries out continuous efforts will achieve them. According to Hörner (2002, p. 645), "as any consumer can break, at any moment, its relation with a company and prefer another one, what matters is not what a firm finds that is competent, but, yes, if it is seen as better than its rival". This power of reputation, endogenous to competition, limits and controls the activities of companies, in a straight relation with what was exposed by Fombrun and Shanley (1990).

For purposes of this study, reputation should be understood as a social construct from perceptions that have the property of generating value for companies, in agreement with the proposal by Fombrun, Gardberg and Saver (2000) and by which the organizations compete, in search of positive results derived from the attitude of the diverse groups that compose the spectrum of stakeholders with whom they handle (FOMBRUN AND

SHANLEY, 1990; HÖRNER, 2002). In summary, upon mediating the evaluation of the company, the reputation results in behavioral intentions of groups of stakeholders with which it relates (BALMER and WILSON, 1998; DOWLING, 2004).

2.4. *Behavioral Intentions*

Bromley (2003) proposes a vision maintained by psychology and relates reputation with the perceptions and attitudes of different groups of interest, or stakeholders, facing the organizations and the attributes of its products and services. Defined, in the compendium of consumer behavior, as a lasting and general evaluation of a trademark, product, service, company, institution etc., attitude possesses a cognitive component, which is the beliefs of a person about the evaluated object, and an affectionate component, the feelings about the same object. For Katz (apud SHETH et al., 2001; SOLOMON, 2002; KARSAKLIAN, 2004), the attitudes present functions that facilitate social behavior, as it reflects a favorable or unfavorable orientation regarding an object, expresses the central values of a person, protects the individuals against external threats or internal feelings and is going to give coherence to ambiguous or new stimuli. When an attitude is assumed, positive or negative, it generates a behavioral intention, which will be able to result in the behavior per se, favorable or not to the object (ENGEL et al., 2000).

Zeithaml, Berry and Parasuraman (2001), in a compilation of diverse articles, raised a series of behavioral intention indicators, whether favorable or unfavorable, that according to what was demonstrated, derives from evaluations of positive or negative attitudes. The favorable intentions include speaking well of the company, recommending its products or service to other people, paying premium prices for its products and services, and remaining loyal to the company. On the other hand, when the intention is directed to an unfavorable behavior, it can be expressed by the retreat of the unconditional support to the company, the reduction in business occasionally carried out with the organization,

complains to the company itself or to other people or by actions next to other institutions, as judicial trials and reports to the press or supervising entities.

2.5. Hypothetical research model

The theoretical references consulted permitted to infer hypothetical relations that put the perception of CSR actions of a company as antecedent to the trust the company receives from the local community and reflects in its reputation. These constructs, in turn, generate behavioral intentions in the population, which can be positive or negative, as the company conquers trust and positive or negative reputation. Fig. 2 presents the model that will aim to empirically verify these relations.

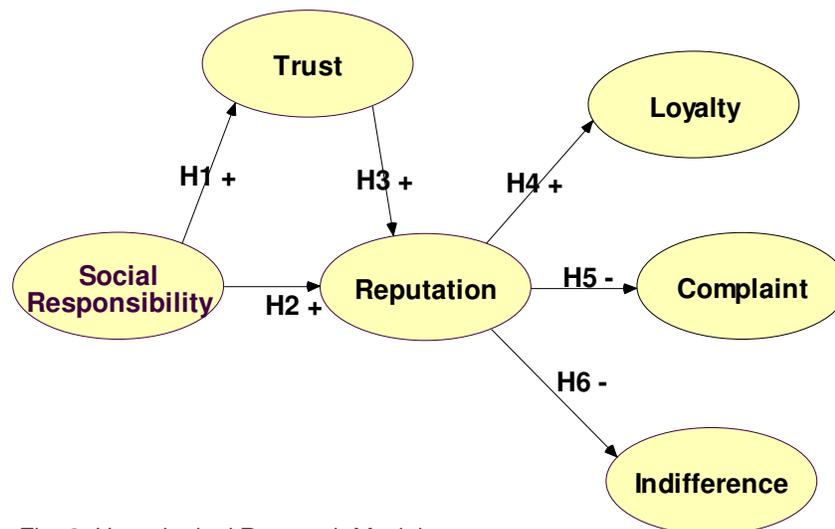


Fig. 2: Hypothetical Research Model
Fonte: Pesquisa

The hypotheses verified can be expressed as follows:

- **Hypothesis H1:** CSR actions positively influence the trust of the population in the company.

