

The Effect of Organisational Purpose on Image and Purchase Intention in Congruent and Non-Congruent Crises

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Abstract

Corporate social responsibility (CSR) in crisis management has been researched in various contexts, however previous research was inconclusive on its effects. Research identified potential buffer and backfire effects of CSR, however was uncertain about the moderating variables. The current research aims to examine the possible moderating effects of 'organisational purpose' and 'crisis scenario' on the image of an organisation and the behavioural intention towards an organisation pre- and post-crisis. Moreover, the research aims to examine the possible buffer or backfire effects of 'organisational purpose' in preventable crises. A quantitative 2(organisational purpose; social value vs. economic value) x 2(crisis; social sustainability crisis vs. economic sustainability crisis) between-subjects design was used to research the hypotheses. The results (N=171) gave a potential effect of organisational purpose on affective image pre-crisis and an effect of organisational purpose and crisis scenario on affective image and purchase intention post-crisis. There were no significant effects found on cognitive image or investment intentions pre- and post-crisis. From the results, a tentative conclusion can be drawn that there are potential buffer effects for non-congruent crises for organisations with a social impact purpose. Moreover, the results indicate that both social- and economic crises are potentially congruent with the core of organisations with an economic impact purpose. More research about the effects of organisational purpose needs to be done before definitive practical implications can be provided. However, preliminary practical implications are related to the adaption of crisis response strategies for organisations with a social impact purpose in non-congruent preventable crises.

Keywords: CSR, organisational purpose, crisis management, incongruence, corporate image

Introduction

The importance of sustainability has been growing in society. In line with the growing importance of sustainability, individual behaviour has shifted; most individuals want to satisfy their present needs without comprising the environment (Trudel, 2018). Because of this, corporate social responsibility (CSR) has become an important strategic pawn for corporations (Gistri et al., 2019). Some industries faced more public pressure to implement ethical and sustainable business practices than others, namely the apparel industry has been scrutinized and shamed for a significant contribution to global and environmental problems (White et al., 2017). Garment production produces waste and pollution: the transportation of garments and materials has negative effects on the environment, the production of synthetic fibres generates toxins, and the production/growth of raw materials like cotton use pesticides. Furthermore, the apparel industry sustains a consumerist and wasteful culture. In addition to the environmental cost, the social costs of garment production include human rights violations such as the right to favourable working conditions and a fair wage (Ma et al., 2016).

The implementation of ethical and sustainable business practices in the apparel industry has been difficult (Matten & Moon, 2008; White et al., 2017) due to the embedded dilemma of encouraging consumers to over-consume as a motive for expanding profits, as well as abusing cheap labour for the same reason, while striving to gain public and social legitimacy for the ethical urge to do good(White et al., 2017). Socially responsible businesses face problems gaining public and social legitimacy while maintaining profits. Social enterprises face problems increasing profits while maintaining public and social legitimacy. Due to the inherent contradictions, there have been numerous accusations, controversies, and crises related to ethical and sustainable business practices in the apparel industry.

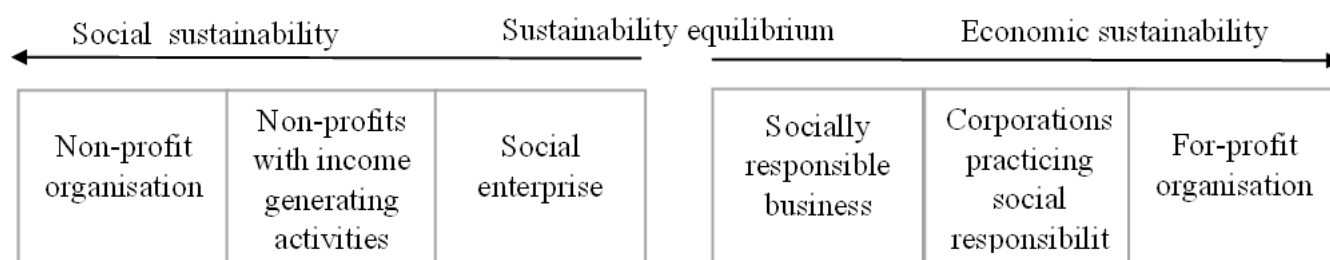
Consequently, organisations need to be prepared for potential crises, however research suggests that CSR can be a double-edged sword in crisis management (Koch & Viererbl, 2022). Some

research suggests that CSR can buffer an organisations from the adverse effects of crises for crisis congruent- and incongruent with CSR dimensions(Cho & Kim, 2012; W.T. Coombs & Holladay, 2006). However, other research suggests that CSR has the opposite effect. These researches state that CSR worsens the adverse effects of crises due to the violations of expectations (Gistri et al., 2019; Koch & Viererbl, 2022). furthermore, research suggests that crises congruent with CSR dimension worsen the adverse effects of CSR in a crisis more (Gistri et al., 2019). Research provides evidence for buffer and backfire effects in both congruent -and non-congruent crises, the research on CSR in organisational crisis management is inconclusive and contradicting(Koch & Viererbl, 2022). There is a research gap in the moderating variables between the buffer and backfire effects of CSR in organisational crisis management. Organisations that practice CSR are hybrid organisations, hybrid organisations generate both economic value and social value. Hybrid organisations aim for a sustainability equilibrium, balancing social sustainability and economic sustainability. Organisations can not choose their origin (social sustainability/economic sustainability), but it can affect the perception of the organisation pre- and post-crisis. therefore, building on previous research in organisational crisis management and CSR, the current research aims to answer the research question: *how do organisational propose and crisis (in)congruence affect the post-crisis perceptions of an organisation?*

Theoretical framework

The hybrid organisation

Organisations can differ in their purpose; the purpose of for-profit organisations is to create economic value and the purpose of non-profit organisations (NPO's) is to create social value. However, not all organisations can be put into the 'black and white' boxes for a for-profit - or non-profit organisation. Organisations that generate both economic value and social value are hybrid organisations (Alter, 2007; Doherty et al., 2014). Previous research on the conceptualizations of hybridity defined hybrid organisational forms as structures and practices that allow for the coexistence of values from different archetypes (Doherty et al., 2014). Hybrid organisations make use of both economic and social archetypes. There are four kinds of hybrid organisations on the hybrid spectrum (figure 1); non-profit with income-generating activities, social enterprise, socially responsible business, and corporations practicing social responsibility (Alter, 2007) There are two groups on the hybrid spectrum based on organisational purpose; social sustainability and economic sustainability (Alter, 2007). Socially responsible businesses and corporations practicing social responsibility main purpose is profit, the organisations are for-profit organisations aiming for economic sustainability. Non-profits with income-generating activities and social enterprises main purpose is social impact, the organisations are NPO's aiming for social sustainability. The purpose of a hybrid organisation is fundamental to the ethos and business operations of the organisation (Alter, 2007). Thus, NGO's must reorientate the purpose to become a for-profit organisation and vice versa. For this reason, it is uncommon for organisations to transform from social sustainability to economic substantiality and contrariwise. Therefore, the current research will make use of the social enterprise and the socially responsible business.

Figure 1 *hybrid organisations spectrum*

(Alter, 2007)

The social enterprise

The social enterprise is an organisation with a social mission (Alter, 2007; Cornelissen et al., 2021; Ip et al., 2018). According to research and business a social enterprise possesses three components; enterprise orientation, social aim, and social ownership (Alter, 2007; Ip et al., 2018). Enterprise orientation means that the organisation is sustainable and does not need philanthropy to sustain themselves (Alter, 2007; NESst, n.d.). The component social aim refers to the social -or environmental aim of the organisation like income generation for those who live in poverty (Alter, 2007; NESst, n.d.). Social ownership refers to the accountability of the social enterprise, social enterprises are accountable to their stakeholders and wider community to whom their social or environmental impact is relevant (Alter, 2007). However, research does not agree on the definition of a social enterprise. Research has defined the social enterprise as “hybrid organizations that combine aspects of business and charitable or non-profit activities” (Cornelissen et al., 2021), “profit-making enterprises established with the objective of addressing a social mission” (Ip et al., 2018), or as “an organizational form that has emerged as the boundaries between the private, public and non-profit sectors have become blurred and more fluid” (Doherty et al., 2014). The definitions used in the current research around social enterprises do not encompass all three components of the social enterprise. Therefore for the current research a definition based on both research and business will be used ; “A social enterprise is any business venture created for a social purpose—mitigating/reducing a social

problem or a market failure—and to generate social value while operating with the financial discipline, innovation and determination of a private sector business” (Alter, 2007).

