COMMUNITY DEVELOPMENT:
The use of Corporate Social Responsibility Initiatives by Shopping Centre Landlords

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ETHICAL STATEMENT BY RESEARCHER

With the signature below I, Adanlawo Eyitayo Francis, hereby declare that the work that I present in this thesis is based on my own research, and that I have not submitted this thesis to any other institution of higher education to obtain an academic qualification.

Adanlawo Eyitayo Francis   Date: 06 March, 2017

ABSTRACT

University of Zululand

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The growing power of shopping centres within communities has changed the economic landscape and has also attracted concerns from society. This has inspired an increasing call for shopping centres landlords to play a substantial role in community development. This study explores the relationship between shopping centres landlords and the communities in which they reside-in with regards to corporate social responsibilities. The study is based on the premise that Corporate Social Responsibility (CSR) initiatives are seen as mandatory by shopping centres landlords as to ask what their contributions are to achieving sustainable development and improving the lives of people living in the local communities. In this regard, the study examines the role that shopping centres landlords play in bringing development to their various communities through CSR. The focus is on three shopping centres: Empangeni Sanlam Centre, Esikhawini Mall and Richards Bay Boardwalk Inkwazi Shopping Centre within uThungulu District Municipality. Relational theory and transactional model theory are used to develop a model for shopping centres landlords to embrace CSR as a tool to community development. This study employs a survey method which was conducted among the management of the centres and residents of Empangeni, Esikhawini and Richards Bay. The results of the study indicate that CSR initiatives embarked upon by shopping centres landlords through their management team are not communicated to the local community residents. This brings a gap in communication between the landlords and the local community residents. The practical implications of this finding showed that the model proposed for this study is promising in solving communication problem hindering CSR initiatives implementation.

KEY TERMS:

Corporate Social Responsibility (CSR), Communication, Corporate Community Investment (CCI), Shopping Centre, Landlord, Tenants, Relationship, Channel, Shopping Centre Management, Community Development, Relational Theory, Transactional Theory.

Dedication

This Thesis is dedicated to

My brother

(Dr. Adanlawo Adewumi Moses)

Who never leaves me for a second and for his financial supports. I say a big thank you.

And

My lovely wife & boys

Adanlawo Aliletu Gloria (Mrs)

Adanlawo Omoshireola Oghenetega

Adanlawo Toluwanimi Olusola

For their prayers and words of encouragement, I appreciate you and miss you all.

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Upon completing my research I would like to give all praises, honour and glory to God the Almighty. He is surely my provider (Joel, 2:24).

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To everyone who participated in my research and who willingly assisted me with obtaining information and data, I appreciate the time you took to contribute towards my research.

WRITING CONVENTIONS

The following writing conventions have been used in this study:

1. The researcher uses abbreviated Harvard style of referencing, for example: Gehl (2007:3), which means Gehl 2007, page 3.
2. Illustrative tables and figures are all given in chronological sequence of appearance.
3. For commonly used terms full terms are used in heading.
4. South African English is used.
5. Relevant materials relating to corporate social responsibility initiatives and shopping centres were also downloaded from online databases and websites. Such website addresses are included in the thesis, both for verification purposes, and for acknowledgement of the source of information. The author is given in an instance where electronic document has been downloaded from a website, for example De Wet (2010).
6. The references have been organised alphabetically.

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LIST OF ABBREVIATIONS AND ACRONYMS

ACCA   --   Association of Chartered Certified Accountant

BBBEE --   Broad-based Black Economic Empowerment

BEE   --   Black Economic Empowerment

CC   --   Corporate Citizen

CCI   --   Corporate Community Involvement

CCR   --   Corporate Community Relations

CCRRS --   Corporate Social Responsibility Reporting Standard

CFP   --   Corporate Financial Performance

CG   --   Corporate Governance

CIPR   --   Chartered Institute of Public Relations

COP   --   Communication on Progress

CS   --   Corporate Sustainability

CSI   --   Corporate Social Investment

CSR   --   Corporate Social Responsibility

Deloitte --   Deloitte & Touche

GRI   --   Global Report

ICSC   --   International Council of Shopping Centres

IFC   --   International Finance Corporation

IoD   --   Institute of Directors in South Africa

IRAS   --   Integrated Reporting & Assurance Services

ISO   --   International Organisation for Standardisation

JSE   --   Johannesburg Stock Exchange

JSE SRI --   Johannesburg Stock Exchange Social Responsibility Index

PnP   --   Pick n Pay Holdings LTD

PR   --   Public Relations

PwC   --   PricewaterhouseCoopers

SACSC --   South African Council of Shopping Centres

SOX   --   The Sarbanes –Oxley Act of 2002

SRI   --   Socially responsible investment

TBL   --   Triple-bottom Line

UNCSD --   United Nations Commission on Sustainability Development

UNCTAD--   United Nations conference on trade and development

UNEP --   United Nations Environment Programme

UNGC --   United Nations Global Compact

WBCSD --   World Business Council for Sustainable Development

WECED --   World Commission of Environment and Development

CHAPTER ONE

ORIENTATION

INTRODUCTION

This research focuses on the concept of Corporate Social Responsibility (CSR) where by many corporates take keen interest in the society by ensuring that they present themselves in a socially responsible manner through interact with the local community. Many South African societies have many social needs and it is for this reason, businesses should assist communities, especially, starting from shopping centres owners (landlords) to embark on development projects to assist disadvantages communities of our society (Hinson & Ndhovu, 2011:309).

According to Fourie (2014:183), within South Africa context, CSR has vital role to play in the transforming of society. Oppewal et al. (2006:266) mention that there is an increasing awareness from various stakeholders including local community residents that consider that shopping centre landlords should be more socially responsible to surrounding communities. Hence, there is the need for shopping centres landlords to wake-up from their slumber and face this challenge.

This study focuses on how shopping centres landlords use CSR initiatives to contribute to the development of the community where they operate. This research work was focused on three shopping centres located within uThungulu District Municipality of KwaZulu-Natal Province. The shopping centres are as follows: Empangeni Sanlam Centre, Richards Bay Boardwalk Inkwazi Shopping Centre and Esikhawini Shopping Mall. These three shopping centres represent three different classifications of shopping centre out of the five identified by the Urban Studies and The Brown Group.

MOTIVATION OF THE STUDY

The prime factor that interests the researcher was the release of King 111 Report on Corporate Governance in 2009 which showcases the important roles and development of corporate governance within South Africa. Company is considered as an integral part of society, such as a citizen of a country who has citizenship (IoD, 2009:11). Every organisation is expected to be socially responsible citizen that indulge in initiatives that have to do with community development. Many shopping centres that reside in our communities are multi-million Rand investments and these multinational companies (landlords) are making lots of

money in return. The return on investment has made the landlords to establish more shopping centres in the local communities. According to eProp (2012), the establishment of shopping centres in local communities has increased considerably. Despite this awareness, little is known about how the multinationals companies that own shopping centres use CSR initiatives to develop the community where they operate their businesses. It is obvious that the tenants (retailers) in these shopping centres like: Woolworths Holdings Ltd, Spar Group Ltd, Edcon Pty (Ltd), Pick n Pay Holdings Ltd, Shoprite Holdings Ltd, are all involve in one form of CSR initiatives or the other. The question remains: What are the *landlords* of shopping centres doing in terms of CSR to develop the communities where they operate their businesses?

THE RESEARCH TOPIC

According to Sharma & Kiran (2013:22), CSR is an effective way by which organisations should incorporate into their activities matters that dealt with economic, social, health and environmental concerns. It is a moral duty for business organisations to consider the interest of society by socially responsible to their various stakeholders including the local community in which they reside. This responsibility portrays that various organisations including shopping centres must willingly embark on initiatives that will improve the lives of their worker and society, especially the local community where they operate their businesses. However, because corporate social investment has its cost, there is tendency among multinational companies not to indulge in corporate social responsibility projects that will benefit the community where they operate their businesses.

The research topic for this study is 'Investigative social responsibility initiatives' involving three shopping centres within the district of uThungulu of KwaZulu-Natal. The three shopping centres have contrasting features. Salam Centre in Empangeni is a small regional centre of 34, 364 square metres in size. Boardwalk Inkwazi Shopping Centre in Richards Bay is a regional shopping centre of over 65, 000 square metres in size and Esikhawini Shopping Mall a community shopping centre. Which type of shopping centre is using CSR initiatives to make a meaningful contribution towards the growth of the community where it operates its business? And what lesson can each shopping centre management learn from one another.

PROBLEM STATEMENT

South African society is faced with lots of social-economic problems. Unemployment rate is alarming with over five million people unemployed (Bernstein, 2010). The issue of HIV/Aids pandemic is still rampant. Skinner (2006:126) is of the opinion that spread of HIV/Aids is a threat in South African society and in a way undermines the progress of development. Also the level of poverty is nothing to write home about. Basic infrastructures such as electricity, pipe borne water, medical clinics, and good roads are lacking in most of our communities. It is therefore not plausible for government to be expected to face and solve these problems alone, but it is of essence that all stakeholders including shopping centres *landlords* come to the forefront in delivering strategies and innovations that will bring about solutions to these numerous problems (Skinner & Mersham, 2008:238).

CSR seems to offer a solution to these problems since the business community can plough back within their respective communities (Bernstein, 2010:73; Heather, 2007). If every business gives back to the community where they operate their businesses, the social-economic problems facing this nation will soon be a history. The multinational companies that own the shopping centres in our society should not be left out in the struggle against these social-economic ills facing this nation. The core question which needs to be addressed by this research is:

> What are the *landlords* of shopping centres/malls contributing towards community development through CSR initiatives?

RESEARCH ASSUMPTIONS

The primary assumptions directly influencing the research objectives are:

Assumption 1:   Community residents require two way communications between the landlords and the local communities.

Assumption 2: Community residents expect shopping centres landlords to engage in corporate social responsibility projects for community development.

Assumption 3: Shopping centres landlords are required to involve community leaders in any community development related projects.

Assumption 4: Shopping centres landlords are expected to engage their tenants (retailers) to institute corporate social responsibility efforts in communities.

RESEARCH OBJECTIVES

With regards to assumptions highlighted above, the main aim of the study is to find out how communities benefit through CSR initiatives by *landlords* (multinationals) who own shopping malls/centres within uThungulu District Municipality. In order to achieve this broad goal, the study focused on the following objectives:

i.   To establish what forms of communication is used by *landlords* to communicate their CSR   initiatives to the community.

ii.   To ascertain if landlords and tenants partnership in CSR projects for the community.

iii.   To establish the current status and effectiveness of CSR projects that landlords have implemented.

iv.   To examine the positive outcomes from the establishment of the shopping centre with regards to CSR.

RESEARCH METHODS

Cooper & Schinder (2008:6) provide a comprehensive meaning of research methodology as method by which people are able to solve problems and make decisions. Wisker (2007:7) identifies three types of research methods to be: qualitative, quantitative and using qualitative and quantitative research methods together.

This study deploys a quantitative method, combining both qualitative. The research was undertaking in three towns within uThungulu District, the towns are: Empangeni, Esikhawini and Richards Bay. The aim of the study was to ascertain the efforts or corporate social initiatives that were and are currently being implemented by shopping centres landlords for the growth of the communities their businesses reside in. Sanlam Centre in Empangeni, Esikhawini Mall in eSikhawini and Boardwalk Inkwazi Shopping Centre in Richards Bay are malls involved in the study. A detailed discussion on the research methods is found in Chapter Four.

DEFINITION OF KEY CONCEPTS
Corporate Social Responsibility

CSR encompasses the connection between businesses and society within which they operate their businesses. CSR is defined by World Business Council for Sustainability Development as a way by which businesses willingly decide to make a meaningful contribution towards the betterment of society (WBCSD, 2000:3).

Corporate Citizenship

Corporate Citizenship is a concept by which business or organisation performs the duties of a citizen in society. McIntosh et al. (2003:16) posit corporate citizenship to be acceptability of corporations to be members of society and discharging the responsibility of both private and public bodies. Moon et al. (2003:3) posit that as an individual can be citizens, a business will then assume the identity of a citizen since it has a responsibility to its stakeholders. They further argue that the substance or the actions of businesses can be understood as being similar to that of citizens or citizenship.

Corporate Sustainability

Corporate Sustainability is the strategies that business adopts to meet both the current and the future needs of the enterprise and their various stakeholders (KPMG, 2011:12).

Community

Community refers to a group of people that resides in a specific location that have same culture and background in common (Tshikwatamba, 2004:257).

Development

The UNDP Report (2005) characterizes development as a multidimensional procedure including significant changes in social structures and national establishments, as well as increasing financial development, the lessening of disparity, and the destruction of destitution.

Landlords are owners or developers of shopping centre which is rented or leased to an individual or business, who is called *tenant* (Harmse, 2014:67).

Tenants are the retailers who rent stores within the shopping centre (Yuo et al., 2009:26). According to Pitt & Musa (2009:42), tenants in shopping centre could be classified into: small business tenants and large anchor tenants.