- **Hypothesis H2:** CSR actions positively impact the reputation of the company before the local community.
- **Hypothesis H3:** Trust positively impacts the reputation of the company before the local community.
- **Hypothesis H4:** Reputation positively influences the population's loyalty towards the company.
- **Hypothesis H5:** Reputation has a negative impact on complaints with regard to the company.
- **Hypothesis H6:** Reputation has a negative impact on the indifference of the local community regarding the company.

3. Methodology

The research was carried out in two phases, one of exploratory character and, another of descriptive conclusive character. The exploratory phase consisted of bibliographical revision and interviews with specialists. The bibliographical revision was carried out between March 2004 and August 2006, through consultation of texts by recognized authors about strategy, social responsibility, corporate image, corporate identity, corporate reputation and marketing. The interviews with specialists were handled in a panel, put into effect in July 2006, which counted on 10 members chosen among educators and professionals of the areas of communication, administration, marketing and social responsibility connected to institutions of higher education and companies in the city of Belo Horizonte. In the descriptive phase, a survey was used with facts collected in September 2006, by means of a structured questionnaire, applied to a sample of the population in the city of Belo Horizonte. The unit of observation was comprised of inhabitants of Belo Horizonte selected by the following criteria: at least 16 years of age,

residing in the city for at least 3 years in south-central neighborhoods, declaring some degree of knowledge about MBR, a big Brazilian mining company which was the object of study of the research, not working or having 1st degree relatives working for MBR or its Controller, the Vale do Rio Doce company.

The sample was comprised of 306 sample elements selected through a non-probabilistic sampling by proportional quotas to the population of Belo Horizonte distributed across the variables of gender, age group and dwelling in south-central neighborhoods of the city. The bases for calculation were originated from the IBGE 2000 Census and from the city hall of Belo Horizonte.

The questionnaire had 72 variables: 3 screening variables, 7 categorical variables and 62 continuous variables. The constructs were operated through a revision of the Ethos Institute (2006), Akatu Institute (2005), King (2000), Morgan and Hunt, (1984), Fombrun, Gardberg and Sever (2000), Zeithaml, Berry and Parasuraman (1996). Charts 2, 3, 4 and 5 represent the indicators that compose each of the constructs used in the questionnaire.

Chart 2: Operation of the Social Responsibility construct	
Indicators	Source
RS1. MBR pays good salaries to its employees	1
RS2. MBR has adequate benefits for its employees	1
RS3. MBR respects the rights of its employees	2
RS4. MBR is concerned about reducing the environmental impact of its activities to a minimum	1
RS5. MBR supports environmental protection actions, even those that are not connected to its activity	1
RS6. If its activities cause some damage to the environment, MBR acts quickly to resolve the problem	3
RS7. MBR worries about the security of communities that are near its installations	3
RS8. MBR permits the community to accompany its activities	1
RS9. MBR uses ethical advertising	1
RS10. MBR's advertising does not puts anybody in a shameful or embarrassing situation	1
RS11. MBR's advertising is honest and truthful	1
RS12. MBR worries about the quality of life in the communities near its installations	
RS13. MBR has environmental programs that benefit the communities near its installations	1
RS14. MBR has educational programs that benefit the communities near its installations	2
RS15. MBR has health programs that benefit the communities near its installations	2
RS16. MBR sponsors cultural and sport activities in the communities near its installations	2
RS17. MBR sponsors cultural and sport activities at the state and national level	2
RS18. MBR helps conserve public areas in the communities where it acts	4
RS19. MBR develops social projects on its own	1
RS20. MBR develops environmental projects on its own	1
RS21. MBR allows its employees to work in local community social or environmental projects during work hours	1;2
RS22. MBR only supports political candidates that work with ethics and seriousness	4
RS23. MBR is not involved in corrupt practices of politicians or state employees	3
Main sources from the which the indicators were adapted:	
1- Akatu 2005; 2- King, 2000; 3- Ethos Institute, 2006; 4- Panel of specialists	

Chart 3: Operation of the Trust construct	
Indicators	
C1. To achieve its objectives, sometimes MBR does not fulfill its promises	
C2. To achieve its objectives, sometimes MBR acts in a unilateral manner, without thinking about society	
C3. To achieve its objectives, sometimes MBR makes decisions that only benefit itself	
C4. To achieve its objectives, sometimes MBR slightly alters the widespread facts in its advertising	
C5. Sometimes one is unable to trust MBR's relationship with society	
C6. One can trust that MBR does what is correct in its relationship with society	
C7. MBR is very righteous in its relationship with society	
Source: Morgan e Hunt, 1984.	