The socially responsible business

Research does not provide a clear definition of the socially responsible business. However socially responsible businesses are associated with corporate social responsibility. Research does not provide one definition for corporate social responsibility (CSR). Some research builds on the definition provided by Bowen (1953); “the obligations of business- men to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society”. Carrol (1991) introduced the CSR pyramid to make the objectives and values of our society comprehensible. The pyramid discusses the economic-, legal-, ethical-, and philanthropic responsibilities of an organisation. CSR is a strategic effort of an organisation to create economic value in a manner that also creates social value (Porter and Kramer 2011, as cited by; Janssen et al., 2015). Thus, CSR fulfils the economic -, legal -, and ethical responsibilities of an organisation. However, Alter (2007) describes the socially responsible business as “a for-profit company that operates with dual objectives-making profit for their shareholders and contributing to a broader social good”. Additionally Alter (2007) states that a socially responsible business provides more social value than a corporation practicing CSR, because the socially responsible business forsakes profit and/or makes significant donations for social impact unlike corporations practicing CSR. A socially responsible business fulfils the economic -, legal -, ethical -, and philanthropic responsibilities of an organisation.

The organisational crisis

Crisis management has been well-researched, however the affect of organisational purpose on crisis management has been understudied. An organisational crisis is defined in research as “the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization’s performance and generate negative outcomes (Coombs, 2015 as cited by Koch & Viererbl, 2022)”. Organisational crises are unpredictable, however a crisis needs to be managed to mitigate potential negative outcomes (Burnett, 1998). How to manage an organisational crisis to mitigate negative outcomes is depended on multiple determinants. The Situational Crisis Communication Theory (SCCT) (Coombs & Holladay, 2002) is a framework often named in organisational crisis -and crisis management research for determining how to manage a crisis aptly. Building on attribution theory (Weiner, 1985) SCCT provides a framework for reputational threat of a crisis based on three determinants; (1) initial crisis responsibility, (2) crisis history and (3) prior relational reputation (Coombs, 2007). In addition, the model proposes that the post-crisis reputation of an organisation affects the behavioural intentions of stakeholder. The relation between reputation and behavioural intentions is important, because the relation provides organisation with the economic incentive for crisis management (Coombs, 2007).

Firstly, initial crisis responsibility refers to the extend stakeholders/shareholders perceive the organisation and its behaviour to be responsible for the crisis (Coombs, 2007). Research found that stakeholders attribution of crisis responsibility affects the organisations image(Coombs, 2007). The attribution of crisis responsibility results in three crisis clusters; the victim cluster, the accidental cluster, and the preventable cluster(Coombs & Holladay, 2002). The Victim cluster regard the crises where the organisation is a victim along with the stakeholders. The accidental cluster refers to the crises caused by unintentional errors from the organisation. Finally, the preventable cluster regard the avoidable crises where an organisation purposefully

put stakeholders at risk. Secondly, Crisis history refers to the prior crises in the organisation and prior relational reputation refers to how good or bad an organisation is perceived by the stakeholders (Coombs, 2007). Crisis history and prior relational reputation directly and indirectly affect the image of an organisation (Coombs, 2004 as cited in Coombs, 2007). The determinants directly affect the organisational image and indirectly affect the organisational image through the attribution of crisis responsibility.

Based on the crisis clusters the SCCT provides crisis management strategies. The strategies are to be divided in primary and secondary strategies. Based on the attribution of responsibility the primary strategies from three clusters; the denial strategies, the diminish strategies, and the rebuild strategies (Coombs, 2006, 2007). The denial strategies are for victim crises and attribute the crisis responsibility elsewhere. The diminish strategies are for accidental crises and aims to weaken the organisational connection to the crisis and/or reduce the negative valence of the crisis. For preventable crises the SCCT provides the rebuild strategies, the rebuild strategies aim to generate new reputational assets. The secondary strategies from the cluster bolstering (Coombs, 2007). Bolstering strategies like reminder and integration make use of the prior relationship reputation of an organisation. The secondary strategies are used to leverage an organisations prior image as reputational buffer against the current unfavourable crisis situation. The prior image of an organisation can mitigate the unfavourable opinion stakeholders hold and thus damages to the organisation. The secondary strategies provides the relevance of prior organisational behaviour and/or organisational image for the outcomes of organisational crises (Koch & Viererbl, 2022). Therefore, organisation need to consider the interests and expectations of different stakeholder groups for (more) successful crisis management(Diers-Lawson, 2017; Koch & Viererbl, 2022).

The hybrid organisation as crisis buffer

To leverage an organisation prior organisational image for secondary crisis management strategies an organisation needs a favourable image precrisis. Viererbl and Koch (2022a, 2022b) state that CSR can benefit an organisations image when an organisation balances actual CSR and CSR communications. CSR refers to the strategic effort of an organisation to create economic value in a manner that also creates social value (Porter and Kramer 2011, as cited by Janssen et al., 2015). Organisations use CSR for the economic -, legal -, and ethical responsibilities of the organisation. Hybrid organisations operating on the sustainable equilibrium use CSR for the economic -, legal -, ethical -, and philanthropic responsibilities of the organisation. Hybrid organisation integrated social responsibility in the organisations operations and communications.

According to Viererbl and Koch (2022a/b) integrated social responsibility affects stakeholders image of an organisation, resulting in a better organisational image. Based on psychological attitude research the image of an organisation can be divided into affective image and cognitive image (Eagly et al., 1994; Koch & Viererbl, 2022). Affective image perceptions address the likability of an organisation, and the cognitive image perceptions refer to the competence of an organisation. Viererbl and Koch (2022) found that CSR programs affect the affective image of an organisation rather than the cognitive image of an organisation. Therefore, it is important to differentiate between cognitive -and affective image for both social enterprises and socially responsible businesses. The affects of CSR on organisational image do not depend on the balance between actual CSR and CSR communications alone, the affect is also depended on the perceived sincerity of the CSR activities. Ellen et al. (2006) identified self-centred and other-centred motives for CSR and further differentiated the motives in; (1) egoistic self-centred motives, (2) strategic self-centred motives, (3) value-driven other-centred motives, and (4) stakeholder-driven other-centred motives. Negative affects on organisational image were found

for organisations that were attributed the egoistic self-centred – or stakeholder-driven other-centred motives. CSR positively affected the organisational image when the perceived motives are strategic self-centred motives or value-driven other-centred motives. Additionally Ellen et al. (2006) found that stakeholders do not attribute one motive to an organisation, but attribute a combination of motives to an organisation CSR program. The combination of strategic and value-driven motives provided the most positive response for an organisation (Ellen et al., 2006). Hybrid organisations operating on the sustainable equilibrium generate both economic – and social value, therefore the motives for their social responsibility could be described as strategic and value-driven by stakeholders.