Shopping Centre definition by International Council of Shopping Centre (ICSC) is provided by Pitt & Musa (2009:42) as a group of stores in one or more buildings that form a complex where consumers can involve in business activities. According to Terblanche (2011:143), shopping centre can consist of stores, food-courts, restaurants, cinemas, play areas and relaxation for shoppers to shop. The term shopping centre will be used in this study.

ETHICAL REQUIREMENTS

The researcher and the respondents signed a confidentially agreement not to disclose identity. The participants in the research were well informed and had the choice to freely withdraw if they so desire.

Proper citations of authors' works were done. The relevance of the study to the field of communication and development needs of South Africa is ensured by the researcher.

Ethical committee approval of University of Zululand has been obtained prior to the commencement of the research work.

LITERATURE REVIEW

This part of the study provides the recent literature on forms of communication for business viability, CSR initiatives of shopping centres landlords, communication for humanitarian development, as well as shopping centre impacts on community.

OUTLINE OF THE STUDY

The study is presented in six main chapters outlined below:

Chapter: **1** introduces the field of study**;** it has elaborated on the research problem, the objectives and the research assumptions. It also contains definition of key terms, research design and methodology, as well as the motivation for the study. The rest of the thesis will be as follows:

Chapter 2: Literature Review

Chapter two gives a hypothetical structure to the review. The topics explored include: communication function in shopping centre, corporate social responsibility, reports on CSR, interrelationship of landlord, tenant and community, corporate community relations and shopping centre and community development. The topics directly influence all the chapters, also it specifically presents a theoretical framework of CSR initiatives with which to contribute to community development. Relevant theories supporting the subject being researched were considered when conducting the research. Gemino & Wand (2005:302) aver that a conceptual framework begins with conducting a thorough review of the literature. Theories are framed within the limits of scientific assumptions to support and challenge an existing knowledge based on the field of research (Swanson, 2013). This study will combine Corporate Social Responsibility relational theory proposed by Alan Page Fiske in 1993 with

transactional model of communication proposed by Dean Barnlund in 1970. It will focus on CSR initiatives; how it is used and communicated for community development. The focus is in particular on shopping centres landlords. These theories serve as a rationale for the development of the research questions for this study.

According to Wood (2011:10), transactional model shows that the elements in communication are interdependent. Each person in the communication act is both a speaker and a listener, and can be simultaneously sending and receiving messages. Transactional model takes into account noise or interference in communication as well as the time factor. Barton (2013) asserts that a transactional model is the process of continuous change and transformation where every component such as the people, their environments and the medium used is changing Transactional model is regarded as the most general model of communication.

Corporate Social Responsibility relational theory was derived from relational model theory which posited that people are to be in relationships with one another. CSR relational theory look at how business integrates social demands, arguing that business depends on society for its existence, continuity and growth. This research will adopt these theories to find-out the role that communication plays in using corporate social responsibility for community development.

Chapter 3: Conceptual Model

A comprehensive explanation of communication of CSR initiatives by shopping centres landlords for community development is provided in this chapter. It conceptualises a model for embracing CSR initiatives by shopping centres landlords for community development.

Chapter 4: Research Methodology

Chapter four presents the operationalization of the study which discussed the method used. The basis for choosing quantitative is reasonable. Data collection and analysis method is documented. The issue of instrument reliability and validity are discussed and some of its limitations and ethical aspects are acknowledged

Chapter 5: Research Findings

The findings of the research are discussed in relation to the followings: objectives of the study, research assumptions and conceptual model.

Chapter 6: Conclusions and Recommendations

The chapter focused on results discussions and draws conclusions from the research findings. Practical recommendations for the study findings applications are made, suggestions are also offered for future research.
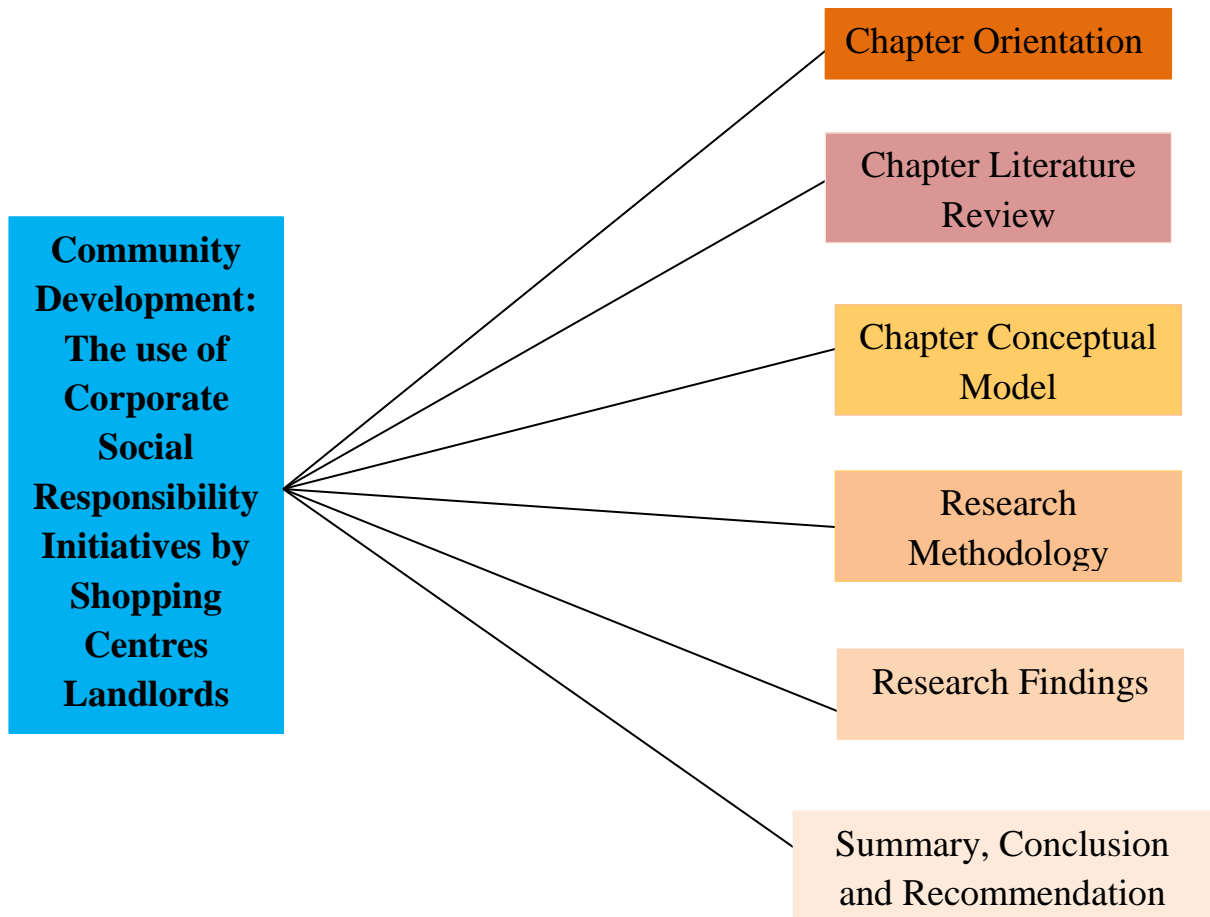
Figure 1: Logical Relationship between the six chapters that make up the study.

CONCLUSION

Chapter one provided the general idea of the research, starting from research motivation, objectives and research assumptions were all delineated. Research methodology as well as definitions of key concepts was presented. The next chapter reviews the literature related to the study.

CHAPTER TWO

LITERATURE REVIEW

SECTION A: Forms of Communication for Business Viability

INTRODUCTION

The previous chapter focused on the orientation outlining the study. This section provides relevant information on the various concepts that deal with effective communication that promotes business viability. The continuing success of any shopping centre depends on relationships that exist between the centre and the tenants (internal), as well as the relationships of the centre with the local community (external) in which the business reside in (Jones et al., 2004:724). Just as the relationship between landlords and tenants is important and critical to the success of the centre, so also the relationship of the landlords and the community members. The community members are the main patrons of the centre; they spend their money and time in the centre. Shopping centre success depends on the success of the tenants as well as the disposable income of the residents of the community where the centre is located. For this reason, shopping centre can be regarded as a partnership business that involves the owner, tenants and the local community residents.

Cloete (2010:67) posits that organization approach among every one of the shop occupants and landlords is the major factor that gives room to better understanding and opportunities for the two parties. In order for the two parties to jointly work together for mutual benefits, a good communication approach is important to develop among the landlords, tenants and the local community. According to Bozdo et al. (2013:24), the most powerful way to attract tenants as well as residents of the local community to the centre is the level of service quality provided by landlords. They further state that this would enhance smooth relationships between landlords, tenants as well as the local community. Landlords must ensure that they provide their tenants with a meaningful lease and benefits which will enhance the tenants' businesses. These benefits can range from secure parking, security within and outside the shopping centre, competitions and other creative ideas that will attract local residents and also residents from surrounding areas to visit and take advantage of the various services that the shopping centre has to offer. Ashley (2009:34) mentions that the residents from the local community will be attracted to visit since they will regard the shopping centre as safe and simultaneously they will enjoy good deals from the various tenants. Maintaining visible communication between the tenants and

local community residents can provide landlords with opportunity to identify various areas that require improvements. Having this approach will contribute towards maintaining a competitive edge in this space (Smith & Cloete, 2010:205). It makes good sense for landlords to establish meaningful relationships with tenants and the local community.

COMMUNICATION

There are various communication strategies that exist. Communication as a whole is quite extensive and it is used on a daily basis to transfer ideas, thoughts and information between people and organisation. According to Fielding (2006:13) and Locker & Kaczmarek (2011:20), communication is the method by which messages are sent and received that inevitably brings about results whenever people interact together. This definition shows the essence of communication, in the sense that without communication, there cannot be interaction. Communication is very important for everyday life.

Communication is a major determinant of our reactions to issues and also determines our performance ability. According to Steinberg (2007:98) communication is a dynamic process; people are not communicators or recipients at all times. Communication is a strategy which can be used to manage any kind of business, whether small or big. The purpose of communication between landlords and tenants and community residents is to achieve a common understanding among them.

Communication is very essential in all aspects of business and it is important to identify different types of communication in business.

TYPES OF COMMUNICATION

The following types of communication are used on a daily basis and they are often taken for granted between people and organisations. Communication is not simply speaking or placing advertisements but it requires receiving the appropriate response in order for it to be regarded as effective communication. The following communication concepts provide us further insights:

Verbal Communication

Verbal communication is the ability to communicate by using words. Locker & Kienzler (2008:648) assert that major business verbal communication involves the use of phone or face-to-face communication. The authors maintain that the medium through which the message is communicated is oral. The landlords (managements) of shopping centre can

communicate with their tenants and the local community residents verbally by arranging meetings with them. Telephonic means of communication is widely adopted by landlords to communicate to their various tenants.

Written Communication

Written communications in business organisation are printed messages. According to Locker & Kaczmarek (2011:8), messages may be in printing form, it can as well appear on the screen for viewers to view. Written communication gives the receiver of the message to read the message whenever he desire to do so. This quality gives it an advantage over verbal communication that occurs in a specific period of time. According to Lim & Benbasat (2002:119), written communication is a way of reaching a vast number of people; it can be read by many people such as customers and all the business stakeholders.

Nonverbal Communication

According to De Wet (2010:17), nonverbal communication is a means by which communication is received without the use of words. The receiver of the message must understand what the sender intend to communicate. The sender makes use of body languages instead of spoken words. Nonverbal communication is better understood between people that share common norms. Locker & Kaczmarek (2011:4) opine that nonverbal communication does not use words but visual cues to sends and as gets feedback from the receiver of the messages. Nonverbal messages can be sent deliberately or not; their meaning depends on the interpretation.

COMMUNICATION FUNCTION IN SHOPPING CENTRES

Communication is a means by which the activities in any shopping centres are coordinated to achieve organisational goals and objectives. It is the means by which change is affected and information is made productive in shopping centres. It is also emphasized that behaviour is modified and goals are achieved with the use of visible communication (Rabbanee et al., 2012:272).

Organisation communication is a specialized branch of general communication (Krishnamurthy et al., 2013:17). The authors further state that there is no difference between the two and the process is the same. Communication is the main tool by which all the components of an organisation work together to achieve organisational set goals (Adesubomi, 2015:6). Communication must be properly planned and well used for the stakeholders to be

well informed and have better understanding of the organisation which may likely contribute to improvement of labour relations and reduce conflicts in the workplace. According to Cornelissen (2014:5), organisation communication is the administration of correspondence between a business and its various stakeholders. He further states that business communication is a means to encourage stakeholders to have a positive view of the organisation and actively support the organisation. Stakeholders support to an organisation can be of added value to such an organisation's reputation.