Chart 4: Operation of the Reputation construct	
Indicators	
R1	I have a good feeling about MBR
R2	I admire and respect MBR
R3	I trust MBR
R4	MBR stands behind its products and services
R5	MBR develop innovative products and services
R6	MBR offers products and services that are a good value for the money
R7	A MBR proporciona um excelente valor para seus clientes
R8	MBR is a leader in the mining industry ¹
R9	MBR has a clear vision for its future
R10	MBR recognizes and takes advantage of market opportunities
R11	MBR is well-managed
R12	MBR looks like a good company to work for.
R13	MBR looks like a good company that would have good employees
R14	MBR support good causes
R15	MBR is a environmentally responsibly company
R16	MBR has a high standard in relationship with society ²
R17	MBR has a strong record of profitability
R18	MBR looks like a low risk investment
R19	MBR tends to outperform its competitors
R20	MBR looks like a company with strong prospects for future growth
Source: Fombrun, Gardberg e Sever, 2000	

Chart 5: Operation of the Behavioral Intentions construct	
Indicators	
IC1	Say positive things about MBR to other people.
IC2	Recommend MBR to someone who seeks your advice
IC3	Encourage other people to do business with MBR
IC4	Support MBR in situations of conflict with some group or society organization
IC5	Recommend MBR as a good place to work.
IC6	Complain to other people if MBR causes problems to it, the city or the neighborhood
IC7	Complain to some organ, such as the Law or Press, if MBR causes problems to it, the city or the neighborhood.
IC8	Complain directly to MBR if it has caused problems to it, the city or the neighborhood.
IC9	Vote on politicians who are against MBR activities if it causes problems to it, the city or the neighborhood.
IC10	Do nothing if MBR causes problems because I do not have time to deal with these matters.
IC12	Do nothing if MBR causes problems because I do not usually get involved with this kind of issue
IC13	Do nothing if MBR causes problems because I find it does not matter. The company is always going to do what it wants.
Sources:	
IC1 to IC8 - Adapted from Zeithaml, Berry e Parasuraman, 1996	
IC9 to IC12 – Panel of specialists	

¹ Reworded to reflect portuguese version by the authors

² Reworded to reflect portuguese version by the authors

4. Research Results

4.1. *Exploratory phase of data*

4.1.1. Validity and reliability of measurements

4.1.1.1. Analysis of Construct Dimensionality: Exploratory Factor Analysis

The main purpose of the exploratory factor analysis (EFA) conducted herein was to explore the structure of data adjacent to the studied constructs and to identify the meanings of the resulting factors that will be used later as endogenous variables in modeling the structural equation. The latter will seek to demonstrate the study's hypotheses (AAKER et al, 2004; HAIR et al, 2005; MALHOTRA, 2006). A proviso must be made with regard to the reputation construct. The Fombrun, Gardberg and Sever (2000) scale, which has already been validated by the authors' studies, is comprised of six factors that did not undergo EFA, although they had been the object of the validation techniques.

The exploratory factor analysis used the following parameters:

- **Extraction:** Principal components, since the intention is to look for the smallest number of factors that explain the maximum variance of data (MALHOTRA, 2006).
- **Rotation:** Oblique, resulting in “diverse factors or theoretically significant constructs” (HAIR et al, 2005, p.106).
- **Number of extracted factors:** Factors with eigenvalue ≥ 1 that are responsible for at least 60% of the data's total variance.
- **Criteria for factor load significance:** The 0.40 significance load was opted for since it maintained the revealed structures and eliminated most of the cross-loads between factors, facilitating model explanation.

4.1.2. Evaluation of the factors internal reliability

The factors' internal reliability was evaluated using Cronbach's Alpha Index, which ranges between 0 and 1, and which should reach at least 0.60 in exploratory studies (HAIR et al, 2005).

4.1.3. Sample adequacy measurements

According to Hair et al (2005) and Malhotra (2006) the sample adequacy should be observed for factor analysis, expressed by the Kaiser-Meyer-Olkin (KMO) test, which results in a value between 0 and 1. The minimum acceptable reference is $KMO > 0.50$. The significance of the correlation matrix is indicated by the Bartlett Test of Sphericity, which should be significant at an 0.05 level. The proportion of the variance explained by the extracted values should be at least 60%.

4.1.4. Dimensionality and Reliability Analysis of the Social Responsibility Construct.

The exploratory factor analysis for the Social Responsibility indicators generated 4 factors that explain 66.9% of model's variance. The KMO reached 0.94 and the Bartlett Test of Sphericity was significant at 0.000.