A good organisational image can protect an organisation from damage after a crisis (e.g. decreased purchase intention) (Coombs & Holladay, 2006). The protective effect of a good image is referred to the halo effect. The halo effect is defined as a failure to discriminate between conceptually different and distinct attributes, resulting in covariance between individual attributes (Leuthesser et al., 1995). The halo effect is theoretically explained with cognitive consistency theories, individuals aim to maintain consistent attitudes and believes, because deviation is presumed to induce adverse psychological tension (Leuthesser et al., 1995). The halo effect even persists in crises in the preventable crisis cluster, despite the attribution of blame increasing (Coombs & Holladay, 2006). Moreover, the halo effect can protect an organisation from damage even if the prior CSR of said organisation is not related to the crisis (Cho & Kim, 2012).

The hybrid organisation as crisis backfire

Social responsibility does not buffer an organisational from damage in all crises. There is disagreement in research about the effects of CSR on crises (Koch & Viererbl, 2022). In addition to the discussed buffer effects of CSR, researchers found backfire effects. Multiple researches found the organisation involved in social responsibility endure more negative

outcomes than organisations not involved in social responsibility (Koch & Viererbl, 2022). The backfire effects do not persist alone for organisations with prior reputational damage, but the effects also persist for organisation with an undamaged reputation (Coombs & Holladay, 2015).

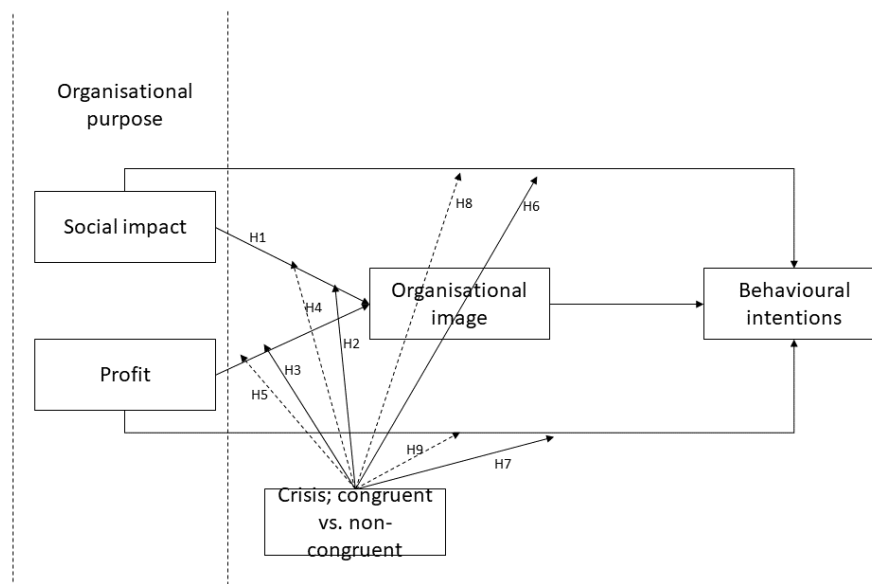
Research provides two reasons for the backfire effect of CSR in crises. The first reason, crises in high-reputation organisations are perceived as more salient than crises in low-reputation organisations (Janssen et al., 2015). Organisations involved in social responsibility capture an individuals attention more than organisations not involved in social responsibility in a crisis. The second reason, related to expectancy violations theory. Information that does not meet the previous expectations or believes about an organisation induces a feeling of incongruence (Maille & Fleck, 2011). Heckler and Childers (1992) proposed that incongruence depended on two dimensions: expectancy and relevancy. Expectancy is defined as the degree to which information falls into the predefined structure evoked by the theme. Relevancy is defined as the degree to which new information contributes to or detracts from clear identification of the theme. Thus when information is both unexpected (does not fall in the predefined structure) and relevant (contributes to or detracts from the theme definition) feelings of incongruence occur (Heckler & Childers, 1992). A crisis is both relevant and unexpected (Coombs, 2015 as cited by Koch & Viererbl, 2022), thus a crisis provides individuals with information that can induce the feeling of incongruence (Gistri et al., 2019).

In addition, Gistri et al. (2019) proposed that individuals will regard the crisis as more relevant and unexpected when the crisis affects the core image dimension of the organisation (dimensional match between image and crisis) than when the crisis does not affect the core image dimension. The cognitive dissonance theory provides a theoretical background (Gistri et al., 2019), cognitive dissonance occurs when relevant information about a theme is contradicting. Individuals in a state of cognitive dissonance want to resolve the dissonance. Individuals will resolve the dissonance with dissonance-reduction strategies that reinforce the

prior image of the organisation or disregard the prior image of the organisation and develop a new negative image (Gistri et al., 2019). The reinforcement of prior image provides the theoretical background for the halo effect, however negative information is more important than positive information in the development of evaluations (Kahneman & Tversky, 1979). In addition, negative information is more diagnostic than positive information: good behaviour is common and expected, but bad behaviour is more revealing (Fischer & Reuber, 2007). Therefore, when a crisis affects an image dimension at the core of the organisation the organisation's image will be more affected than when a crisis affects an image dimension not at the core of the organisation. A core image dimension for a social enterprise is social impact/sustainability, thus a crisis related to the social sustainability of the organisation (social crisis) would affect the image and behavioural intentions of the organisation more than crisis related to the economic sustainability of the organisation (economic crisis).

Hypotheses

Figure 1 *conceptual model*



H₁: The organisational purpose of social sustainability results in a better affective organisational image.

H₂: For an organisational purpose of social impact the negative effects a crisis for (a) cognitive image and (b) affective image will be buffered in an economic crisis.

H₃: For an organisational purpose of economic impact the negative effects a crisis for (a) cognitive image and (b) affective image will be buffered in a social crisis.

H₄: For a social crisis, An organisational purpose of social impact will worsen the (a) cognitive image and (b) affective image of the organisation compared to an organisation with a for-profit purpose.

H₅: For an economic crisis, An organisational purpose of profit will worsen the (a) cognitive image and (b) affective image of the organisation compared to an organisation with a social impact purpose.

H₆: For an organisational purpose of social impact the negative effects of a crisis for behavioural intentions will be buffered in an economic crisis.

H₇: For an organisational purpose of economic impact the negative effects a crisis for behavioural intentions will be buffered in a social crisis.

H₈: For a social crisis, An organisational purpose of social impact will result in worse behavioural intentions for the organisation compared to an organisation with a for-profit purpose.

H₉: For an economic crisis, An organisational purpose of economic impact will result in worse behavioural intentions for the organisation compared to an organisation with a non-profit purpose.

Methodology

Research Design

For the research, a quantitative research method was used. an experiment using a 2(organisational purpose; social value vs. economic value) x 2(crisis; social sustainability crisis vs. economic sustainability crisis) between-subjects design was used to research the hypotheses. The organisations purpose (factor one: social enterprise vs. socially responsible business) and the crisis (factor two: crisis related to social value vs. crisis related to economic value) were systematically varied as between-subject factors. Participants got assigned to one of the four experiment conditions. The 2x2 between-subjects design was chosen because the research design enables an understanding of the affects of the two independent variables and a comparison of the means between the four experimental conditions.

Stimuli

Two stimuli were presented in all the conditions. The first stimuli contained information about the fictional organisation “Willowares.” All participants were provided with the same general information about the organisation like industry, size, and current sales. The text contained one of two origin stories: non-profit origin (appendix A.) or for-profit origin (appendix B.). The non-profit origin aims to provide value-driven other-centred motives for the social program of the organisation. The text states that Willowares began as non-profit for social impact and developed into a social enterprise. The organisation aimed to provide Bangladeshi garment workers with financial independence. Willowares enabled Bangladeshi garment workers to make their own collections and Willowares rewarded them fair and just for their work. The text continues that the organisation needed to be economically sustainable, because Willowares would be unable to sustain operation from philanthropy alone. The organisation adopted business practises and became profitable; however, the profits are mostly reinvested into the social program of the organisation. The for-profit aims to provide strategic self-centred motives

for the organisations social program. The text states that Willowares began as a pure for-profit organisation and developed into a socially responsible business. The text elaborates on the current CSR initiatives the organisation is involved in fair wage, proper working conditions, sustainability, etc. The text further explains how Willowares is a profitable organisation that reinvested part of its profits into social programs, but parts of the profits are redistributed to shareholders.