Organisation communication according to Hahn et al. (2014:14) focuses on building relationships with internal organisation members and interested external publics. According to Lattimore et al. (2012:352), public relations helps organisations deal with their complex environment and also represents, presents and constitutes their organisational climate and culture for public view. Communication within and outside an organisation will lead to better understanding between the people. Therefore business communication is done between the organisation and stakeholders for business purposes; to give necessary information to people within and outside the organisation to ensure that work is done efficiently and to maintain a good image with the stakeholders, especially the local community in which the business is located. It is thereby necessary for any *landlord* of a shopping centre to maintain a good communication approach with the publics in its environment. Adesubomi (2015:8) identifies two types of organisation activities as: internal and external.

INTERNAL COMMUNICATION

Communication between the leaders of an organisation and the employees is known as internal communication. According to Adesubomi (2015:8), internal communication is used in conducting work within an organisation so as to implement the organisation's operating plans. Organisations' operating plans include: giving orders to subordinates on how and what to do, writing memorandums, communicating by internet and assembling reports. The following communication tools are essential in bringing about an effective internal communication within an organisation:

Internal Communication Tools

- Face-to-Face Communication: Communication that is expressed verbally between the management of an organisation and employee is regarded as a way to good relationships between the two. According to Cutlip et al. (2006:243), attention should

be given to verbal communication because of its substantial ability to influence people behave in an organisation. The authors maintain that spoken message is the fastest means to reach the target audience.

- Workshops or Quality Circles: This refers to when a number of retailers in a shopping centre decided to come into mutual agreement by collectively supporting initiatives that will enhance the growth and success of the shopping centre where they operate business (Chiodelli & Moroni, 2015:37).

- Internal Newsletter: A large number of employees can be actively informed with the use of internal newsletters. Fujita & Miura (2011) are of the opinion that internal newsletter can function well in a big organisation that has many conglomerates and staff; more especially shopping centre that has personal employees and also tenants to manage. The use of newsletter can serve a better way to communicate to staff and tenants simultaneously.

- Intranet: The management of an organisation use intranet to update their employee on the information that has to do with day-to day running of the organisation. According to Bovee & Thill (2014:129), information disseminate on intranet is only accessible to members of the organisation; the people outside the organisation cannot access the information. It is therefore safe to use intranet to communicate vital information between the management and the employees.

- Annual Meetings: The landlords of shopping centres organise meetings mostly towards the finish of business running year between the management team and the tenants with the intention to discuss the matter that will facilitates improvement on the services of the centre and as well increase sales for the retailers.

Kalla (2005:203) postulate internal communication to be relationships that are well built through constant communication of messages between management of an organisation and their various internal stakeholders. It should be noted that if good relationships are not built between the landlord through the management of shopping centre and the tenants, people will not patronise the centre and the tenants' turnover will be low. Smith & Mounter (2008:2) opine that better results in terms of retailers (tenants) turnover, productivity and profit can be achieved when both the landlord and tenants are well informed and engage in the daily activities that have to do with the shopping centre. Quirke (2008:15) supports that internal communication is an important element to be

considered in the daily operations of any business and it is crucial to the success of the business.

EXTERNAL COMMUNICATION

As the environment by which organisations are located changes; the business organisations are affected by the changes and it invariably leads to change in the organisation itself. According to Fielding (2006:34), the external environment of an organisation can sometimes play a major role in the affairs of an organisation. An organisation such as shopping centre cannot do without its immediate environment, it therefore become part of the elements to be considered when making decision. Effective communication with the external stakeholders of an organisation is crucial to the success of an organisation. External communication is defined by Boone & Kurtz (2010:30) as exchange of information between an organisation and its major stakeholders. External communication is a way by which business organisations can continue in business and sustain business-customer relationship. Shopping centres' landlords can make use of underlisted tools to communicate to their external stakeholders.

External Communication Tools

- Advertising: This refers to public communication of information paid for by business about its product, or business itself with the primary aim to draw more customers and or create good image for the business. Advertisements are paid for to bring more costumers to the shopping centre so that they buy from the various tenants offerings and as well socialise with friends and family in the shopping centre. Avertisement that are well placed builds goodwill and bring create good image for the shopping centre in order for the customers to sustain their patronage and be loyal to the centre. Department of marketing in shopping centres do advertise both in print and broadcast media. Advertisement aim to retain the various shopping centre patrons by creating a desired image in the mind (Peter & Olson, 2005:426).

- Sales promotion: This is when customers are enticed to make sure that they purchase a certain products or service. This might be a transitory value lessening through coupons, refunds, multipack deals, challenges, shows or purpose of-procurement trials. Deals advancements are a thought intended to pull in most extreme shopping and arrange occupant occasions to bolster their retailing goals, for example, walkway deals, design shows and customer rivalries. The goal of offers advancements must be intended to expand pedestrian activity, empower offer of stock, make familiarity with

stock classifications, and animate the intrigue of the purchaser with exceptional offers amid extraordinary occasions and to produce inhabitant collaboration, support, cooperation and association in the significant exercises (Peter and Olson, 2005:426).

- News Releases: This is typewritten that is made public through print or broadcast media. It is normally used to create awareness to public about the doings of a business organisation. News releases can be submitted to daily papers, magazines, TV contacts and providers (Fielding, 2006:45). The author maintains that it does not matter where the news was released, it enables the public relations' arm of a company' to reach important audiences.

- Press Conferences: A question and answer session is a meeting that is arranged by business organisations with news media in order to attend to matters of urgency. Media work force gets solicitations to a particular area, with composed materials and photos. According to Bovee & Thill (2014:161), when new products are to be announced to public or the business is forming a merger, press conferences are usually held.

- Event Sponsorship: Corporate sponsorship of significant occasions has turned into a whole industry in itself. Sponsorships can extend from neighbourhood occasions, for example, secondary school sports and nearby philanthropies, to universal occasions.

Fielding (2005:13) and Kalla (2005:205) are of the opinion that organisations cannot do without constant communication with their various external stakeholders. The stakeholders start from the local community where the organisation is located. Communication with external bodies as: suppliers and customers is seen as necessity because they contribute to the success of the organisation. These external stakeholders have become part of an organisation that without communicating effectively with them the organisation might not survive.

Adesubomi (2015:13) supports that an organisation must consider other people outside the organisation by communicating with them the intention to take care of public affairs relating to the investors, the environment, consumers and the market in general. The author emphasizes that if organisations give accurate information through their public relations at an appropriate time to the stakeholders, it will enable them to effectively handle whatever changes are taking place in the organisation. Mishra et al. (2014:187) state that it is apparent that any business organisation depends on its various stakeholders for its success. Melewar (2008:82) is of the opinion that organisations have realised that they need to listen to and

communicate with the local community where they reside for the benefit of the organisation and the local community.

According to Young & Marais (2011:48), the success of a business organisation depends on its ability to satisfy customers' needs, (the primary customers of any shopping centre are the local community residents). The organisation must communicate effectively with these customers.

EFFECTIVE COMMUNICATION

Effective communication is vital to the survival of a shopping centre (Esbjerg et al., 2012:448). Communication enables shopping centres to coordinate their activities. Without an effective communication between the landlords, tenants, and the local community, shopping centre would not exist. A landlord has to communicate with tenants, since a good relationship with them is essential for the survival of the shopping centre. The most important activity of all is communicating with the local community; without them no shopping centres would exist. Landlords of shopping centres undertake public relations or advertising campaigns to communicate with the residents of the local community where the centre is located. They will also arrange meetings and write letters to community leaders to involve the local community.

Fielding (2006:34) is of the opinion that an organisation - especially a shopping centre is made up of groups of people who work together to reach specific goals and it is the duty of public relations departments to ensure that the goals are achieved. Effective communication is a means to achieve shopping centres aims. Landlords must study how and what to communicate with their tenants and the local community for effective communication to take place. There is often a symbiotic relationship between landlords of shopping centres and the local community. Shopping centres landlords' interest on the development of local community is based on the fact that they derive their income from the local community residents.

COMMUNITY

The word community is complex and it has embrace different definition by several authors. McMillian English Dictionary (2007) defines community to be people who share same norms and stay in same place. According to Kumar (2002:25), community may also refer to people

who speak the same language. The author state further that communities are not the same based on the fact they do not share same historical background.

Smith (2006:11) in his own definition, states that community is residents of a geographical neighbourhood or multi-neighbourhood area. Tshikwatamba (2004:257) shares the same opinion with Smith by saying; coming together of people to live in same place is called community.

Since the thrust of my investigation is on the corporate social responsibility initiatives for community development, I take the term *community* to refer to people who live in a specified geographical area, sharing common norms within a socially acceptable structure and to whom development initiative was directed. I am cognizant of the nuances of the meanings inherent in the term *community* as I have discussed above. However, for the purposes of tracing development initiative projects from landlords of shopping centres to the local community residents, my working definition suffices.

COMMUNITY AS SHOPPING CENTRE STAKEHOLDER

A stakeholder can refer to a person, or group that has interest in an organisation that affects it. A stakeholder can have impact on a business; business can also have impact on stakeholder and vice-versa. According to Jones & Nisbet (2011:289) and Gregory (2007:62), the idea of a stakeholder does not have a good and moral ramification for business organisation. Should a business simply has commitment to its shareholders, then the business may have no moral duties to whatever other individual, affiliation or society when all is said in done. More so, if a business has a commitment to its accomplices, then it must consider the enthusiasm of its stakeholders and additionally not focus absolutely on extending the enthusiasm of its shareholders.

Halal (2000:2) urges businesses to perceive stakeholders as accomplices who can team up with them in critical thinking. The author states both businesses and stakeholders can increase common advantage by incorporating the monetary assets, political support and authority learning that partners can offer.

Scott & Lane (2000:46) aver that that power, authenticity and criticalness decide the striking nature that stakeholders should have to directors. The power/intrigue lattice is a categorisation apparatus utilized as a part of key arranging. It sorted stakeholders relying upon the measure of force they need to impact others and the level of intrigue that they may

have in an issue. The more power/intrigue they have, the more probable their activities are to affect the organisation. The support of this gathering is vital to keep up, more particularly in the event that they get to be distinctly dynamic. Johnson and Scholes (2002:52) support that the significance of each stakeholding bunch and the measure of consideration that ought to be committed to them relies on upon where they are situated in the power/intrigue framework.

Stakeholders and the public give a chance to more community working and extensive engagement (Gregory, 2007). They may not wish to become engaged, even though they have high levels of powers. The author posits that stakeholders' interest in an organisation could be solely money related and they may not wish to have an inclusion that may prompt to more enthusiastic connection to the business. Gregory states that stakeholders who are both intrigued and effective have the capacity to make a critical commitment; they additionally have the ability to genuinely harm the association on the off chance that they contradict it.

A stakeholder theorist begins with those living within and in the surrounding community who may find their surrounding polluted and being taken advantage of by multinational companies and begin to discuss business morals by demanding that they have a privilege to better social amenities and a good standard of living (Scott & Lane, 2000:58). Therefore, the local community are stakeholders in the organisation and their voices must add to corporate choices. The reality remains that they may possess no stock; however they have an ethical claim to partake in the basic leadership handle. The authors emphasize that this is a very important point.

Multinational companies, especially the owners (landlords) of shopping centres must initiates projects that will be of benefit to the community where they operate their businesses. Assiouras, Ozgen & Skourts (2011:164) posit that initiatives towards community development are a key element in managing consumers and also a means for strengthening relationships with consumers. The authors stress that a key goal of an organization's survival and development is consumer loyalty, as a result of being involved in community development projects. A shopping centre landlord that involves in community development projects will more likely do better than the ones who do not.

CORPORATE COMMUNITY INVOLVEMENT

Corporate community involvement is a means by which businesses support its immediate environment using corporate social responsibility initiatives as a strategy to give back to the

community (Moon & Muthuri, 2006:3). The authors state further that CCI is all about building good relationship between the company and the communities involved.

According to Godfrey (2005:782), research on how CCI programmes is used to determine participation of communities in development projects is inadequate. The author posits that business domination and solely decision on what fits best for local community will not portray good image for business; local community should be actively involved in deciding CSR initiatives that will bring about development for the community. Blowfield & Frynas (2005:501) refer to community participation as mechanism which allows the local community as a stakeholder in business to participate in programmes targeted for them.

Corporate community involvement is becoming more important as local communities are recognised as a vital stakeholder in business (Carroll & Buchholtz, 2003:73). This recognition is caused by the new role that businesses assumed by being socially responsible to community as a citizen (Matten & Crane, 2005:172). Businesses are expected by local community to involve in developmental projects will bring about change in the society.

There has been a shift in corporate community involvement; business now involve in corporate social investments rather than philanthropic. Muthuri (2008:179) avers that what business is doing is self-sacrificing; as they give freely to community without returns. Craig (2013:25) asserts that the contributions of businesses to community are inspired by the profit they realise in doing business in the community. Similarly, Grayson & Nelson (2013:48) argue that the most common reason why companies involve in corporate philanthropy is for company self- interest.