- **Factor 1: Communication with society.** Cronbach's Alpha = 0.913. Formed by variables: RS9, RS10, RS11, RS16, RS17, RS18, RS19, RS20.
- **Factor 2: Relationship with employees.** Cronbach's Alpha = 0.818. Formed by variables RS1, RS2.
- **Factor 3: Support for ethical initiatives.** Cronbach's Alpha = 0.784. Formed by variables RS21, RS22 RS23.
- **Factor 4: Relationship with the community.** Cronbach's Alpha = 0.918. Formed by the following variables: RS4, RS5, RS6, RS7, RS8, RS12, RS13, RS14, RS15.

4.1.5. Dimensionality and Reliability Analysis of the Trust Construct.

The exploratory factor analysis for the Trust indicators generated 2 factors that explain 86.0% of model's variance. The KMO reached 0.65 and the Bartlett Test of Sphericity was significant at 0.000.

- **Factor 1: Opportunistic behavior.** Cronbach's Alpha = 0.909. Formed by variables C2, C3, C4.
- **Factor 2: Integrity.** Cronbach's Alpha = 0.863. Formed by variables C6, C7.

4.1.6. Dimensionality and Reliability Analysis of the Behavioral Intentions Construct.

The exploratory factor analysis for the Behavioral Intention indicators generated 3 factors that explain 76.7% of model's variance. The KMO reached 0.84 and the Bartlett Test of Sphericity was significant at 0.000.

- **Factor 1: Loyalty.** Cronbach's Alpha = 0.890. Formed by variables IC1, IC2, IC3, IC4, IC5.
- **Factor 2: Indifference.** Cronbach's Alpha = 0.920. Formed by variables IC10, IC11, IC12.
- **Factor 3: Complaint.** Cronbach's Alpha = 0.860. Formed by variables IC6, IC7, IC8.

4.1.7. Reliability Analysis of the Reputation Construct

As already indicated in the Reputation construct, the Fombrun, Gardberg and Sever (2000) indicators were fully adopted and can be grouped into 6 factors.

- **Factor 1: Emotional Appeal.** Cronbach's Alpha = 0.875. Formed by variables R1, R2, R3.
- **Factor 2: Products and Services.** Cronbach's Alpha = 0.907. Formed by variables R4, R5, R6, R7.

- **Factor 3: Vision and Leadership.** Cronbach's Alpha = 0.830. Formed by variables R8, R9, R10.
- **Factor 4: Workplace Environment.** Cronbach's Alpha = 0.861. Formed by variables R11, R12, R13.
- **Factor 5: Social and Environmental Responsibility.** Cronbach's Alpha = 0.863. Formed by variables R14, R15, R16.
- **Factor 6: Financial Performance.** Cronbach's Alpha = 0.846. Formed by variables R17, R18, R19, R20.

4.1.8. Construct Reliability Analysis.

Besides Cronbach's Alpha, Garson (2006) and Hair et al (2005) recommend calculating the constructs reliability, established by the following equation:

$$\text{Construct reliability} = \frac{(\sum \text{standardized loads})^2}{(\sum \text{standardized loads})^2 + \sum \epsilon_j}$$

The standardized loads are the constructs' standardized weights in a confirmatory factor analysis (table 3) and ϵ_j is the measurement error, represented by 1 minus the indicator reliability, which is the squared of its standardized load. The reference values to indicate the constructs reliability should be at least 0.7. Table 1 shows the indices for the Social Responsibility, Trust, Reputation and Behavioral Intentions constructs, according to the structural equation model (Figure 3).

Social Responsibility	0.97
Reputation	0.97
Trust	0.94
Source: study carried out	

4.1.9. Convergence Validity

The validity of the scales that refer to the extension of differences between observed scores reflects real differences in the characteristics of objects being measured. To verify the convergence validity, each construct underwent a confirmatory factor analysis (CFA) in an attempt to observe each item's load significance in the respective constructs. This procedure is indicated by Bagozzi, Yi and Phillips (1984, apud Gonçalves Filho, 2001) as well as Im, Grover and Sharma (1998, apud Gonçalves Filho, 2001). In practically every case, when analyzing the hypothetical model, the value for the statistical t was greater than 1.96, demonstrating that the indicators loads in the constructs is statistically significant. These values can be observed in Table 3.