For the second stimuli participants were presented with one of two short news articles about the involvement of Willowares in a crisis. Both crises are preventable crises, because research provided that these crises are most damaging to organisations. The first news article presented a crisis regarding the social sustainability of the organisation (appendix C.). The article reports that the ethics and sustainability certification of Willowares would not be renewed. The crisis was selected, because it relates closely to the social aim of the social enterprise and the accountability to the stakeholders. The second article presented a crisis regarding the economic sustainability of the organisation (appendix D.). The article reports that Willowares did not get an unqualified report. The article describes that Willowares has been accused of presenting more positive revenue figures to shareholder. The second crisis was selected, because it relates to the organisational purpose of profit making and the organisations accountability to shareholders.

Measures

Organisational Image

The image of the organisation can be divided into cognitive image perception and affective image perceptions (Koch & Viererbl, 2022). Cognitive image perceptions can be described as the perceived competence of an organisation and affective image as the perceived likeability of an organisation. The cognitive image of an organisation was measured using a 6-point semantic differential scale in response to the item “I believe that Willowares is ...” (Koch et al., 2019).

The three adjective pairs used were “incompetent–competent,” “unprofessional–professional,” and “not capable–capable” (Koch et al., 2019). The three items were combined into an index and measured before the manipulation (t^1) and after the manipulation (t^2).

The affective image of the organisation was also measured using a 6-point semantic differential scale in response to the item “I believe that Willowares is ...” (Koch et al., 2019). The three adjective pairs used were “not friendly–friendly,” “not likeable–likeable,” and “not genuine–genuine” (Koch et al., 2019). The three items were combined into an index and measured before the manipulation (t^1) and after the manipulation (t^2).

Behavioural intentions

The purchase intentions were measured using a 6-point semantic differential scale in response to the item “I would consider buying Willowares product when I need to buy one next time” adapted from Ham and Kim (2019). The three adjective pairs used were “likely–unlikely,” “probable–improbable,” and “possible–impossible.” The three items were combined into an index and measured before the manipulation (t^1) and after the manipulation (t^2).

The investment intentions were measured using a 6-point semantic differential scale in response to the item “I would consider investing in Willowares” based on the purchase intentions scale. The three adjective pairs used were “likely–unlikely,” “probable–improbable,” and “possible–impossible.” The three items were combined into an index and measured before the manipulation (t^1) and after the manipulation (t^2).

Attribution of responsibility

The attribution of responsibility was measured using a 6-point semantic differential scale in response to the item “I believe Willowares is ...” (Koch & Viererbl, 2022). The adjective pair used was “not responsible for the crisis – highly responsible for the crisis” (Koch & Viererbl, 2022).

Manipulation Check

The manipulation check was measured using two questions. The first question was “select the description that describes the purpose of Willowares best.” The answer options were: “pure social impact,” “social impact with economic incentives,” “economic impact with social incentives,” and “pure economic impact.” Participants exposed to the non-profit origin stimuli should answer that the description best describing Willowares is “social impact with economic incentives” and participants with the for-profit origin stimuli should answer “economic impact with social incentives.” The second question was “what kind of crisis was Willowares involved in?” and the answer options were “social crisis,” “financial crisis,” and “I don’t know.” Participants with the crisis about the ethics and sustainability certification should answer the crisis was of social nature and participants exposed to the unqualified report crisis should answer the crisis was of financial nature. The manipulation check was included to ensure the manipulation was successful.

Treatment check Cross-tabulations provided that 46.6% of those in the social enterprise condition and 54.4% in the socially responsible business condition answered the question “select the description that describes the purpose of Willowares best” correctly, $\chi^2 (3, n = 171) = 6.25, p = .10$ Hence, the manipulation was not successful. Moreover, Cross-tabulations provided that 77.9% of those in the social crisis condition and 61.7% in the financial condition answered the question “what kind of crisis was Willowares involved in?” “correctly, $\chi^2 (2, n = 167) = 64.02, p < .001$ Hence, the manipulation was successful.

Sampling Procedure & Sample

All the data was collected between 22/05/2023 and 02/06/2023. For the sample, the non-probability sampling method convenience sampling was used. For the research data was collected from 172 participants. 167 participants completed all the measures, and 156 participants completed the full survey (including the demographics). The partial responses were included in the analysis, resulting in $n=167$. Table 1 provides an overview of the baseline characteristics. The sample consisted of 57.7% females and 41.7% male and ages ranged from 18 to 69 years with an average age of 29 years. 66% of the sample described their nationality as Dutch, 15.4% German, and 18.6% provide another nationality. The education level of the participants was relatively well spread; 32.1% of the sample completed high school, 7.1% completed vocational education, 22.4 completed some university, 24.4% completed a university bachelor's degree, and 13.5% completed a university master's degree or higher.

In addition, the baseline characteristics of the sample were also analysed per condition. The survey software distributed the participants over the four conditions, but due to incomplete responses the groups were not equally distributed. The groups range between 33-43 participants per condition. Table 2 provides an overview of the sample characteristics per condition. A one-way ANOVA ($F(3, 152) = 0.62, p = .60$) provided no significant differences of the mean age between the conditions. In addition, the Chi-Square analyses presented no significant differences in gender ($\chi^2(6) = 3.16; p = .79$), nationality ($\chi^2(6) = 2.31; p = .89$), and education ($\chi^2(15) = 13.37; p = .57$).

Table 1 *descriptive statistics full sample*

	Full sample	
Age		
Min	18	
Median	23	
mean	29	
SD	13.5	
max	69	
	<i>n</i>	<i>%</i>
Gender		
Female	90	57.7
Male	65	41.7
Other	1	0.6
Nationality		
Dutch	103	66.0
German	24	15.4
Other	29	18.6
Highest educational level		
Some high school	1	0.6
High school	50	32.1
Vocational education	11	7.1
Some university (no degree)	35	22.4
University Bachelors	38	24.4
University Masters	21	13.4

Table 2 *descriptive statistic per condition*

	Treatment 1		Treatment 2		Treatment 3		Treatment 4		
Age									
Min	18		18		18		19		
Median	24		23		22		23		
mean	27		29		28		31		
SD	10.5		14.6		12.1		16.5		
max	62		65		60		69		
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%	
Gender									
Female	13	32.5	25	58.1	24	60	18	54.5	
Male	16	40	18	41.9	16	40	15	45.5	
Other	1	2.5							
Nationality									
Dutch	26	65	30	69.8	23	57.5	24	72.7	
German	6	15	6	13.9	8	20	4	12.1	
Other	8	20	7	16.3	9	22.5	5	15.2	
Education level									
Some high school			1	2.3					
High school	12	30	16	37.2	10	25	12	36.4	
Vocational education	1	2.5	1	2.3	4	10	5	15.2	
Some university (no degree)	8	20	11	25.6	11	27.5	5	15.2	
University Bachelors	12	30	10	23.3	9	22.5	7	21.2	
University Masters	7	17.5	4	9.3	6	15	4	12	

Procedure

To ensure the research satisfies the standards for ethically responsible research practices, the study was reviewed and approved by the BMS Ethics Committee of the University of Twente. All participants were above the age of 18 and provided an informed consent. The informed consent page provided participants with general information about the research. The precise aim of the research was not revealed, *the effect of organisational purpose on organisational image after a crisis*. Participants were informed the aim of the research was to research the perceptions of consumers of different types of organisations. The research aim was not revealed to prevent bias. The informed consent further elaborated on the expected duration of the questionnaire, the voluntariness of participation, and data handling.