Meanwhile, Moon & Sochacki (2008:64) in a study conclude that businesses are motivated to participate in CCI based on social factors and personal interest in the community. According to Campbell et al. (2002:31), several reasons could be associated to why businesses participate in CCI. The authors state in their study that politics and management intention could motivate business. Hess et al. (2002:112) identify competitive advantage, new market and comparative advantage as factors that could bring about change in business decision on involvement in projects that will bring development to local community.

Altman (2000) reveals that some researches identify market factors to bring about a shift in CCI. Brammer & Millington (2004) identify stakeholder preference. Corporate community

involvement is common in big organisations such as: banks and telecommunications. The findings also confirm that CCI in different industries vary, in the sense that different companies encounter intensities and face various pressures from stakeholders (Muthuri, 2008:181).

Moon (2004:13) mentions external regulatory demands by governments such as: Black Economic Empowerment Scorecards in South Africa as another driver of CCI. Corporate community involvement is not pursued for the company's own sake but for the purpose of maximizing profits and also contributes socially to the development of the general society (Hillman & Keim, 2001). Corporate community involvement can contribute greatly to community development (Crane & Matten 2010:51).

DEVELOPMENT

Development is seen as a complex issue. According to Kanbur (2006:5), there is no uniform or unique answer to the definition of development. Gegeo (1998:289) defines development to mean progress that is associated with collective efforts that is visible to see the difference to what it was.

Davids et al. (2005:24) aver that development is a way to being independent, which assists members to take charge of their lives as responsible citizens. According to UNDP Report (2005), development is growth that is brought about by changes in social structures and national institutions, which reduces discrimination and eradicates poverty among the citizens. The report anchored key issues to development as the following:

- Social Progress (as including more noteworthy access to learning, better nourishment and wellbeing administrations).
- Growth with value interest, and opportunity (especially strengthening, law based administration, sexual orientation balance, common and political rights and social freedom).
- Sustainability (for future eras in natural, financial and social terms).

- Human security (security in everyday life, against endless dangers like yearning and unexpected disturbances, for example, joblessness, starvation, strife).

According to Kishe (2004), the tenets stated by UNDP Report are central to human development. It is evident that development is a process which brings about economic growth and changes the living standard of people in a society.

In this study, development is considered as a change in the living standard and there is room for sustainability for future purposes.

THE IMPORTANCE OF DEVELOPMENT IN COMMUNITY

Community Development is defined as any kind of initiative designed to improve the overall welfare of a specific community and the people who live in it (Newell, 2005:555). It is any project intended to improve living conditions for the poorest members of the community. The author avers that it can also include any kind of action taken with the intention of improving the community as a whole.

According to McClenaghan (2000:565), community development is a system by which individual member of a community actively participate in initiatives that could bring social and economic development to the community. According to IFC (2000:45), most projects embark upon by business will be maintainable, if local community are involve and participate in the continuity of the project. For projects to be sustainable; there is need for local community to participate as co-owner of the projects. The author emphasizes that the below principles are some of the keys to community of development programmes:

- Engage in active consultation with community

Active consultation with the local is seen as a basic to suitable community development. Constant consultation with the local community leaders will aid organisation to build better relationship which will assist in knowing what is best for the community. It will also portray good image for the organisation which will results into trust.

- Build trust

Building trust between an organisation and local community residents is important to the success of any projects. Creating trust may be hard to build and difficult to sustain. Continuous consultation and involvement are important to creating and sustaining trust with the local community.

- Manage expectations by clearly defining roles and responsibility

Businesses need to identify their duties to community development if not they not be able to meet up with the expectations of the local community residents. It is a must for every business to separate government and the local community duties in order to perform effectively. Once individual duties are defined, business should be clearly communicated at all times. Expectations that are not well managed can results mistrust between the business and local community.

- Create fitting limit

Organizations ought to contract individuals with abilities where they need staff with community advancement experience and learning of neighbourhood traditions and necessities. Notwithstanding creating inward limit, organizations may likewise work in association with associations, for example, neighbourhood, governments, group gatherings, or NGOs to build up their ability as accomplice associations in the community improvement handle.

- Set quantifiable objectives and provide details regarding progress

Setting objectives and measuring progress permits an organization and the community where it works to screen the program's victories and inadequacies. Such straightforwardness will be fundamental to building trust between the community and it will prompt to the possible accomplishment of the programme.

- Plan for maintainability

Activities ought to be outlined so their effect proceeds long after the organization's inclusion. Ventures that concentrate on creating community abilities and limit or enhancing group earnings yield more reasonable advantages than undertakings and projects that basically appropriate merchandise and enterprises. Organizations can get ready for supportability with groups by building community ability to oversee extends and empowering joins with different associations. Organizations ought to get ready to hand over duty regarding undertakings to community once the program has turned out to be reasonable and independent. Setting a timetable to hand over duty with quantifiable objectives and benchmarks is fundamental to maintaining a strategic distance from reliance.

Community development can mean betterment of society. According to Newell (2002:95), there are many examples of programmes that could be considered as community development. The author states that a literacy campaign might be initiated to improve the educational prospects of local residents. Another area is health care clinics that could offer free screenings for a specific disease to raise awareness of medical concern.

McClenaghan (2000:12) emphasizes that a business organisation that supports community development programmes that improve skill in local community, has the ability raise the standard of living for economically disadvantaged groups.

All community development programmes must bring positive benefit to the community. This may not come in terms of financial impact, but also through sociological improvement. Besser & Miller (2001:222) posit that a community development project that is well executed leaves the community and its citizens better off than before it was began.

Muthuri (2008:178) asserts that most community development programs aim to improve the lives of the residents in a particular community in various ways. The author states that a common example is one that helps adults learn the skills they need to enter the workforce. Newell (2005:543) emphasizes that large numbers of community residents are unemployed and if such programmes are initiated; the result is often that more residents are employed than before. This can lead to better economic development and also entice employees to the community.

Jacobs & Herselman (2006:2) avers that development can make an institution to function well and improve the standard of living of the people in the community. The authors argue that development should be on how to improve the lives of people, that is, ability for an individual to be independent. It must not just be the provision of physical amenities like water and electricity. The author goes further to say that, development starts by reducing and finally eradicates poverty with the society.

Purcell (2012:267) postulates that development should cater for the less privileged communities where the residents of such community must participate actively in initiatives that will bring about development to the local community. According to the author, community improvement has dependably had a various set of objectives such as:
- Solving local issues
- Addressing disparities of riches and influence

- Promoting vote based system
- Building a feeling of belonging

Maconachie & Hilson (2013:350) assert that an organisation that engages in community development programmes will gain the trust of the community. It is evident that being present in the community and talking to the residents about the projects is a way to build this trust. The authors stress the importance of honesty they state that organisations, especially shopping centres, through their landlords must be honest about what could be done through the projects and to always say no to the unachievable.

It is safe to say that landlords of shopping centres can make an impact on community, if they have the ambition, since they have the monetary power. According to Melewar (2008:84), the continuity of any business, shopping centres inclusive, relies on how the business is rated by the local community in which the company is located and its immediate environment. It is worth knowing that the appropriate channels in which landlords communicate with the local community, will determine the effectiveness of their communication.

According to Bovee & Thill (2014:4), shopping centre landlords have to choose the appropriate channel to communicate effectively with both their tenants and the local community. The authors emphasize that target audience and purpose of communication will determine the right channel by which message should be communicated.

CHOOSING A CHANNEL TO REACH LOCAL COMMUNITY

A communication channel is the means by which a message is conveyed from the sender to the receiver. Locker & Kaczmarek (2011:115) state that effective communication strengthens the connection between landlord and local community. The authors stress that electronic media and social media, in particular as channels to effective communication, have redefined the relationships shopping centre landlords have with their local community. The local community residents can express their feelings and mind relating to an issue. It gives room for feedback from the local dwellers.

Bovee & Thill (2014:23) assert that one of the most important advantages of using new communication tools is the ease with which landlords of shopping centres can foster a sense of community relations. The adoption of online community by shopping centre is driven by CSR and their ability to maximise profits.. Bovee & Thill (2014:61) opine that choosing the right medium for each message is becoming an important communication skill in itself as the

options continue to multiply. The landlord of a shopping centre, through its public relations department needs to define its target audience before choosing the appropriate channel through which to communicate with them.

FACTORS TO CONSIDER WHEN CHOOSING MEDIA

Bovee & Thill (2014:64) are of the opinion that most times business organisations especially shopping centres, do have the option of choosing which medium to use for a particular message, there is need to think carefully about which type of medium will work best for the organisation and the audience. The authors stipulate that the below factors should be considered when choosing the appropriate channel to communicate efficiently:

- Media Richness. Is an ability to send a message and gets feedback. Interpersonal communication is regarded as the richest (Fielding, 2005:136).
- Media limitations. Every medium has limitations; some mediums are perfect for communicating simple, straightforward messages between two people and less effective for complex messages.
- Cost. This can both be a real financial factor and a perceived nonverbal signal depending on the context.
- Urgency. Some media are faster than others, there is need to choose wisely if message is urgent.
- Audience preferences. Audience choice of media should be considered when selecting channels for communication. Some media channels are appealing to audiences, while some are not. Audiences should be considered when selecting channels for effective communication.

Bear in mind that a primary objective of PR of any shopping centre is to realize effective two-way communication and mutual understanding between the centre and tenants and local community (CIPR, 2013). Komodromos (2014:3) is of the opinion that organisations, especially shopping centres, must be able to make use of the astonishing opportunities opened up by social media to have direct communication with their local community residents.

According to Bovee & Thill (2014:129), the use of electronic social media like Facebook can facilitates the local community residents to engage in the communication process by allowing them to share views. The authors are of the opinion that Facebook has changed the relationships between shopping centre landlords and their stakeholders (local community in

particular). The authors emphasize that it has also influenced the way shopping centres are managed, and altered the behaviours and expectations of consumers. Many people now rely on content sharing through social media's ability to reach unlimited numbers of people.

In general, shopping centres' landlords are expected to use the analogy of a 'triple bottom line' to prove that they are not only concern about making profits but also committed to use CSR for the benefit of society (CEM, 2013:1). For CSR to be effective for any shopping centre, CSR practitioners must have a communication strategy in place that is aligned to the programme's mission and strategic objectives.

SUMMARY

Shopping centres have become a necessity for communities and are a place where local residents work, shop, and spend their time. Shopping centres cannot operate on their own without the presence of anchors and small business tenants within the centres. For any shopping centre to operate successfully, it needs to develop a good relationship with the local community and the tenants within the shopping centre. Tenants within these shopping centres are also multi-national branded companies and they are responsible for CSR initiatives such as job creation for the residences of the local communities, and in turn they also rely on community residences to purchase items from their stores.

This section dealt with a detailed analysis of communication aspects ranging from verbal, written and nonverbal communication. It also dealt with organisational communication; how shopping centres' landlords communicate with both tenants and local community. The section showed how important communication is to the progress of shopping centres. The next section will focus on the role of landlords in corporate social responsibility efforts within the community which they chose to operate in.

SECTION B: Corporate Social Responsibility of landlords

INTRODUCTION

This section is based on the objective which investigates the role of landlords in corporate social responsibility efforts within the community which they chose to operate in. The growing power of shopping centre in our society has changed the economic landscape; and little is thought about how CSR activities can be utilized to support as well as to develop the surrounding environment where these shopping centres reside. South Africa is a developing country where the ownership and pace of business is dictated by multinational corporations

(MNCs). This has resulted in increasing demands on multinational companies who own shopping centres to initiates CSR programmes for the development of their surrounding communities.

They are expected to meet locally defined socio and economic goals. The basic social infrastructures and developmental projects are lacking in most of the communities and government alone cannot provide for all the socio-economic needs of the society; there is need for multinational companies that own shopping centres to make their own contributions towards the community where they operate their businesses (Nwagbara & Ugwoji, 2015:79).

Series of research has indicated increase in the demand for CSR projects various by customers (Berens et al., 2005:20). Consumers believe that landlords of shopping centres should engage in social initiatives that will be of advantage to the communities where they operate and to the general public (Becker-Oslen et al., 2006:48). Shopping centre patrons are not only showing interest in CSR, but also seems to consider CSR when evaluating a shopping centre and/or when purchasing goods from the tenants that are located in the shopping centre (Sen & Bhatacharya, 2001:223). This was also supported by Eccles et al. (2012:163) that stakeholders, including consumers, are not only concerned about profits, they are not just worried about benefits; they are keen on the different CSR parts of a shopping centre landlord such as ecology, morals, administration and human rights.

There is general believe that multinationals like shopping centres as well should embark on social projects for the benefits of all (Scherer & Palazzo, 2011:901). The challenge that shopping centres landlords face is to be responsible to environment (Nohria, 2010:1).

Sharma & Kiran (2013:22) state that businesses management must include CSR initiatives into their doings. Business organisations cannot not purely aim to make profits for their shareholders, they should also be thinking about the interests of the community they operate from and make an impact towards the development of the community.