4.2. *Descriptive Phase: modeling structural equations*

Garson (2006) describes structural equation modeling (SEM) as an instrument that serves purposes similar to those of multiple regression, although with greater analytical power. Hair et al (2005) demonstrated the utility of Structural Equations in analyses where “the researcher faces several interrelated questions”, and a scale is being tested to show the relationship between several constructs. In the work, SEM seeks to evaluate the relationships between a company's CSR actions and the local community's responses with regard to establishing the reputation as well as the trust deposited in it and the behavior possibilities. Confirmatory modeling was the strategy adopted, where only one model is specified and an attempt is made to determine the statistical validity of the relationships, which may be stimulated through several procedures. In this case, maximum likelihood estimation (MLE) was chosen through the direct estimate process due to considerations linked to sample size and whose estimates have a greater chance to reproduce existing relationships in the data. However, this method has demands with regard to the absence of univariate and multivariate outliers. Boxplot graphs identified the univariate outliers and

the calculation of the Mahalanobis D2 distances identified the multivariates. After eliminating all cases with outliers, a final sample of 207 cases was obtained, which satisfies the minimum size of 200 cases preconized for use in SEM (HAIR et al, 2005; GARSON, 2006).

Other structural equation modeling suppositions include the use of continuous variables and the identification of the tested model. The first was satisfied in the questionnaire by using the 11-point scale, numbered from 0 to 10, and identification of the extremes. In order to evaluate the model identification, it is important to first examine the order, expressed by the existence of a degree of freedom (DF) number that is larger than or equal to zero, a condition evidenced in the model by $DF = 1578$. It was then verified that the model obtained the order condition determined by AMOS 4.0 software and by the practical rule that each construct, in order to be identified, must be comprised of three or more indicators. Finally, model recursivity is checked, which was indicated by the AMOS 4.0 software. The hypothetical model is shown in Figure 3 and its adjustment indicators in Table 2.