After providing an informed consent participants were presented with current information about a fictional organisation (“Willowares”) and the origin story of said organisation. Based on the information provided participants were asked to complete the first manipulation check. Upon completion participants were instructed to complete the first measure organisational image (t^1) and behavioural intentions (t^1). After completing the first measures participants were provided with information about a crisis in the fictional organisation. After the information participants were given the second manipulation check. Next participations were asked to complete the measures organisational image (t^2), behavioural intentions (t^2), and attribution of responsibility. Before finishing the questionnaire participants given demographic question regarding their age, nationality, and education level. The final page of the questionnaire informed participants about the precise aim of the research and provided participants again with the contact details of the researcher.

Results

Image pre-crisis

The present research intended to test how organisational purposes influence an organisations image pre-crisis. A two-sample independent t-test was conducted to compare the mean scores on the variable 'cognitive image' between participants in the 'social enterprise' condition ($M = 5.0$, $SD = 0.45$) and participants in the 'socially responsible business' condition ($M = 4.9$, $SD = 0.51$). The results revealed a nonsignificant difference between the two conditions, $t(164) = 0.89$, $p = .38$ (table 3)

A two-sample independent t-test was also conducted to compare the mean scores on the variable 'affective image' between participants in the 'social enterprise' condition ($M = 5.0$, $SD = 0.70$) and participants in the socially responsible business' condition ($M = 4.6$, $SD = 0.71$). The results revealed a significant difference between the two conditions, $t(168) = 2.97$, $p = .0034$, with participants in the 'social enterprise' condition ($M = 5.0$) displaying significantly higher mean scores compared to participants in the other condition ($M = 4.6$) (table 3).

Behavioural intentions pre-crisis

To test how organisational purposes influence behavioural intentions pre-crisis again a two-sample independent t-test was conducted to compare the mean scores on the variable 'purchase intention' between participants in the 'social enterprise' condition ($M = 4.2$, $SD = 0.97$) and participants in the socially responsible business' condition ($M = 4.2$, $SD = 0.98$). The results revealed a nonsignificant difference between the two conditions, $t(168) = 0.60$, $p = .55$ (table 3). The two-sample independent t-test that was conducted to compare the mean scores on the variable 'investment intention' between participants in the 'social enterprise' condition ($M = 3.0$, $SD = 1.16$) and participants in the socially responsible business' condition ($M = 2.8$, $SD = 1.18$) also revealed a non significant difference between the two conditions, $t(168) = 0.85$, $p = .40$ (table 3).

Table 3 *descriptive statistics per measure*

variable	social enterprise	socially responsible business
cognitive image	M = 5.0 SD = 0.45	M = 4.9 SD = 0.51
affective image	M = 5.0 SD = 0.70	M = 4.6 SD = 0.71
purchase intentions	M = 4.2 SD = 0.97	M = 4.2 SD = 0.98
investment intentions	M = 3.0 SD = 1.16	M = 2.8 SD = 1.18

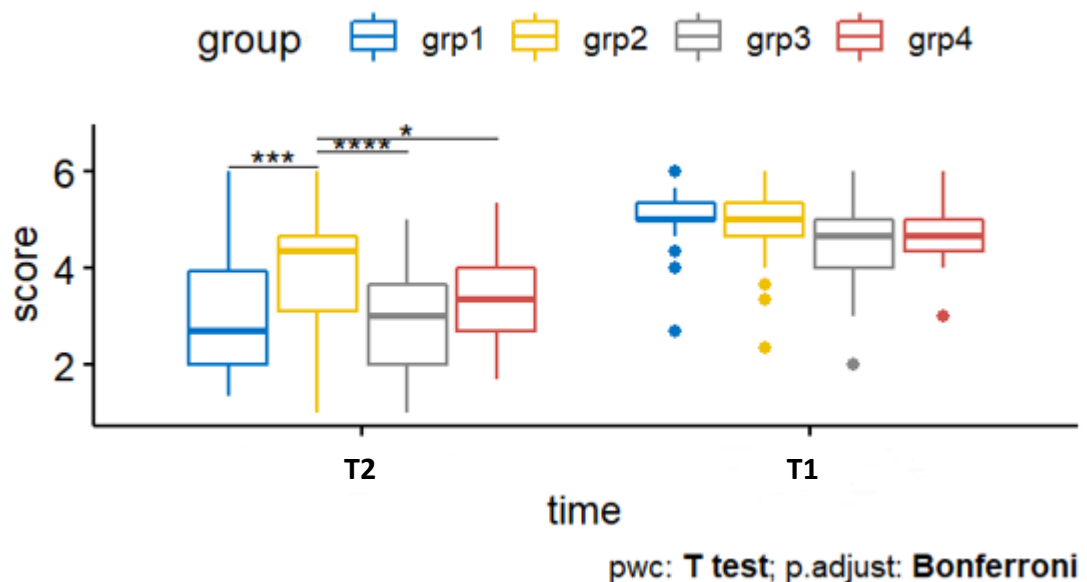
Image post-crisis

The research aimed to test how different organisational purposes influence the outcomes of different crises. To test the effect on the cognitive image of an organization a mixed model ANOVA was calculated with organisational purpose and crisis scenario as between-subject factor and time of measurement (before vs. after exposure to the crisis scenario) as a within-subjects factor. The results provided a significant effect over time, thus a significant effect of the crisis scenario $F(1, 163) = 405.88, p < .001$ (see tables 4 and 5 for descriptive statistics). After exposure to the crisis scenario, the participants perceived the organisations cognitive image more negatively ($M = 3.5$ $SD = 1.00$) than before reading the crisis scenario ($M = 4.9$, $SD = 0.48$). The nonsignificant interaction effect of organisational purpose, crisis scenario, and time indicates that purpose and crisis scenarios did not have an interaction effect over time $F(1, 163) = 2.30, p = .14$.

To test the effect on the affective image of an organization a mixed model ANOVA was calculated with organisational purpose and crisis scenario as between-subject factor and time of measurement (before vs. after exposure to the crisis scenario) as a within-subjects factor. The results provided again a significant effect over time, thus a significant effect of the crisis scenario $F(1, 163) = 348.52, p < .001$ (see tables 4 and 5 for descriptive statistics). After exposure to the crisis scenario, the participants perceived the organisations affective image

more negatively ($M = 3.3$, $SD = 1.13$) than before reading the crisis scenario ($M = 4.8$, $SD = 0.72$) The significant interaction effect between crisis scenario and time, $F(1, 163) = 17.01$, $p < .001$, indicates that the crisis scenarios had different effects over time. Participants perceived the organisations affective image more negatively in the ethical crisis scenario (t1: $M = 4.8$, $SD = 0.76$; t2: $M = 3.0$, $SD = 1.12$) than in the financial crisis scenario (t1: $M = 4.8$, $SD = 0.69$; t2: $M = 3.7$, $SD = 1.03$). Moreover the significant two-way interaction effect between organisational purpose and crisis scenario at t2 $F(1, 163) = 3.87$, $p = .05$, but not at t1 $F(1, 163) = 2.32$, $p = 0.1$ suggests that there is an interaction effect of organisational purpose on affective image post-crisis. A paired t-test provided that the mean affective image score was significantly different in condition 2 vs condition 1 ($p < .00001$); in condition 2 vs condition 3 ($p < 0.0001$) and in condition 2 vs condition 4 ($p = 0.004$) at t2 (figure 3). The results indicate that organisational purpose can buffer the effect on affective image in non-congruent crises.