Campopiano & De Massis (2015:526) assert that every shopping centre operating in a community must have regard to the norms. The authors further state that business organisations such as shopping centre must embark on CSR initiatives that will bring improvement to local community dwellers. Corporate Social Responsibility can therefore, play a supportive role in providing the basic social-economic needs of the general society.

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) has received considerably publicity recently (Pearce & Manz, 2011:564). According to Hopkins (2007:15), to define CSR is essential; in his discussion he defines CSR as: responsibility of business to treat its various stakeholders especially the local community as a part of the business by incorporate their affairs into the business strategy (Hopkins, 2007:38). He lastly considered his definition as proficient for the meaning of CSR.

Kok et al. (2001:287) broadly characterized CSR as requirement for businesses to utilise their capitals to the advantage of local community where they belong by making their respective contributions towards the upliftment of the general society as a responsible citizen. Business responsibility includes having in mind the interests of society and as well raise the standard of living of the local community residents. Ite (2004:2) suggested that CSR should not only take into considerations economic and legal matters. The author asserts that CSR therefore should be that every business must be socially responsible to their local communities and society in general.

Sharma & Kiran (2013:22) postulate CSR to mean that business should incorporate matters that have to do with their environment into the strategies they adopt in their business. Moon et al. (2003:3) state that the title 'has two implications. It is a general name for any initiative of business that stresses both the commitment to benefit and the duty to interface morally with the encompassing communities. It is also a specific start of that commitment to profit while expecting a section in more broad request of community welfare. According to Mahindra (2012:37), CSR is any business way to make a meaningful contribution to community development through the business strategy and involvement of the local community leaders.

The European Commission defined CSR as the addition of matters of social and environment into the business actions of companies and to also engage in regular meetings with their respective stakeholders especially the local community (European Commission, 2010). According to Ismail (2009:199), CSR is a method by which business considers the importance of its society by making effort to have an impact on its various stakeholders including its shareholders. This duty of businesses demonstrates that businesses have to obey the law and willingly involve in social activities to enhance the way of life of their staff with the surrounding community where they operate their businesses and the society at large. The

author furthers refers CSR to techniques that enterprises or companies direct their business in a way that is moral and society sociable. In this sense, it involves includes an extent of activities, for instance, working in conjunction with local community, socially fragile hypothesis, making relationship with representatives, customers and their families, and incorporating into activities for natural preservation and manageability. Maon et al. (2009:77) indicate that business must maintain good image and must be ready to adjust to changes that arise in order to main good relationship with their various stakeholders. According to Waiweru (2006:90), organisations operate within the broader context of society. Thus, one has to take into account that society differs and consequently also what they consider as acceptable. Jonkers (2005:20) also supports that corporate responsibility is a 'sharpening idea', a term that attracts consideration regarding a mind boggling scope of issues and components that are altogether identified with the position and capacity of the business venture in contemporary society.

Campopiano & De Massis (2015:526) state that within these CSR topics, business must have respect for local communities customs and participate in projects that will improve the local community life by making donations and sponsorships. Through donations and sponsorship, the local communities' residents will be aware of the business commitment to CSR.

World business council for sustainability development defines CSR as a corporate culture where enterprises or organisations choose deliberately to add to a superior society and a cleaner domain (Goldengate, 2012:4). In the definition given, CSR is based on the following:

- There is a desire from stakeholders that there ought to be proceeded with duty by business to carry on morally.

- That business needs to financial advancement.

- That business needs to enhance the personal satisfaction of the work-drive and their family.

- That business needs to take dynamic part in the change of the personal satisfaction of the neighbourhood society and the general public on the loose.

The question if businesses have social responsibilities to perform or not was a thing of the past. Wixley & Everingham (2010:2) state in their book that at one time, the general view was that business primary aim was to generate fund for its owners; while the interest of its various stakeholders are of secondary importance to the business. Crane & Matten (2010:51) mention

that besides making profit which is the main reason why major businesses exist, they also have a responsibility that extends beyond their bottom line. Welford & Frost (2006:169) concur by stating that businesses are encouraged to behave socially responsibly by attending to the welfare of the society. According to Crouch (2006:1534), corporations are not just passive players with profit maximization motives only but also pursue the interests of the communities where they are located, and the general public.

It is insufficient for organizations to just be responsible to their shareholders in regard of maintaining a feasible budgetary profit for their capital venture. Organisations are progressively anticipated that would demonstrate capably towards, and ought to be considered responsible to their more extensive stakeholders, such as proprietors, staff, communities and society on the loose (Brammer et al., 2012; Jenkins, 2001). Nohria (2010:1) argues that businesses should prove that apart from generating funds for their owners, they also indulge in practices that will be of benefit to communities and society at large.

The government policies on environmental affairs, social and education, compel the private sector to invest some resources back to communities as a way of ensuring sustainable development practices (Hellriegel et al., 2004:125). For this reason, the private sector enterprises invest a sizeable amount of money in community development projects as a way of giving back to the communities in which they operate.

Geva (2008:8) states four categories by which business can interrelate with the surrounding communities and society at large to prove its responsibility. According to Carroll (1999), CSR is the way business performs its duties in order to make profit, abide by law, work according to ethics and provide social amenities. Business responsibilities are well defined by Carroll's four parts CSR pyramid below:

Source: Carroll 1996

Figure 2: Carroll's Four Parts CSR Pyramid

1. The financial duty of a business is to create merchandise and enterprises that society needs and needs at a value that can propagate the business and fulfil its commitments to shareholders.

2. The legal responsibility is to obey the law. Legal responsibility is the laws and regulations businesses must obey. What proponents of CSR argue contend is that this dedication must be understood as a proactive commitment. Mindful organisations acknowledge the standards as a social decent and try activities in accordance with some basic honesty to comply the rules and regulations that bind the society because the organisation is also seen as a corporate citizen. Business legal responsibility is obeying local, national or international laws relating to them, such as:

a. Procompetitive Legislation (Laws regulating competition)

b. Equity and Safety Legislation (Workers Human Rights)

c. Consumer Protection Legislation (Consumers)

d. Environmental Protection Laws (Environment)

3. The Ethical Responsibility to make the right decision notwithstanding when not required by the law. Moral duty incorporates practices that are not by any stretch of the imagination classified into law and may not serve the organization's immediate monetary interests. Business managers ought to act with value, reasonableness and unprejudiced nature, regard the privileges of people and give particular individual treatment when applicable to the business's objectives. This obligation relies upon a sound corporate culture that point of view the business itself as a subject in people eye, with the kind of responsibilities that citizenship routinely includes.

4. The philanthropic responsibility is to be done willingly and it is guided by business wish to willingly contribute socially to the development of its surrounding communities. Philanthropic undertakings include contribution willingly to society without expecting anything in returns.

According to Kok (2016:24), many businesses enhance their corporate duty through generous giving, which ranges from giving cash, administrations, or items to non-benefit associations and foundations. CSR implies each business holds four sorts of commitments and ought to react to them all together of: first the monetary, then the legitimate, next the moral, lastly the philanthropic.

THE TRIPLE BOTTOM LINE

Triple bottom line is a form of CSR ordering business owners not to aim on making money alone but also think of its environment and makes social contribution (Elkington, 1994:96). TBL is concentrated on three perspectives which are: monetary, environment and social. TBL thought requires the duty of stakeholders instead of shareholders with a specific true objective to grow the affiliation's regard. This in like manner involves its benefit, shareholders qualities and its social, human and characteristic capital (Savitz & Weber, 2006). Also, it endeavours to inculcate the ecological and social angles, as well as the financial components. TBL examines three imperative essentials together as ecological and social value and financial accomplishment.

According to Bahadur & Waqqas (2013:23), every business needs to include social and environmental factors into their business; the business need not think only about making profit which is termed 'financial bottom line'. Businesses are expected to be capable to manage risks that are involve in doing business and as well handle the concerns of society

(Henriques & Richardson, 2004:74). TBL is separated into three circles that are interlinked together as appeared in the below figure:
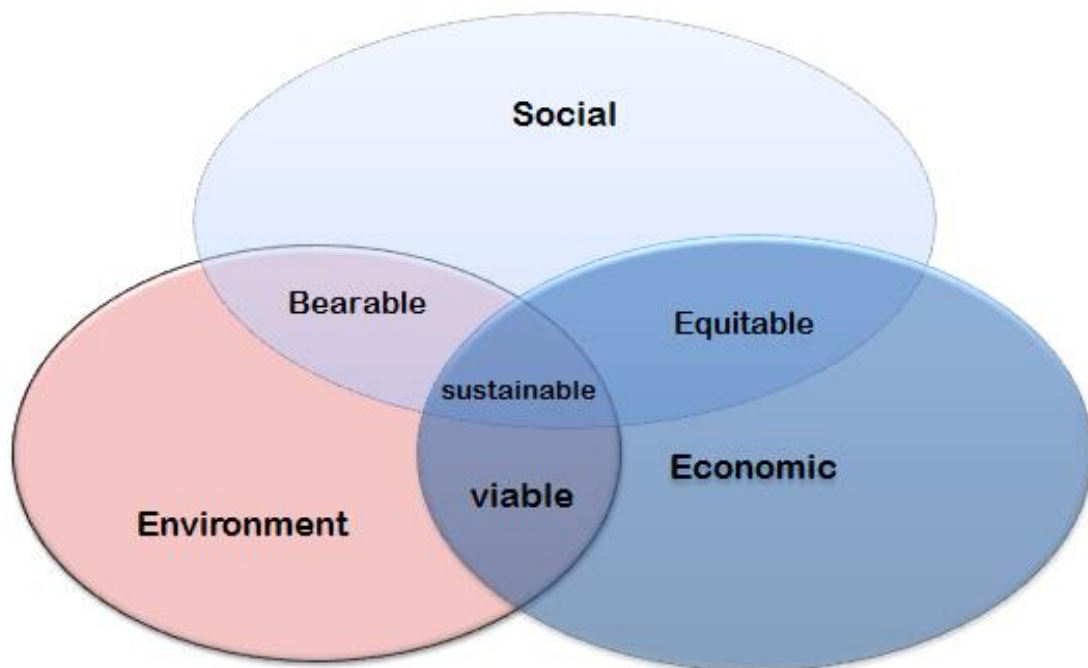
Figure 3: Triple Bottom Line
Source: Henriques & Richardson (2004)

1. Economic: The financial gains alludes to the benefits, cost reserve funds, financial development, and innovative work in an organisation. The benefit viewpoints should be considered by a business as the monetary advantage of the general public. At the point when financial viewpoint is incorporated in social perspective, they concoct equitable business ethic, reasonable exchange and workers' right. TBL does not accept just in the organisational focal points, but rather likewise the social benefits where the morals and practices are mirroring the benefit boost to keep up the social and financial responsibility and have a steadiness amongst monetary and social component. As per the triple-bottom-line concern display, huge organizations have a duty to make strategies for success permitting steady and delayed activity.

2. Social: The social part of Triple Bottom Line alludes to way of life, instruction, community and equivalent open door for all in the general public. The sustainability of business aides towards the improvement of community and society at large. It also takes

account of monitoring the labour, enhancing working conditions and forming relationships with labour (Sharma & Khanna, 2014:15).

3. Environmental: Ecological viewpoint is identified with the upsides of nature so as to maintain the accessible resources. This perspective incorporates the characteristic assets' utilization, natural administration and contamination counteractive action. The point is to do no harm to the earth and control natural conditions and additionally directing and mindfully using vitality and assets, simultaneously diminishing assembling waste and debased materials before transfer so that the earth is protected and it is done legitimately (Schaltegger et al., 2003:543). Environmental economic aspect must be viable according to the above figure. It must cover vitality proficiency, endowments and motivating forces for utilization of characteristic assets so that the natural assets economical also usable for the period to come.

Henriques & Richardson (2004) assert that for companies to implement the TBL concept, they should be prepared to be more proficient and reasonable strategies to oversee business dangers handle the worries of society and recognize new business openings. These three notions direct organization as a taking a premium subject in the gathering and not comparatively as money machine (Gray, 2006:795).

Ismail (2009:202) avers that despite the arrangement of specific administrations by multinational organizations, some host groups are still not happy with the size of advancement activities. The fundamental reason is that they were not counselled before the projects were introduced and their CSR initiatives were not reported accordingly. Community residents claim that non-reporting of CSR activities by multinational companies do not allow them to figure out whether they are dependable and reliable in their corporate dealings.

SHOPPING CENTRE REPORTS ON CSR

Landlords must have a sound community relation with the local community which they choose to operate in. Skinner et al. (2013:271) aver that sound community relations are not built on promises or propaganda; they are the result of mindful approaches and activities that are well publicised. The authors further state that a community relations programme must recognize the organization with the intrigue and welfare of the group. It must comprise of activities that exhibit the organization's genuine acknowledgment of its duty to the general public in which it works.