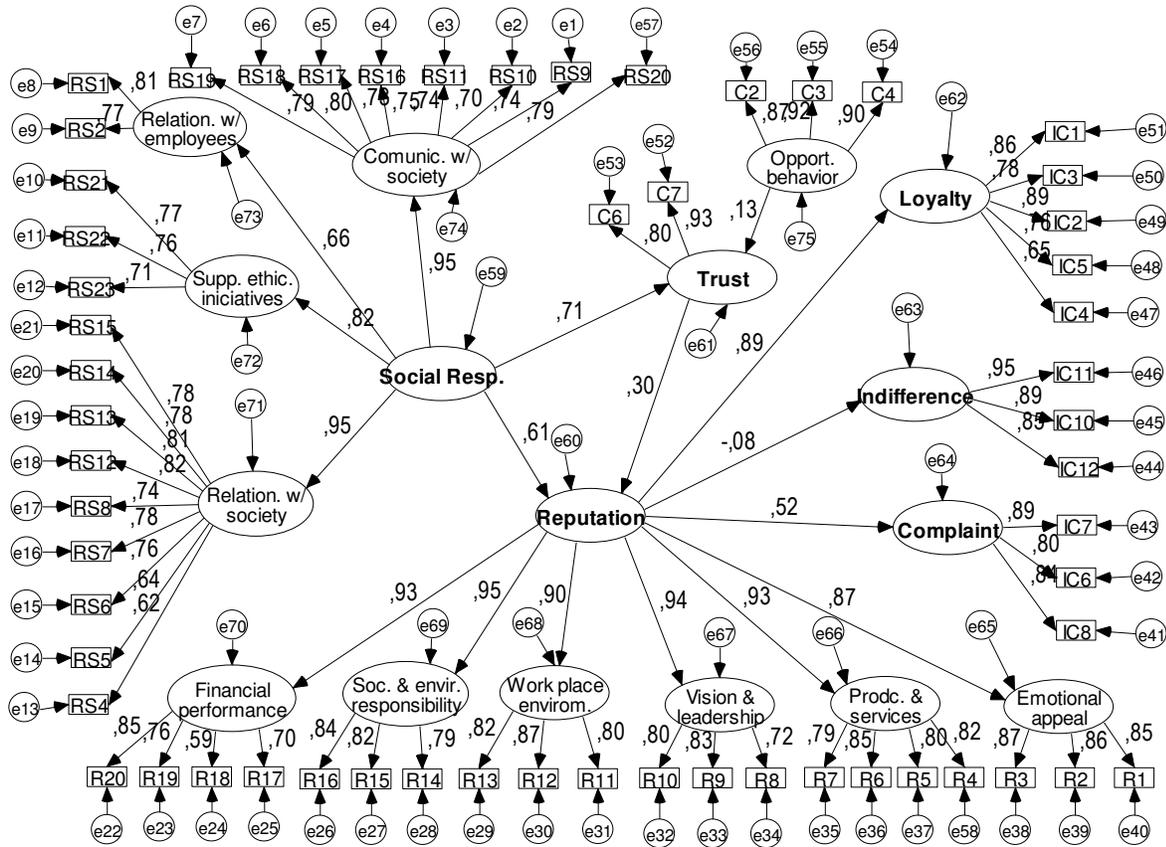


Fig. 3: Hypothetical model

Table 2: Adjustment of the Hypothetical Model

Chi-squared (χ^2)	CMIN	2280.1
Degrees of Freedom	DF	1578
P-value	P	0.000
Number of Parameters	NPAR	133
Chi-squared/Degrees of Freedom (χ^2/DF)	CMINDF	1.825
RMR	RMR	0.347
GFI	GFI	0.686
Adjusted GFI	AGFI	0.660
Normed fit index	NFI	0.742
Relative fit index	RFI	0.729
Incremental fit index	IFI	0.864
Tucker-Lewis index	TLI	0.856
Comparative fit index	CFI	0.863
Parsimony ratio	PRATIO	0.955
RMSEA	RMSEA	0.063

Source: study carried out

According to Hair et al (2005), the model indicates a peripheral support for the hypothesis test, considering that not all parameters achieved the recommended critical levels. The statistical significance test (p-value) did not confirm the null hypothesis that assumes equality between covariance matrices of collected and estimated data. The RMSEA = 0.063, less than 0.8, and therefore within recommended levels. However, the GFI was calculated at 0.686, below the recommended minimum value ($GFI \geq 0.9$). It is also important to verify the incremental adjustment indexes: AGFI, NFI, TLI and CFI. These estimates evaluate the model in relation to a reference point or a null model whose indices adequately approach those of reference (values equal to or greater than 0.9). Another important parameter according to Latif (apud Gonçalves Filho, 2001), the normalized chi-square, the result of dividing chi-square by the degrees of freedom (χ^2/DF), should be under 3.0, a reference obtained in the model, where $\chi^2/DF = 1.825$.

Then it is necessary to verify the adjustment of the measurement model. The indices obtained from confirmatory factor analysis are shown in Table 3. The fit can be verified in the t statistic values, which should be greater than the critical value of 1.96 and significant at 5% (HAIR et al, 2005). When observing the relationships between the constructs proposed in the study's hypothetical model, it can be seen that only the relationship between Reputation and Indifference do not satisfy these conditions.

Table 3: Significance test for hypothetical model relationships

			Estimated value	Standard error	t	P
Trust	←	Social Responsibility	0.858	0.119	7.214	0.000
Reputation	←	Social Responsibility	0.656	0.103	6.365	0.000
Loyalty	←	Reputation	0.74	0.08	9.209	0.000
Complaint	←	Reputation	0.625	0.091	6.835	0.000
Indifference	←	Reputation	-0.131	0.122	-1.068	0.286
Reputation	←	Trust	0.263	0.065	4.017	0.000
Social and Environmental Responsibility	←	Reputation	0.99	0.077	12.775	0.000
Support for ethical initiatives	←	Social Responsibility	0.817	0.104	7.849	0.000
Emotional appeal	←	Reputation	1.061	0.087	12.153	0.000
Vision and leadership	←	Reputation	0.923	0.078	11.902	0.000
Workplace environment	←	Reputation	0.94	0.08	11.734	0.000
Products and Services	←	Reputation	0.864	0.074	11.721	0.000
Communication with society	←	Social Responsibility	1.036	0.117	8.824	0.000
Relations with employees	←	Social Responsibility	0.703	0.103	6.807	0.000
Trust	←	Opportunistic Behavior	0.097	0.045	2.138	0.033
Financial performance*	←	Reputation	1			
Relationships with society*	←	Social Responsibility	1			

Source: study carried out

*Values not calculated Load fixed at 1.

Shaded area: constructs that express research hypotheses.

4.3. Test of research hypotheses

The diverse tested models permit the verification of hypotheses within the structural scopes of the constructs involved in each, as well as inherent limitations. A reference table was then elaborated (Table 4) that permits the evaluation of proposed hypothetical relationships.