Figure 2 *difference in affective image per condition*



Behavioural intentions post-crisis

To test the effect on the purchase intentions a mixed model ANOVA was calculated with organisational purpose and crisis scenario as between-subject factor and time of measurement (before vs. after exposure to the crisis scenario) as a within-subjects factor. The results provided a significant effect over time, thus a significant effect of the crisis scenario $F(1, 163) = 405.9$, $p < .001$ (see tables 4 and 5 for descriptive statistics). After exposure to the crisis scenario, the participants had a lower purchase intention ($M = 3.1$, $SD = 1.13$) than before reading the crisis scenario ($M = 4.2$, $SD = 0.98$). The significant interaction effect of organisational purpose, crisis scenario, and time indicates that purpose and crisis scenarios had an interaction effect over time $F(1, 163) = 1.35$, $p = 0.04$. Participants purchase intention was more negative in the social crisis scenario ($t1: M = 4.2$, $SD = 0.97$; $t2: M = 2.8$, $SD = 1.09$) than in the financial crisis scenario ($t1: M = 4.2$, $SD = 1.00$; $t2: M = 3.4$, $SD = 1.10$). However, the non-significant two-way interaction effect between organisational purpose and crisis scenario at $t2$ $F(1, 163) = 3.54$, $p = .06$ and at $t1$ $F(1, 163) = 0.05$, $p = .8$ suggests that there is no interaction effect of organisational purpose on affective image post-crisis. Contradictory, a paired t-test provided that the mean affective image score was significantly different in condition 2 vs condition 1 ($p = .0001$) and in condition 2 vs condition 3 ($p = .0008$) at $t2$ (figure 4). The results indicate that organisational purpose can buffer the effect on purchase in non-congruent crises.

To test the effect on the investment intentions a mixed model ANOVA was calculated with organisational purpose and crisis scenario as between-subject factor and time of measurement (before vs. after exposure to the crisis scenario) as a within-subjects factor. The results provided a significant effect over time, thus a significant effect of the crisis scenario $F(1, 163) = 103.6$, $p < .001$ (see tables 4 and 5 for descriptive statistics). After exposure to the crisis scenario, the participants had a lower investment intention ($M = 2.1$, $SD = 0.97$) than before reading the crisis scenario ($M = 2.9$, $SD = 1.17$). The nonsignificant interaction effect of

organisational purpose, crisis scenario, and time indicates that purpose and crisis scenarios did not have an interaction effect over time $F(1,163) = 3.4, p = .07$.

Figure 3 *difference in purchase intention per condition*

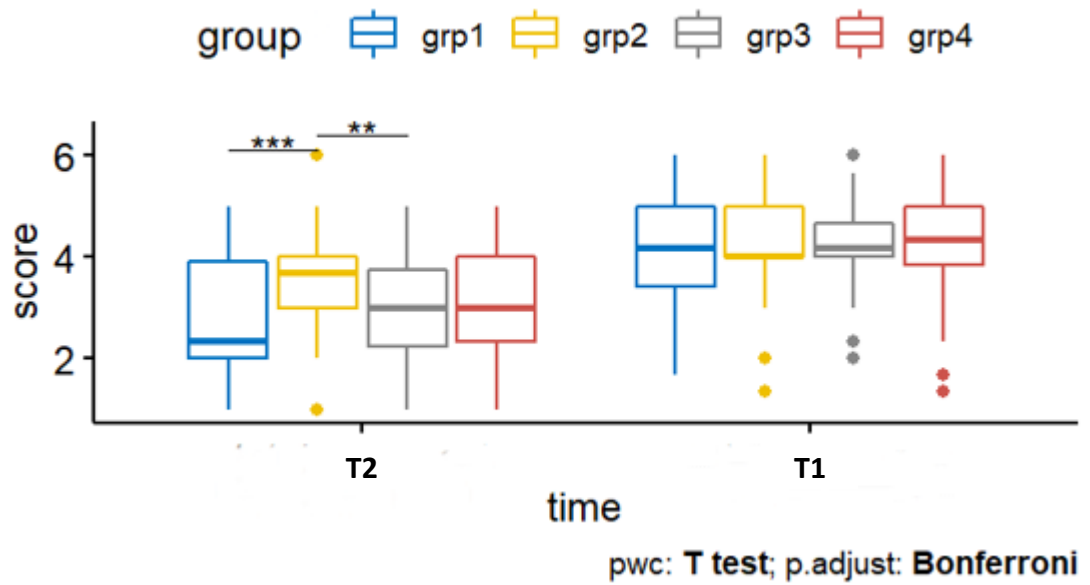


table 4 *descriptive statistics per variable per condition pre-crisis*

variable	social enterprise			socially responsible business		
	<i>social crisis</i>	<i>financial crisis</i>	<i>total</i>	<i>social crisis</i>	<i>financial crisis</i>	<i>total</i>
cognitive image	M = 5.0	M = 5.0	M = 4.9	M = 4.9	M = 4.9	M = 4.9
	SD = 0.42	SD = 0.49	SD = 0.45	SD = 0.53	SD = 0.48	SD = 0.51
affective image	M = 5.1	M = 4.9	M = 5.0	M = 4.6	M = 4.7	M = 4.6
	SD = 0.67	SD = 0.72	SD = 0.70	SD = 0.78	SD = 0.65	SD = 0.71
purchase intentions	M = 4.2	M = 4.3	M = 4.2	M = 4.2	M = 4.2	M = 4.2
	SD = 1.09	SD = 0.86	SD = 0.97	SD = 0.85	SD = 1.17	SD = 0.98
investment intentions	M = 3.0	M = 3.0	M = 3.0	M = 2.9	M = 2.8	M = 2.8
	SD = 1.18	SD = 1.16	SD = 1.16	SD = 1.19	SD = 1.23	SD = 1.18

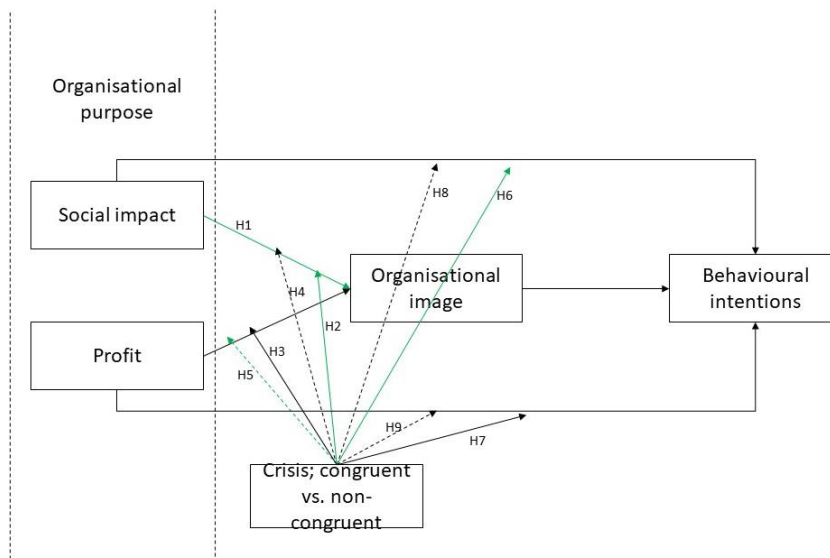
table 5 *descriptive statistics per variable per condition post-crisis*

variable	social enterprise			socially responsible business		
	<i>social crisis</i>	<i>financial crisis</i>	<i>total</i>	<i>social crisis</i>	<i>financial crisis</i>	<i>total</i>
cognitive image	M = 3.4	M = 3.7	M = 3.6	M = 3.3	M = 3.31	M = 3.4
	SD = 1.07	SD = 1.10	SD = 1.10	SD = 0.96	SD = 0.79	SD = 0.89
affective image	M = 3.0	M = 4.0	M = 3.5	M = 3.0	M = 3.3	M = 3.1
	SD = 1.29	SD = 1.05	SD = 1.26	SD = 0.96	SD = 0.88	SD = 0.95
purchase intentions	M = 2.8	M = 3.7	M = 3.2	M = 2.9	M = 3.2	M = 3.0
	SD = 1.16	SD = 1.06	SD = 1.19	SD = 1.04	SD = 1.10	SD = 1.06
investment intentions	M = 1.9	M = 2.5	M = 2.2	M = 2.1	M = 1.9	M = 2.0
	SD = 0.77	SD = 1.08	SD = 0.98	SD = 0.97	SD = 0.93	SD = 0.95

Discussion

Building upon previous research on CSR in crisis management/communications, the current research aimed to examine the possible effects of ‘organisational purpose’ and ‘crisis scenario’ on the image of an organisation and the behavioural intention towards an organisation pre- and post-crisis. Moreover, the research aimed to examine the possible buffer or backfire effects of ‘organisational purpose’ in a preventable crisis. The research contributes to an increasing body of literature on the effects of CSR communication in crisis management. The study provides a deeper understanding of the effects of organisational purpose on CSR communications in crisis management and how organisational purpose effects post-crisis image and behavioural intentions. The results provided that the organisational purpose did not affect the cognitive image of an organisation pre- or post-crisis, however, did affect the affective image pre-crisis and post a non-congruent crisis. Further the results provided that behavioural intentions were not affected by organisational purpose pre-crisis, however, post a non-congruent crisis organisational purpose did affect the purchase intentions.