Questions have been generated over who is best to report CSR initiatives and what is the best method of conveying shopping centre CSR reporting. Public relations professionals as strategic communicators now serve as prescribers of recommended communication strategies to advance the fundamental mission of shopping centres (Ertem Eray, 2016:203). Reynolds (2003:2) postulates that CSR reporting is a management function carried out by public relations, devoted to interacting with local communities with the aim of promoting the interests of the company and its community.

Buhanita (2015:24) claims that theorists like (Sagar & Singla, 2004; Zhang & Swanson, 2006) discovered that PR practitioners are often responsible for CSR work in organisations. The author maintained that PR as communication management between the organisation and its publics have a crucial part to play in CSR activities of organisations and communicating (reporting) it to the publics to achieve efficient relationships.

Gabriel & Koh (2016:470) are of the same opinion; they see PR as management function where the practitioner serves as an intermediary by communicating CSR initiatives of an organisation to its constituents.

According to Bebbington et al. (2008:337), CSR reporting can take many structures however most ordinarily alludes to the scattering of data announced in either yearly reports and records bundles (counting both wilful and obligatory data) or remain solitary reports, which are more often than not, yet not generally, deliberate. Fisher et al. (2001:194) opine that society by and large appends high significance to associations that are focused on announcing their socially dependable standards and exercises.

CSR Reporting (CSRR) is defined as a way an organisation communicates its social and environmental activities a specific intrigue aggregate inside community and to society on the loose (Gray et al., 2001; Campbell, 2004). According to Nwagbara & Ugwoji (2015:79), CSR reporting can be considered as an apparatus that permits a partnership to react to partners who always guarantee straightforwardness and responsibility from them, in order to figure out whether they are dependable and reliable in their corporate dealings. Visser (2013:11) also states that CSR revealing means corporate detailing (revelation) on its CSR exercises that are not managed by law. Visser (2013:11) adds that CSR reporting is a think, opportune, and formal arrival of wilful or required information about the social activities of an organisation. It should be noted that companies, especially multinational corporations are increasingly publishing their CSR Reports (Cooper & Owen, 2011; Bebbington et al., 2008).

According to a recent KPMG Survey, 95% of the 250 biggest organizations on the planet reported on CSR in the year 2011 (KPMG, 2011). Corporate Responsibility (CR) reporting is not without its pundits; a few people say these reports are an exercise in futility and cash. Some trust that they are dull to the point that nobody could try to peruse them. While others consider them to be vehicles for corporate green wash; an open door for organizations to overstate their social and natural certifications with no veritable aim to change. Also some in the corporate world see the creation of these reports as excessively intricate and a dubious return on investment.

According to Pedersen et al. (2013:359), most reports on CSR are often not easily read by stakeholders. The authors emphasized that landlords ought to use simple languages in order to impart information in a more edible and make it be of interest to their various stakeholders, especially the local community. De Boer concludes that it is not an argument for not reporting at all. Nwagbara & Ugwoji (2015:81) state that the point that is being missed by individuals who make these reactions is that in the 21st century, CR reporting is and should be a vital instrument for landlords to manage their businesses. CR reporting is the procedure by which shopping centre landlords can accumulate and investigate the information it needs to make long time esteem and flexibility to ecological and social change. Scott (2008:67) concurs that it is basic to persuade financial specialists that business has a future and he emphasizes that through CSR reporting this can be achieved.

Juscius et al. (2009:90) state that the two primary reasons that prompted to developing CSR reporting are the expanding weights of different stakeholder groups and the developing mindfulness by organisations (shopping centres) that open information on the executed social and natural activities is useful for business. Idowu & Towler (2004:422) also agree that one reason for CSR reporting is the stakeholders' entitlement to think about the organization's commitment to the betterment and development of the community which it operates and society at large. Idowu & Papasolomou (2007:139) coincide that the stakeholders of now are educated and very inquisitive; they want to know how responsible an organisation is before investing their money in it.

According to Chiu & Sharfman (2011:2), multinational companies are inspired to embrace various types of socially dependable activities and furthermore impart these activities to accomplish high deceivability. The authors aver that high prominence can be achieved by responding to the continuous monitoring of the society in which they operate their businesses,

and their various stakeholders. Shopping centres that are owned by multinational companies spend a lot of money and time in disclosing information on their social and environmental initiatives to the general public (Gamerschlag et al., 2011 in Campopiano & De Massis, 2005:511). Perrini (2005:615) concludes that landlords must demonstrate their dedication to CSR reporting by giving clear and veritable facts and information to their various stakeholders.

As per the stakeholder point of view, CSR reporting is seen as a major aspect of the discourse between the landlord and the stakeholders (group), while CSR is viewed as a moderately effective method for arranging connections with the local community (Young & Marais, 2011:16).

Shopping centres and organisations generally are pressurized to report their CSR activities by rating agencies and financial organisations such as the stock exchange. This varies in different countries. In specific nations, one of the necessities for organizations willing to exchange their shares on the stock trade is to get ready CSR reports (Gao, 2009:265). A case is Paris Stock Exchange (PSE) and Johannesburg Stock Exchange (JSE).

CORPORATE SOCIAL RESPONSIBILITY REPORTING STANDARD

According to CorporateRegister.com, there are many CSR revealing measures, however the three most broadly perceived recorded are: Global Reporting Initiatives (GRI) G4 norms, Accountability's AA1000 Series, and the United Nations (UN) Global Compact's Communication on Progress (Koerber, 2009 in Tschopp & Huefner, 2015:566).

Global Reporting Initiatives

Global Reporting Initiatives (GRI) was envisioned by non-profit CERES, with the support of the United Nations Environment Programme (UNEP) in 1997. The first version known as the 'exposure draft' of the Sustainable Reporting Guidelines was published in 1999, followed by the full version release at the World Summit for Sustainable Development in Johannesburg (South Africa) in the year 2000. The third version is named G3 and was published in 2006 (Chatterji et al., 2015:186). The recent version is the G4 which propelled in May 2013 and has been re-examined and upgraded to meet up with the current and future trends in sustainability reporting. GRI rules offer Reporting Principles, Standard Disclosures and an Implementation manual for the arranging of Sustainability Reports by affiliations, paying little regard to their size, part and territory (GRI, 2014).

AccontAbility's AA1000 Principles

The AccountAbility principle for supportable improvement initially showed up in the AA1000 AccountAbility Framework Standard distributed in 1999 and incorporates the AA1000 Principle Standard, AA1000 Assurance Standard, and AA1000 Stakeholder Engagement Standard. The AA1000 Principles was developed in 2008 to help organisations of different sizes build a good CSR reporting system (AccountAbility, 2015). The AA1000 helps in presenting the processes an organisation ought to take after to report appropriately on social and natural issue. It doesn't give a markers, measurements or execution models not at all like GRI. It concentrates on the procedures of detailing and evaluating, as opposed to on the particular substance in the report. The Assurance Standard gives the rule that ought to be taken after to legitimately review or audit a CSR report. The Stakeholder Engagement Standard gives direction on what constitutes quality accomplice engagement and on the most ideal approach to assess that quality. The standards of straightforwardness, responsiveness and consistence are advanced inside the AA1000 measures (Tschopp & Huefner, 2015).

The United Nations Global Compact's Communication on Progress

The Global Compact was set up in 2000. It relies upon 10 guidelines that it is made plans to progress to a constrained degree through the COP, the specifying portion of the UN Global Compact. The Communication on Progress (COP) is much of the time the most unmistakable articulation of a member's dedication to the Global Compact and its standards. The Global Compact network is currently comprised of over 8000 companies and 4000 non-businesses members (UNGC, 2015). The COP does not have an institutionalised arrangement, but instead it must encompass an official articulation with support for the Global Compact, portrayal of down to earth moves made to actualize the Global Compact standards, and estimation of present or expected results.

There are no standards a foundation needs to take after to show that they have executed the 10 standards; yet the UN prescribes an organization to take after a guarantee – framework – action way to deal with announcing. They can exhibit responsibility through a composed explanation. The UN Global Compact urges foundations to distinguish execution pointers that identify with each of the 10 standards. Foundations can pick markers or measurements that they feel are most illustrative of their general execution and they are urged to impart their COP to their accomplices through their CSR report or in an alternate CSR report or in a different CSR report.

SUMMARY

This section explored the concept of CSR and has dealt in detail with the roles expected of landlords of shopping centres. Stakeholders of shopping centres, especially the residents of the local communities where shopping centres are located, expect landlords to make a meaningful contribution to the development of the community where they operate their businesses. They expect the landlords not to maximize profit for investors only but to take back a portion of their profit to the community where they operate their businesses. The use of triple-bottom line is advice for the landlords in their CSR initiatives. This section has been able to make use of Carroll's four pyramids in explaining the responsibilities of landlords to the local community. The section also presents in detail the expectations of various stakeholders to CSR reporting by the multinational companies who operate their businesses in their locality. Rating agencies such as GRI, AccontAbility's AA1000 Principles and The United Nations Global Compact's Communication on Progress are extensively discussed.

The next section will focus on the objective which examines the *form of interest* which landlords of shopping centres have with their tenants and the local community within which they operate. It seeks to understand why conglomerates would want to invest in a particular community. Is it a purely economic decision? Or is the decision of a humanitarian nature?

SECTION C: Communication for Humanitarian Development

INTRODUCTION

This section is based on the objective which examines the *form of interest* which landlords of shopping centres have with their tenants and the local community within which they operate. It seeks to understand why conglomerates would want to invest in a particular community. Is it a purely economic decision? Or is the decision of a humanitarian nature? This section uncovers literature of this nature.

The convenience of shopping centres play a major role by drawing various customers to all the tenants located in the centre. The patrons find it convenient because of the presence of many tenants under a room. The customers could make their purchase once at the centre. It is convenient for customers because it offers different kinds of product and services that cannot be found by operating in isolation (Levy & Weitz, 2009:201). Many stores both anchor and small business are found in a shopping centre and this appeals more to more customers than if

the stores were situated in a different location. Most shopping centres are not far to where most of the patrons live, this gives the opportunity for frequent visit.

The significance of strip malls as a retail store is dominant in our society, yet little is thought about how CSR activities can be utilized to support and develop the community in which these strip malls are found. Malls are where retail shops are located and retail trade that takes place through them cannot be quantified (Oppewal et al., 2006:261-262).

Landlords together with their tenants (retailers) should contribute to CSR activities that aim towards community development. Some of these are privately situated; others expect to profit the bigger community. There is often an interdependent relationship between landlords, tenants and the local community, especially in smaller communities. Landlords and tenants rely on patrons from the local community to generate hence have an immediate enthusiasm for community improvement (Besser & Miller, 2001:222).

This section discusses the interrelationship of landlords of shopping centres with their tenants and the local community where they operate their businesses. It expatiates on how they all depend on one another for smooth running of business and provision of basic household goods. The tenant-mix in shopping centres as well as how landlords use CSR initiatives for humanitarian development is discussed.

INTERRELATIONSHIP OF LANDLORDS, TENANTS AND COMMUNITY

Shopping centres are established by landlords primarily for economic purpose. This purpose cannot be achieved without a good inter-relationship between the landlords and their tenants, landlords and the local community, tenants and local community. A sound relationship must be built for the success of the centre.

The figure below explains the relationship among the landlords, tenants and the local community.

Figure 4: Interrelationship of Landlords, Tenants and Community
The Researcher

Local community residents (consumers) influence the agendas of shopping centres' landlords. The landlords of shopping centres depend on their tenants to pay rent, while the tenants depend on local community residents to purchase goods from their stores and the local residents depend on the tenants for the provision of their basic needs (North & Kotze, 2004:35). The local community residents socialize with friends and family in the shopping centre, hence, more people patronise the centre and the tenants as well.

The landlords of shopping centres collect rent for the space lent out to their tenants; they depend on this rent to maintain and sustain the centre. The money paid by tenants for shop rentage is what serves as income to the landlords and as well used to cover expenses on various operations. Retailers in the centre as well offer goods and services ot various patrons of the shopping centre. They also use part or a certain percentage of this rent to engage in CSR activities. Landlords, together with their tenants are to demonstrate CSR initiatives in order to appeal to consumers to patronise the centre.

According to Turner (2010:8), a better relationship can be built between the centre, tenant and the local community patrons through CSR activities. The author further states that CSR performer will influence store preference and bring more consumers to patronise the centre.

Support for local causes; may have a more positive effect on focus inclination than support for national or worldwide causes; this will be accordingly of the advantages collected to the neighbourhood. Piercy & Lane (2009:342) posit that CSR initiatives become a key element in managing-consumer relationships and also a significant channel for building consumer loyalty. Pirsch et al. (2006:133) postulate that such relationships that exist between the landlords, tenants and the local community are considered as social trades in which customers give positive input to the involvement with a socially capable.

The landlords of shopping centres cannot do without the support of their tenants; most times different types of tenants will be charged different rentals, according to the amount of rental floor space they occupy. Anchor tenants generally pay a lower rent per m² than other tenants because they rent much larger areas which would be unaffordable at higher rentals. Anchor tenants are usually required to sign longer leases than local tenants (Grewal et al., 2012:4). Small businesses pay higher rental rates per m² than anchor tenants, sometimes they pay four or five times more for smaller spaces in more prominent areas of the centre. The landlords of shopping centres try as much as possible to retain their anchor tenants for the continuing success of the centre.