Table 4: Test of Research Hypotheses

Hypotheses	Hypothetical Relationship	Result
H1: CSR actions positively influence the public's trust in the company	Positive	Confirmed ¹
H2: CSR actions have a positive impact on the company's reputation with the local community	Positive	Confirmed ¹
H3: Trust has a positive impact on the company's reputation with the local community	Positive	Confirmed ¹
H4: Reputation has a positive influence on the public's loyalty towards the company	Positive	Confirmed ¹
H5: Reputation has a negative impact on complaints with regard to the company	Negative	Rejected ¹
H6: Reputation has a negative impact on indifference by the local community towards the company	Negative	Rejected ²

Source: study carried out

1 – Positive and significant estimate

2 – Insignificant estimate

5. Discussion of Results

Structural equation modeling (SEM) was the analysis strategy used in this study. The results indicate that social responsibility is an antecedent with great impact on reputation ($\beta=0.71$)³, on trust ($\beta=0.61$) and that the latter has a significant reflection on reputation ($\beta=0.30$). The behavioral intentions, in turn, relate to reputation, which has a significant impact on loyalty ($\beta=0.89$) and complaints ($\beta=0.52$). No significant relationship was observed between reputation and indifference ($\beta=-0.08$). A discussion of these results follows.

Working as an antecedent to trust and reputation, social responsibility plays the role of rendering substantiality to relationships between the company and the community. Model analysis indicates that trust in a company increases with the perception of its social responsibility, since it sustains the expectation that society will not be jeopardized by its operations and that the organization invests in actions that have the objective of positively intervening in the community's quality of life. These relationships are sustained in Morgan and Hunt (1994). According to the authors, trust is built when it is ascertained in a relationship that actions by one party will always be beneficial for the other, and that should there be a need for adverse decisions, these will not be taken unilaterally. In turn, several texts preconize that CSR actions are included in the signals that form the perception of corporate reputation (MURRAY and MONTANARI, 1986; SMITH, 1994; SIMON, 1995; BALMER and WILSON, 1998; KOTLER, 2000; SMITH, 2003; PORTER and KRAMER, 2003; DOWLING, 2004; KOTLER and KELLER, 2006).

The trust construct is an antecedent to reputation, a relationship expressed by a standardized weight $\beta=0.30$. It also plays the role of mediator between social responsibility

³ B: standardized weight

and reputation. This relationship is sustained in the concepts associated with trust, where it is seen as a link between social and organizational relationships. Its significance in the expectation of the future of these relationships and acceptance of their risks are implicit here. According to Adler (2001), this explains its antecedence to reputation as evidenced in the model. Other authors, such as Morgan and Hunt (1994) and Scott and Walsham (2005) showed that trust stimulates loyalty and support for a company, and it also tends to reinforce the role of mitigator of eventual crises, credited to reputation (FOMBRUN and SHAMLEY, 1990).

However, reputation is consequent to social responsibility and trust. The relationship between these constructs as evidenced by the standardized loads is positive and significant: $\beta=0.61$ and $\beta=0.30$, respectively. This discussion agrees with the consulted authors to substantiate the understanding of corporate reputation. The concepts associated to it seek to define it as a repository of society's perceptions that reflect dimensions associated with the company's ethical positions, its concern with quality and sustainability aspects, its social and sectorial role and the emotional link it creates with the community (FOMBRUM and SHANLEY, 1990; FOMBRUN, GARDBERG and BARNETT, 1996; BALMER and WILSON, 1998; SCOTT and WALSHAM, 2005). In its role as a risk buffer in the corporate environment, reputation positions itself in the model as a mediator between the social responsibility and trust constructs and behavioral intentions. Morgan and Hunt (1994) describe behavioral intentions as being dependent on trust in the relationship marketing model they developed (fig. 2). Fombrun and Shanley (1990), Balmer and Wilson (1998), Hörner (2002) and Dowling (2004) also showed that the behavioral intentions of the stakeholder groups the organization relates with result from its reputation.

The study of these relationships reveals some interesting points. First, the non-significant relationship between reputation and indifference ($\beta=-0.08$) shows the existence of a population group that is indifferent to companies and it seems clear that it is useless to act against it because results will not be forthcoming either due to mere lack of interest or lack of time. On the other hand, the negative hypothetical relationship between reputation and complaint was not verified. It proved to be positive and significant ($\beta=0.56$). The meaning of a direct relationship in the same direction, between reputation and a behavior considered unfavorable should be discussed. Resorting to Horner (2002) and Fombrun and Shanley (1990) we see that as the public notices business behaviors that infringe the expectation generated by reputation, they become more willing to complain. This relationship questions the supposition that the existence of a strong dose of good will guarantees a shield against negative reaction by the population.