Figure 5 conceptual model with significance



An independent samples t-test gave no evidence that organisational purpose affected the pre-crisis cognitive image of an organisation. However, An independent samples t-test, in line with expectations, did provide evidence that organisational purpose affected the pre-crisis affective image of an organisation. The affective image of the organisation with the non-profit origin was significantly higher than the affective image of the organisation with the for-profit origin. Although the manipulation check of organisational purpose provided that there were no significant differences between the two groups, thus it can not be assumed that the manipulations had the intended effects on the participants, the results are in accord with previous research on the effects of CSR on cognitive and affective image. Previous research stated that CSR does not affect the cognitive image of an organisation but does affect the affective image (Koch & Viererbl, 2022). In addition, previous research suggested that affective evaluations are more influential than cognitive evaluations for image formation (Lam González et al., 2015). Moreover, previous research states that perceived sincerity/motive of CSR affects the image of an organisation (Ellen et al., 2006). In addition, Ellen et al. (2006) found that stakeholders do not attribute one motive to an organisation but attribute a combination of motives to an organisation and also found that the combination of strategic and value-driven motives provided the most positive image. The motive for CSR for the organisation with the non-profit origin could be perceived as more sincere than for the organisation with the for-profit origin. The effect of organisational purpose on perceived sincerity could also be stronger in the apparel industry, because of greenwashing scandals in organisations practicing CSR and the related reduction in green trust(Adamkiewicz et al., 2022).

An analysis a variance provided no evidence for the hypotheses H2(a) and H3(a). The results provided that organisational purpose and crisis scenario did not affect the post-crisis cognitive image of an organisation in a non-congruent crisis significantly. The results did provide evidence to support hypotheses H2(b), however provided no evidence to support hypotheses H3(b). Organisational purpose and crisis scenario did affect the post-crisis affective image in a non-congruent crisis for the organisation purpose social impact but did not affect the post-crisis affective image in a non-congruent crisis for the for-profit purpose. No support for the hypotheses H4(a) and H5(a) were found, the results showed no significant effect of organisational purpose and crisis scenario on the post-crisis cognitive image of an organisation in a congruent crisis. The results did support hypotheses H5(b), however did not support H4(b). Organisational purpose did affect the post-crisis affective image in an economic crisis but did not affect the post-crisis affective image in a social crisis. The organisation with a non-profit origin had a significant higher affective image score post economic crisis than the organisation with the for-profit purpose.

The rejections of H2(a), H3(a), H4(a) and H5(a) are inline with previous research, as previously mentioned Koch & Viererbl (2022) stated that CSR does not affect the cognitive image of an organisation. The hypotheses aimed for a buffer or backfire effect of organisational purpose in congruent and non-congruent crisis scenarios, however previous research is not conclusive about the potential buffer or backfire effect of CSR. Therefore, the significant results for hypotheses H2(b) and H5(b) and the non-significant results for H3(b) and H4(b) are both in accordance and contradictory with previous research. For the organisational purpose of economic impact, a potential backfire effect on affective image effect was found compared to an organisation with a social purpose. However, for the purpose of social impact a buffer effect on affective image in an economic crisis was found compared to a social crisis. Moreover, no significant differences were found between condition one, three, and four. Therefore, the

significant results for hypothesis H5(b) does not provide evidence for a potential backfire effect of CSR. The results can be related to Expectancy violations theory and cognitive dissonance theory. Expectancy violations theory states when information is both unexpected (does not fall in the predefined structure) and relevant (contributes to or detracts from the theme definition) feelings of incongruence occurs (Heckler & Childers, 1992; Maille & Fleck, 2011). In addition, Gistri et al. (2019) proposed that congruent crisis induce more feelings of incongruence than incongruent crises. Cognitive dissonance theory states that Individuals in a state of cognitive dissonance (experiencing feelings of incongruence) want to resolve the dissonance. Individuals will resolve the dissonance with dissonance-reduction strategies that reinforce the prior image of the organisation or disregard the prior image of the organisation and develop a new negative image (Gistri et al., 2019). Thus, crises that are less unexpected and relevant result in a maintenance of the predefined structure (buffer effect) and crises that are more unexpected and relevant result is a change of the predefined structure. Therefore, for an organisation with a social impact purpose an economic crisis scenario would be less unexpected and relevant than a social crisis scenario resulting in a maintenance of the predefined structure (buffer effect). However, no such effect was found for the socially responsible organisation. Therefore, one could deduce that both crises are congruent with the socially responsible business thus more unexpected and relevant resulting in a change of the predefined structures.

The data provides partial support for hypotheses H6, however gave no support for hypotheses H7. The results showed that organisational purpose and crisis scenario did not affect investment intention. However, the data did provide that that crisis scenario did affect purchase intention for the organisational purpose social impact. The purchase intention score for economic crisis scenario was a significantly higher than for the social crisis scenario. This can be explained by the buffer effect of organisational purpose in non-congruent crises and the Situational Crisis Communication Theory (SCCT) (Coombs & Holladay, 2002). The model proposes that the

post-crisis reputation of an organisation affects the behavioural intentions of stakeholder like purchase intentions. The affective image for the organisation with a social impact purpose in a non-congruent crisis was higher, thus the purchase intentions were higher. The results showed no evidence for H8 and H9. There was no significant difference in investment -or purchase intention found in the social crisis scenario or economic crisis scenario. The rejection of H9 is contradicting with previous research because there was a significant difference found in affective image and the SCCT proposes that the post-crisis reputation of an organisation affects the behavioural intentions of stakeholder like purchase intentions. However, the organisational purpose social impact did result in a significantly higher purchase intention score than a purpose of economic impact compared to the social crisis but not to the financial crisis. These results contribute to theory that social impact crises are congruent with the core of the socially responsible business.

Limitations

The research has several limitations that need to be addressed. The first limitation concerns the stimuli used in the research. The use of a fake organisation has potential effects on the outcomes of the research. Participants had to form an impression of the organisations image and their behavioural intentions in mere minutes based on a description and a crisis scenario. The outcomes of the research are therefore not be comparable to an organisation with a pre-existing image and/or behavioural intentions. The fake organisation might yield more extreme results than a real organisation would endure. The second limitation concerns the effectiveness of the stimuli used in the research. The treatment check provided that the first stimuli (description fake organisation) was not effective. There are various possible explanations for the first stimuli being ineffective. Nevertheless, the ineffectiveness of the first stimuli is a threat to the validity of the research. The third limitation concerns the crisis scenario used in the research. For the research, a preventable crisis scenario was used, however the SCCT proposes that different

crisis clusters result in different reputational threats. Therefore, the results of the current research are not representable for other crisis clusters. In addition, the research did not make use of a crisis response strategies and crisis response strategies can mediate the outcomes of crises. The final limitation of the research concerns the sampling method used. For the research, the non-probability sampling methods convenience sampling and snowball sampling were used. This sampling method resulted in a sample with an overrepresentation of students. Therefore, the results could be less generalisable to the general public.