It is of high priority that the relationship that exists between landlords, tenants and the local community should be maintained for success of the shopping centre.

LANDLORDS' AND TENANTS' RELATIONSHIPS

Landlords can communicate with their tenants with the use of internal communication tools (Cloete, 2010:616). According to Hirsch (2010:83), tenants in a shopping centre are grouped into small business tenants and anchor tenants. Small business tenants are increasingly recognised in South Africa, especially the ones that have the potential to grow. Ligthelm (2002:17) posits that small business tenants play a major part in the economy and provision of social amenities in South Africa. Small businesses provide employment and because of this, it is patronised by the populace and make meaningful contribution to the growth of a nation economic. Levy & Weitz (2009:117) state that competition within shopping centres is a thing of concern to small business tenants to contend with anchor tenants.

Small businesses are at a competitive disadvantage when it comes to benefit they get in examination with that of the substantial anchor tenants. Ligthelm (2008:38) claims that small retailers in shopping centres are not found in the strategic locations of the shopping centre. It

is believed that anchor tenants have always been the choice of the management. The author claims that best spaces are allocated to anchor tenants, leaving the small business tenants in the remaining spaces available (Ashley, 2009:33). According to Levy & Weitz (2009:201), shopping centres have some disadvantages despite the fact that they provide a convenient site to trade for businesses. The rentage money that are charged by shopping centres are comparatively higher when will compare to stand alone shops and this generates problems for both anchor and small business tenants because it will reduce the profits they realise considerably. The fact that landlords may specify hours of trading and may dictate the design in which shops owners to adopt often restrict the tenants to actually come up with innovations. The authors further state that rivalry inside some strip malls can be extraordinary. It might be troublesome, particularly for little strength stores, to contend specifically with bigger retail chains.

Regardless of these challenges, numerous independent ventures found that the upsides of situating in malls far surpass the impediments. That is the reason why small businesses are competing with anchor tenants for space in shopping centres.

An anchor store is as a big store that has good reputations and uses this reputation to increase the movement of shoppers at or near its location (Levy & Weitz, 2009:200). Damian et al. (2011:457), Anchor stores are departmental stores operating in a shopping centre whose purpose is to considerably attract more customers for continuing patronage. The authors further state the features that are typical of anchor tenants as follows:

- Large (It is generally above 600 square metres in size)
- National or International branches (Consumer response is high because of constant awareness programmes indulge in)
- Contributes fundamentally to movement flow to the mall (particularly produces footfall)
- Has far reaching advance (it would exchange effectively as a solitary unit)
- Low rent charges (typically enjoys a favoured position as to lease and administration charges).

It is generally accepted that particular anchor tenants' presence will drive traffic (customers) to visit shopping centre which will increase sales and as well generate funds for the small business tenants (Ibrahim & Galven, 2007:242).

Shopping centres' landlords are well aware that for the centre to generate funds they need the presence of anchor tenants and this contributes to the reason why anchor tenants enjoy appreciate rents that are far less per square meter than the littler autonomous retailers (Pitt & Musa, 2009:42). Levy & Weitz (2009:200) postulate that the small business retailers do not have as much cash to pay as the anchor tenants, yet the landlords see no reason to reduce the fees they charge. This results to small business tenants paying a considerably higher renting charge than the anchor tenants. Landlords are utilizing this technique to bait the well-established anchor tenant into their malls.

Ibrahim & Galven (2007:242) state that the importance of both anchor and small business tenants is paramount in attracting customers to the shopping centre. The combination of different kinds of tenants in shopping centre will build a good reputations and it will increase the flow of shoppers to the centre.

Landlords ought to understand that every one of their shop occupants must be dealt with as esteemed clients and that it is critical that the occupants' needs ought to be met (Pinder et al., 2003). A decent relationship between the landowner and the inhabitant is imperative for the achievement of a mall and the accomplishment of an individual occupant. According to Roberts et al. (2010:599), landlords need to ensure they retain their tenants, as it is more expensive to get new tenants. The authors profess that the tenants who are well treated are likely to be devoted and trusty to the landlords.

Landlords are recognizing the benefit of measuring and benchmarking the level of administration quality as a strategy for holding occupants at their properties (Harmse, 2014:70). Measuring administration quality can help landowners to recognize the territories that can give them a focused edge and those ranges that should be enhanced. It is along these lines consistent that proprietors in strip malls should be proactive in the range of administration quality.

It is evident that the accomplishment of individual inhabitants and the achievement of a strip mall in general are reliant and improved by the collective cooperation generated by the tenant mix (Damian et al., 2011:471). Levy & Weitz (2009:200) maintain that management needs

to adjust and change their tenant-mix technique in light of outside powers. They ought to likewise remember that periodic incremental changes may likely require for maintenance and image positioning of the centre. Landlords should understand the essentialness of rendering great quality support of every one of their inhabitants and keeping up a decent relationship with them will enhance the success of the shopping centre.

Bozdo et al. (2013:22) opine that shopping centres having different tenants-mix blend under one rooftop satisfy distinctive requirements at a similar place; it will enable consumers (shoppers) to locate their various shopping needs under one roof. The authors further state that the aggregation viability can accumulate a considerable measure of footfall with various practical shopping needs to the strip mall and afterward produce other passionate shopping requirements for individuals at each shopping event. If this happens, it would invariably result in supporting several stores.

Landlords need to assist the store units with amusement alternatives; for example, children's zone and resting corners keeping in mind the end goal to make the enthusiastic association and to better serve the patrons.

Snyders & Cloete (2010:331) state that customers are more likely to frequent a centre that has some form of entertainment such as movie theatre, fashion show and café. The presence of these forms of entertainment would entice more customers to various tenants' shops within the centre.

An ideal tenant mix would generate or create a specific image for the centre and provide the maximum return on investment for the landlord. A good tenant mix would provide a win-win situation to the landlord, as well as the tenants and the local residents (Howard, 2007:665).

Landlords are demonstrating more ability to connect with their inhabitants (retailers) and enhance correspondence with them keeping in mind the end goal to ensure their strip mall resources. According to Yuo et al. (2003), the interactive forces among tenants can be utilized to maximize profit for the whole shopping centre. Yiu & Xu (2009:525) affirm tenant mix to be the cluster of retail/ service providers in shopping centres.

TENANT MIX

Tenant mix is defined by Snyders & Cloete (2010:334) as a location of stores within a retail complex according to space, price points, and mutual relationships. Levy & Weitz (2009)

also refer tenant mix as the presence of a range of stores (anchor and small business) in a shopping centre that are ready to perform for the centre progress as well as for individual success. Kim (2000:598) supports that the plan for the merchandise element would be focused on tenant mix in a shopping centre environment.

ICSC (2002) defines shopping centre as a cluster of numerous retailers (tenants) in a group of buildings as a unit. According to this definition, the cluster of retailers in a shopping centre is well planned and managed by centre management. The interactive forces among tenants can be managed to maximize profits for the whole centre. Kim (2000:598) asserts that tenant mix objectives would be to achieve benefits for the shopping centre landlords, the tenants as well as the local community residents. In as much the combination of tenants makes a unique support to the shopping centre, the number of patrons will increase. It is believed that an ideal or balanced tenant mix would establish a good image for the centre, and invariably attract more shoppers to the centre.

According to Turner (2010:7), researches have proven an increase in the number of consumers who see reasons as to why local shopping centre should engage in provision of social responsibility activities. The author further argues that the effectiveness of traditional marketing mix activities can be limited if the landlords of shopping centres are not performing in terms of CSR.

CSR FOR HUMANITARIAN DEVELOPMENT

Shopping centres are part of communities in the sense that the local community residents spend lot of their time there (Walker, 2008:121). Because of this location, a relationship is developed between the community and the landlord. Malls owned by multi-national companies are being looked to, to be good corporate citizens and are considered to be providers of Corporate Social Responsibility (CSR) initiatives that assist in community development.

The concern of multinational companies for the humanitarian problems must be paramount. According to Maresca (2009:79), humanitarian issues are developing, while the budgetary assets to manage them are diminishing. In the meantime, the private part stays by a long shot the world's biggest allocator of assets. It is the world's vital motor for financial improvement. They are in charge of formation of job creation, the instalment of duties and the disposal of neediness. About $1 trillion of new wealth is made every year by the private business, and the

greater part of the world's 100 biggest economies are upheld by organizations. On the off chance that the world is to be prepared to meet its helpful needs, it must tackle the assets, vitality and imagination of the private sector (Wenger & Msckli, 2003:17).

The government policies on environmental affairs and education compel the private sector to invest some resources back to communities as a way of ensuring sustainable development practices. For this reason, the private sector enterprises invest a sizeable amount of money in community development projects as a way of giving back to the communities in which they operate their businesses. Jose et al. (2012) aver that community residents' demand on CSR is a paramount motivator for business to perform social duties towards the community in which their business is operated. Lii & Lee (2012) postulate that CSR reacts to shopper desires, enhances corporate execution and notoriety.

Corporate Social Responsibility (CSR) in community affairs can take the form of creating employment for the local community, development of infrastructure, and funding or partnering with organisations that do so for the development of societies and alleviating poverty (Dunfee & Hess, 2000:95-96). Multinational companies have a bigger role to play as they need to address issues that have dramatically affected the eventual fate of community and society at large (Chan, 2014:7). One activity that organizations regularly take part in is corporate magnanimity which alludes to direct commitment by an organization to a philanthropy or cause, frequently as money gifts, gifts as well as in-kind administrations (Kotler & Lee, 2005:144). Being a decent corporate resident additionally includes saving the earth and diminishing the destructive effect the organization and its store network make in the community where they operate their businesses.

As ecological issues and a worldwide temperature alteration turn out to be more serious, expanding quantities of organizations have made duties and take activities by consolidating natural measures and procedures into their business hones. A few exercises incorporate taking part in natural tasks, using sun oriented power, diminishing materials for bundling, executing a reusing program, changing to utilize renewable vitality sources, and numerous different sorts of green strategies (Creel, 2010:.2). Crane & Matten (2005) have recommended that companies can straightforwardly take part in societal administration, at first inside their own particular limits as well as by implication, connecting with more extensive society. Eweje (2006:97) posits that multinational companies might be approached to accept included obligations where different on-screen characters, including governments,

don't or can't complete basic obligations for the upliftment of the community and society all in all.

CORPORATE COMMUNITY RELATIONS

Williams & Zinkin (2008) argue that when a company gives back to the community where it operates, a sustainable development practice is ensured. A sustainable development refers to conducting business in a manner that protects the natural environment while making economic progress (Hellriegel et al., 2004:125). According to United Nations' World Commission of Environment and Development (WCED, 1987:43), sustainability development is the change that addresses the issues of the present without exchanging off the limit of future periods to address their own particular issues.

The idea of supportable improvement can be grouped in an extensive variety of ways. According to Kamara & Kargbo (1999:109), a core approach is one that plans to make an adjustment in contending requirements, for example, association familiarity with the natural, and social and financial confinements we confront as a general public. The authors stress that development is driven by one particular need and it has to consider the future impact.

Sustainable development can be viewed from different levels. Newig et al. (2013:2979) assert that at whatever level, includes an essential or neighbourhood ability to start, oversee and pay for change. This limit is measured by the capacity for: basic leadership and critical thinking, arranging and programming in light of issues, and assets to do projects and exercises

Harris (2000:15) avers that sustainable development is regularly observed as having a three-prong nature which incorporates financial, social and ecological. The author emphasizes that sustainable development is a way of enhancing human improvement through addressing essential needs and making naturally capable development that will take into consideration a superior conveyance of assets to all people

SUMMARY

Shopping centres are established by their landlords for humanitarian purposes, they intend to affect the lives of the community residents where their businesses are located in. So doing, they engage in CSR initiatives to benefit the residents as well as to make a meaningful contribution to community development. This section has dealt in detail with the relationship

between the landlords, tenants and the local community. It also explained how landlords make use of tenants mix to the advantage of the community local residents. This section further explains how landlords use CSR initiatives for sustainable development of the community where their businesses are located.

SECTION D: Shopping Centre Impact on Community
INTRODUCTION

This section is based on the objective which looks into the pros and cons of developing a shopping centre in a community. The impacts of shopping centres on local community development are presented. It also deals extensively with local consumers and the effect of CSR initiatives on the local community. Apart from the economic purpose of establishing a shopping centre, impact of a shopping centre on how it affects the lives of residents in and around the community in which it is located. A successful shopping centre needs to give a positive degree of profitability and support the retail exercises of its occupants (Urban LandMark, 2010:18). Landlords of shopping centres are responding to expanded weight to enhance their effect on the group where they work their organizations and society as a component of a more prominent mindfulness and thought of corporate social obligation (CSR) concerns Be that as it may, while a huge minority of shoppers are possibly affected by such activities, just by a wide margin a minority of South African purchasers today are moving their purchasing choices thus. For a few, this is to a great extent concentrated on corporate magnanimity, allotting impromptu gifts to particular groups or causes. For the rest, there is basically no purchaser weight today to change, with most purchasing choices concentrating on value affectability alone (PWC, 2012:17).