The strongest relationship between behavioral intentions and reputations is associated with loyalty ($\beta=0.89$). In literature about corporate reputation, these effects are recurring, as in Balmer and Wilson (1998), Fombrun, Gardberg and Barnett (2000), Dowling (2004) and an analogy with an article by Zeithaml et al (1996), which empirically shows a close relationship between satisfaction and loyalty.

6. Conclusions

6.1. Management Implications

The theoretical reference consulted shows that establishing good relations with the community and developing consistent CSR actions is one of the most efficient choices for the prevention and management of institutional crises. It also raises the question of strategic consistency, in the sense that actions disconnected from a long-term vision of corporate objectives tend to lose content. (MURRAY and MONTANARI, 1986;

PASMORE and KALSHA, 1993; SIMON, 1995; TOLBERT and ZUCKER, 1999; KOTLER, 2000; PORTER and KRAMER, 2003; KOTLER and KELLER, 2006).

The contribution of this research to management practice comes from the suggestion of actions listed in four groups: relationship with the community (social, environmental, educational development actions, etc., next to the community); communication with society (development of environmental and social projects and sponsorship of cultural or sporting activities; committed to ethics) support to ethical causes (no involvement in corrupt practices, support ethical people, participation in social or environmental projects, etc.) and relationship with employees (guarantee employees adequate benefits to their needs and good salaries). Such actions, if strategically implemented, can help in institutionalizing the companies before the community.

6.2. *Implications to the theory*

Authors who produced important articles in the organizational field show that society chooses corporate activities they are going to accept and maintain, and that this choice depends fundamentally on the positive perception of the company's contributions to the growth and improvement of relations and social conditions (SCOTT, 1993; TOLBERT and ZUCKER, 1999; AGUIAR, 2004; ALMEIDA, 2005).

However, the approaches available for evaluating the organization's performance in this area are, mainly, of self-diagnosis, not including the community as a measuring field for evaluating the activities the companies develop for improving the quality of their social relationship. (THE INSTITUTE OF SOCIAL AND ETHICAL ACCOUNTABILITY, 1999; GRÜNINGER and OLIVEIRA, 2002; GRI, 2002; AKATU, 2005; ETHOS, 2006).

One of the possible contributions of these studies to the academic field, which also has management implications, is the proposal and validation of a simple scale, of easy

application, that works as a measuring instrument for Corporate Social Responsibility activities developed by companies, which will permit the most necessary understanding of the population's opinions.

Another implication to the studies of organizational strategies, is the questioning of practically unconditional good-will that companies look upon investing in the management of its reputations. There are indications that community demands will become bigger all the time and that they are inflated by the posture of organizations, in a vicious cycle that obliges to a more and more indispensable investment in the maintenance of SCR actions.

The study of the relationships between social responsibility, trust and reputation also represents a theoretical contribution of this article. Furthermore, the study of the insertion of behavioral intentions in these relations represents a theoretical profit since it approaches an aspect not yet approached by theory.

7. Limitations and suggestion for future research

7.1. Limitations related to studied variables

Although it has achieved satisfactory degrees of validation, the variables of the scale of social responsibility cannot be sufficient for explaining the complexity of CSR actions from the viewpoint of general communities. This limitation is related, before anything else, to the relation of the unit of analysis with the unit of observation, being, the population of Belo Horizonte, whose dependence of the activities of MBR is bound more to environmental aspects, being the economic dependence practically nonexistent. Second,

there is the hypothesis that the variables considered important in the model are not, if applied referencing itself in other activities.

The trust construct is going to be further studied regarding the Opportunistic Behavior indicator, therefore, in other environments with greater symbiosis between the company and community conditions, this indicator can have a different behavior.

It would be important to explore how all the complexity of the relations with employees influences evaluations of a company's CSR activities, therefore the limitation to salary and benefits does not find support in other instruments.

7.2. *Result Generalizations*

The achievement of this research in a large-scale community, with minimum economic dependence on the company is a limiting aspect of the generalization of its results. Another limiting aspect is the economic activity of the evaluated company, taking into account that mining possessed a great potential for generating passive environmental and economic dependence, which is not common in other activities. Besides that, the conduction of a single research project, in a specific group of stakeholders, addressing its relation with a single industry represents another generalization limitation.

7.3. *Suggestions for future research*

The conducting of further research for validating the results reported herein is recommendable, especially in search of more general, having in mind the unique cross character of this study.

The application of these scales in other sectors and communities will allow more universal verification of their application.

Other prominent themes for the organizational theories are: the theoretical question raised about the effect of the reputation on the claim and impact of the reputation on behavioral intentions.

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