Future research recommendations

The current research, however, provides a beginning in research the effects of organisational purpose in crisis management. future research is needed to confirm and deepen the finding of the current study. Future research needs to re-examine the results of the current research using valid stimuli and a control group . In addition, the current research made use of a non-probability sample where students were overrepresented. For future research, a better spread or more specified sample to examine whether the effect persists for the full population and throughout age groups can be of interest. Further, future research could expand on the knowledge gained by looking into the effect of organisational purpose in different crisis clusters and/or with different crisis response strategies. Moreover, the current research focused on the apparel industry. The apparel industry has been scrutinized and shamed for a significant contribution to global and environmental problems (White et al., 2017). Future research could expand knowledge gained by looking into different sectors.

Theoretical implications

The present study contributes to a growing body of research on the effects of CSR in organisational crisis management. Current research does not provide a conclusive answer on the effects of CSR in different crisis scenarios. Various moderating variables between the buffer and backfire effects of CSR in crisis management have been examined in previous research, however the effect of organisational purpose has not been examined. The current research found a buffer effect for non-congruent crisis scenarios on affective image and purchase intentions for the organisations with a social impact purpose, however the same effect was not found for organisations with an economic impact purpose. These results both support and contradict prior research. Prior research found evidence for both buffer and backfire effects of CSR in crises (Coombs & Holladay, 2006; Koch & Viererbl, 2022). However, previous research has been conducted using organisations practicing CSR and can thus be described as organisations with an economic impact purpose. Therefore, the results contradict previous research as no buffer or backfire effect for economic impact was found however support previous research. Because an effect was found for social impact the results indicate that organisational purpose and crisis scenario could moderate the buffer effect of CSR in crisis management, however due to several limitations no definite conclusion can be drawn.

Practical implication

From the current research some practical implications for crisis communicators and PR professional can be concluded. Although there were no buffer or backfire effects of CSR found for the organisational purpose economic impact, there were buffer effects of CSR found for the organisational purpose social impact. Therefore, practitioners in non-profit (with income-generating activities)- and social enterprise organisations should take potential buffer social programs in crisis scenarios. According to the SCCT (W. Timothy Coombs, 2007), the reputational threat of a crisis determines the appropriate crisis response strategy. Practitioners

should consider the potential buffer effect of social impact and the related decreased reputational threat when selecting the appropriate crisis response strategy to avoid unnecessary damage. Selecting the appropriate crisis response strategy is important as the results provided that the buffer effect of non-congruent affected the purchase intentions significantly. Therefore, selecting the appropriate crisis response strategy can aid the economic sustainability of the organisation. Although no effects were found for socially responsible businesses the results do indicate that economic and social crises are both congruent crises for socially responsible businesses and therefore have increased reputational threat based on previous research. Thus, based on the current results and previous research CSR (Gistri et al., 2019; Ham & Kim, 2019; Koch & Viererbl, 2022) practitioners should consider the potential increased reputational risk of both economic and social crises when selecting the appropriate crisis response strategy.

Conclusion

The apparel industry is known for its unsustainable practices. Garment production produces waste and pollution, moreover the apparel industry sustains a consumerist and wasteful culture. In addition to the environmental cost, the social costs of garment production include human right violations such as the right to favourable working conditions and a fair wage. The industry faced stakeholders pressure and responded with the implementation of social programs. The implementation of ethical and sustainable business practices in the apparel industry has been difficult and due to the inherent contradictions in the industry there have been numerous accusations, controversies, and crises related to ethical and sustainable business practices in the apparel industry. Research did not provide a conclusive answer on the effects of CSR in crisis scenarios. Therefore, the current research aimed to contribute to the research gap in moderating variables between the buffer and backfire effects of CSR in organisational crisis management. The current research provided evidence for a buffer effect in non-congruent crises for the affective image in organisations with a social impact purpose. That the effect was present

for organisations with a social impact purpose and not an economic impact purpose is not inline with previous research. However, the results indicated that for organisation with an economic impact purpose both social and economic crises are congruent with the core of the organisation. The result, however, should be interpreted carefully because of several limitations. Nonetheless, the results contribute to the research body on moderating variables between the buffer and backfire effects of CSR in crisis management and several future research recommendations were made to re-examine and expand on the conclusion drawn in the current research. Further, based on the current research some preliminary practical implications were concluded. Based on the results and previous research practitioners are recommended the congruence of crises based on organisational purpose and adapt the crisis response strategy accordingly.

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Appendices

Appendix A. descriptions for fake organisation (social enterprise)

About Willowares

Our journey started in 2008 in Bangladesh, South-Asia. The founder of Willowares, Willemijn Jansen, was exploring the garment industry in Bangladesh and was shocked by the poor working conditions and the poverty she saw. This had to change!

Willemijn Jansen started Willowares as a non-profit to support garment workers in Bangladesh and enable them to produce their own sustainable and ethical collections. Jansen collaborated with local garment workers and rewarded them fair and just for their hard work. Willowares was founded to make a social impact and help Bangladeshi garment workers. Willowares has provided thousands of garment workers with social and economic security.

Willowares started as a non-profit relying on philanthropy, however Willemijn Jansen realised that Willowares needed to be economically sustainable to realise social sustainability. She partnered with investors and grew the business into a social enterprise. Willowares now generates a profit and reinvests part of that profit to help more and more garment workers with its social program. Willowares generates a profit of 200.000 euros annually. The business now has 150 people working in the main office and thousands of garment workers in Bangladesh.

Appendix B. descriptions for fake organisation (socially responsible business)

About Willowares

Our journey started in 2008, Willowares was founded by Willemijn Jansen. Willowares started as a for-profit organisation that, with the help of investors, became a successful business.

On a business trip to Bangladesh Willemijn was shocked by the poor working conditions and the poverty she saw. Willemijn Jansen realised that Willowares was contributing to the world's social -and economic inequalities and decided that it needed to change. Jansen began developing a corporate social responsibility (CSR) program for Willowares. Willowares business practices became more ethical and sustainable; garment workers got fair wages and better working conditions and materials used in the production processes became more durable and sustainable.

Willowares started as a for-profit organisation where profit was the main driver. However, now Willowares has grown to be a socially responsible business that makes a profit and reinvests part of its profits in its social program. Willowares now generates a profit of 200.000

euros annually. The business now has 150 people working in the main office and thousands of garment workers in its production line.

Appendix C. article fake crisis (social crisis)

Willowares Ethics and sustainability certification will not be renewed

Willowares the organisation vaunted for its sustainable and ethical business practices will not get the ethics and sustainability certification. The review committee concluded that Willowares does not meet the standards set by the committee for sustainable and ethical organisations.

A garment-sector union from Bangladesh has submitted a complaint against Willowares to the ethics and sustainability certification review committee. The complaint alleges that the organisation, vaunted for its sustainable and ethical business practices, violated Bangladeshi garment workers' right to just and favourable working conditions as defined by international human rights law. According to the union, garment-workers had to work long hours and were not provided with economic and social securities like a proper wage and job security.

Willowares has not commented on the accusations.

Appendix D. article fake crisis (financial crisis)

Willowares will not receive an unqualified auditor report

Willowares the organisation vaunted for its sustainable and ethical business practices will not get an unqualified auditors report. An unqualified report concludes that the financial statements of a company are fair and transparent based on thorough research. The auditor concluded that Willowares did not comply with the generally accepted accounting principles and statutory requirements.

The organisation, vaunted for its sustainable and ethical business practices, has been accused of irregularities in its financial reporting. The accusation alleges that Willowares reported inflated revenue figures in their financial reporting to stakeholders. According to the auditor, Willowares presented a more positive and optimistic image of the organisation's current financial situation.

Willowares has not commented on the accusations.