South African communities have experienced revolutions through the establishment of shopping centres in different communities. Public and private sector investment in South African communities has expanded and recharging has occurred (Ligthelm, 2008:37). It is evident that these strip malls are performing outstandingly well from their yearly pay, exchanging densities, low opportunities and the expanded enthusiasm by national occupants in moving into different communities. This section presents some of the negative and positive impact of shopping centres on local community development.

SHOPPING CENTRE OVERVIEW

Shopping centres as retail establishments has been in existence for more than 50years and have been contributing extensively to the economy of South Africa. Shopping centres became a part of daily urban life; it is a place where people work, do their shopping and spend time with family and friends. According to Gehl (2007:3), the location of shopping centres within communities has changed the economic landscape for many stand-alone housed businesses. The shopping centre concept has caused many businesses to relocate. This brought about a convenience to shoppers and at the same time business owners have benefitted from increased sales since they are now under one roof.

Tustin & Strydom (2006:48) indicate that shopping centres are not only a retail environment for consumers; they are also a type of public space where people meet one another. Shopping centres have become a preferred social space where people come to hangout, especially the youth who seize this opportunity to spend time and socialise with friends.

According to DeLisle (2007:3), shopping centre has attracts different names, these identities include the followings: centres, commons, shops, strips, promenades, outlets, parkways, squares, super centres, crossings, hybrids, and lifestyle centres. Pitt & Musa (2009:43) posit that the size, type and characteristics of strip malls are unpredictable because of the way that the business has developed to the degree that the current groupings are no longer sufficient.

SHOPPING CENTRE CLASSIFICATION

DeLisle (2009:5) avers that there are criteria to be considered when classifying shopping centres; such criteria are:

- Size: The centre size/- and or size of the land area is commonest in a shopping centre classification. A clear definition of what is included in the centre is important; whether it refers to gross area of space or the space occupied by tenants. It must be well stipulated whether space occupied by non-retail tenants such as governmental agencies and non-profit entities like libraries and schools, is included or not.
- Shopping centres feature a variety of goods and service providers: Thus, classification can include such criteria as the number of anchors, the nature of anchors (departmental stores, variety stores, and specialty stores), the price point they represent and the customer base they serve. Total number of tenants must be

measured in addition to anchors. The ratio of anchor tenants to small business tenants must also be measured.

- Location: This varies in different countries. In some countries, centres are classified as to their locations including urban core, suburban or rural. They are classified whether they are a part of a larger trade area. Some systems include locational attributes including airports, resorts, villages or district.

- Market positioning or themes strategies: This may be included by some systems when classifying centres. Some common themes include: entertainment-oriented centres, lifestyle centres, convenience centres, value centres, outlet centres, power centres and other recreational centres. Some centres may be targeted toward a particular ethnic group using price, value and amenities to differentiate the target group.

- Design: Centres are grouped into open-air and enclosed categories. Other design features such as shapes, location of anchors and number of stories are also used to classify centres. Some systems also classify a centre based on quality of design.

Weltevreden & Rieterbergen (2005:70) state that shopping centres are complex. The complexities of shopping centres are regarding size, sort and attributes. They add that the the arrangements of strip malls have frequently been mistaken for their personalities. This is because of the way that the business has developed and advanced so much that the current characterizations are no longer satisfactory.

According to Prinsloo (2010a:74), retail classification is subject to change in as much the retail sector of the economy keeps changing. Nevertheless, the changes do not affect the business of shopping centre. It still keeps expanding as there is increase in the demand of consumers for consumable goods. The Urban Studies (2012) provide statistical information about the Shopping Centre Classification, 2011 which is illustrated in the below table:

Shopping centre Classification	Shopping centre Size	Number of centres In SA
Neighbourhood Centre	Under 10.000m²	886
Community Centre	10,000m²-30,000m²	432
Small Regional Centre	30,000m²-50,000m²	58
Regional Centre	50,000m²-100.000m²	40
Super Regional Centre	Over 100,000m²	8

Source: The Urban Studies (2011)

Table 1 Shopping Centres Classification 2011

TYPES OF SHOPPING CENTRE

Dennis et al. (2002:357) assert that shopping centres may be distinguished according to their functionality, their location and other physical criteria. The functional criteria include the product mix of the centre as well as the typical anchor tenants and tenant mix. Location criteria include factors like the accessibility of the centre, the extent of the trade area and the total population residing within the trade area. The physical criteria include features such as centre size, number of shops as well as the size of the site on which the shopping centre is located.

Neighbourhood Centre

Neighbourhood shopping centre is generally a straight-line strips centre with a grocery store as anchor, sometimes a drug store and other small retailers (Prinsloo, 2010:9). It offers to shoppers in the immediate neighbourhood, convenience items such as laundry, hair and nail care, mail and package stores and gift items. According to Rousseau (2007) the neighbourhood shopping centre is a small mall that accommodates shops that deal in clothing and food supermarket as its core. Prinsloo (2010:11) provides the three basics role and functions of neighbourhood shopping centres as follows:

- A well accepted eateries
- Convenient parking space
- Very good micro location; offering free access for inhabitants from the encompassing rural areas.

Community Centre

Community shopping centre is described by Foreman (2003:91) as a mid-sized centre which would offer a limited range of comparison goods in addition to the range of convenience goods. Clothing and general supply shops can be found better in a community centre. The design is for a mixture of retailers and food services established with high convenience factors for a market area radius of 5 to 10 kilometres. According to Prinsloo (2010:16), the community centre role is to fulfil the requirement for shopping offices between that of an area and territorial. Prinsloo emphasizes that community centres have been playing substantial roles in local community areas; it reduces the cost on transport/taxi (Cloete & Skinner, 2010).

Most community centres are situated on central roads that which are reachable to the local dwellers and a number of neighbouring communities that are located in the community. Examples of such centres are: eSikhawini Mall in eSikhawini, Goodwood Mall in Cape Town and Rustenburg Plaza in Rustenburg.

Small Regional Centre

These focuses are to fulfil the necessities of the more extensive community and to offer a superior inhabitant blend than the community focuses. Pitt & Musa (2009:42) state that these centres have ability to draw patrons from within and outside the community in which it is located. According to Prinsloo (2010:25), small regional centre is always having one large supermarket with the average shop occupants being Pick n Pay and Shoprite/Checkers and Shoprite/Checkers. The variety of stores available at small regional centre makes it able to meet with the various needs of the local community and the surrounding communities. According to Mall guide (2014), an example of a small regional centre within Umhlathuze municipal, and which forms part of this study is-Sanlam Centre in Empangeni with 34 364 square metres of retail space and 101 stores.

Regional Shopping Centre

Regional Shopping Centre is defined by Berman & Evans (2010:283) as an extensive, arranged shopping office speaking to a geologically scattered market. Foreman et al. (2003:88) posit that this centre type gives general stock and administrations in full profundity and assortment. Local focus is normally encased with an internal introduction of the stores associated by a typical walkway; and stopping encompasses the outside border. The part of

these focuses is to fulfil the requirements of an expansive territory. The solid workforce in the prompt region of the centre is an added support for the centre.

Regional centres vary in sizes; there are usually two large supermarkets that measure above l 3 500 square metres. Each or one extensive general store of 8 000 square meters are the anchor tenants (Berman & Evans, 2010:283). Richards Bay Boardwalk Inkwazi Shopping Centre of over 65 000 square meters of retail space and over 160 stores is an example of regional shopping centre and it forms part of this study.

Super Regional Centre

A super regional centre is bigger in comparison to regional centre. It comprises more anchor tenants. It is able to attract more customers because of its larger size. Levy & Weitz (2009:201) state that these centres cater general population as they also attract tourists from within and outside the country. According to Pitt & Musa (2009:43), various kind f tenants can be found in super-regional centres. Also, quality of services provided by the centre are most time superb when compare to other types of shopping centre. Prinsloo (2010:30) claims that these centres are characterised by the most stretched out conceivable occupant blend with no less than six stay inhabitants that incorporate staple goods, garments, family merchandise and stimulation. The primary concentration of this sort of focus is an extensive variety of stimulation offices, and to give the most recent patterns in all retail items and classifications.

The retail trade in South Africa has come to developed stage. According to Prinsloo (2010:19), the influx business (national and international) has led to the growth in the industry. South African retail industry is dominated by major key players; these key players mainly are anchor tenants in most of the shopping centres. They draw customers to the centres and this has led to the advantage of small businesses owners as well as the shopping centres. Below are few of the lists of these key players in the industry:

KEY INDUSTRY PLAYERS

Significant retailers in the nation retail industry include: Edcon Pty (Ltd), Pick n Pay Holdings Ltd, Spar Group Ltd, Woolworths Holdings Ltd and Massmart Holdings Ltd. According to Deloitte (2015:11-16), in the 2013 Global Power of Retailing report, the nation's main five retailers were positioned in the worldwide main 250 retailers. Shoprite was positioned 107th in the retail deals rank, Steinhoff International Holdings Ltd (128th), Pick n

Pay positioned (148th), Spar Group (174th) and Woolworths (239th). The top five retailers are over-viewed below:

Pick n Pay Holdings Ltd

Pick n Pay is one of the biggest Mass Grocery Retail (MGR) organizations in Africa with a piece of the pie of 30 percent in South Africa. Pick n Pay Integrated report (2015) reveals that the group operates in the retail sector in South Africa and six other South African countries of Namibia, Botswana, Zambia, Swaziland, Zimbabwe and Lesotho. Additionally, Pick n Pay owns a 49 percent share of Zimbabwean supermarket business, TM Supermarkets. It has 1 242 stores, of which 116 stores are outside South Africa and are supplied by more than 7 000 suppliers. It employs over 70 000 people (Pick n Pay Integrated report (2015).

Shoprite Holdings Ltd.

Shoprite group of companies is the African biggest nourishment retailer, with a piece of the overall industry of 30 percent in MGR. The organization works 1 751 corporates and 360 establishment outlets in 15 nations over the sub-Saharan Africa. The Shoprite Group utilizes 132 942 people and the achievement of this business is an aftereffect of the aggregate exertion of this huge staff constrain (Shoprite Integrated Report, 2015:22). Large portions of Shoprite stores are situated in a third-world condition, yet they convey a first-world shopping knowledge. This accomplishment was a consequence of created culture of brilliance and institutional HR forms that are vigorous and successful.

Shoprite Holdings Ltd involves the accompanying substances: The Shoprite Checkers grocery store aggregate, which comprises of 541 Shoprite markets, 33 Checkers Hypers, 333 Usave stores, 374 OK Furniture outlets, 33 OK Power express stores, 12 OK Furniture Dream stores, 52 House and Home stores, 176 MedRite Pharmacies and 293 Liquor shops (Shoprite Integrated Report, 2015:22).

Spar Group Ltd.

The Spar Group is the third biggest MGR by piece of the pie, with a share of roughly 26 percent. Fight has the most stores in urban local locations in South Africa. It works seven supply scenes and one Build it dispersion focus. The distribution caters for 1 935 independently owned SPAR, TOPS at SPAR, Build it, Pharmacy at SPAR, TOPS at SaveMor stores in Southern Africa. The group operates in South Africa, Mozambique, Zimbabwe,

Swaziland, Botswana, Namibia, Lesotho and Angola and recently in the Republic of Ireland and South West England (Spar Integrated Report, 2015).

Woolworths Holdings Ltd

Woolworths South Africa, situated in South Africa and working crosswise over 11 nations in sub-Saharan Africa; David Jones based and working in Australia and New Zealand; and in addition Country Road Group situated in Australia and exchanging Australia, New Zealand and South Africa. At the end of its financial year in 2016, Woolworths Holdings employed 43 140 people and had 1 395 stores. It offers its own brand of clothing, food, home and beauty. It operates in 18 countries and holds the majority of Country Road in Australia and New Zealand. It also owns David Jones, another retailer in Australia. Woolworths Holdings ranked 239th in the 2013 Global Power of Retailing reports and ranked 43rd of the 50 latest growing retailers, 2008–2013 (Woolworth Integrated Report, 2016).

Steinhoff International Holdings Ltd

Steinhoff international deals in furniture, household goods and general merchandise in Europe, Australasia and Africa. Steinhoff was Africa' second largest retailer in 2013 and ranked 8th among the 50 latest growing retailers, 2008–2013 (Deloitte, 2015). According to Steinhoff Integrated Report (2015), the company operates in 30 markets, primarily in Africa, Australia and Europe. It has more than 40 retail brands and operates in over 6 500 retail outlets. The brands include: Barnetts, Bradlows, Dunns, Haris Scarfe, Store n Order, Best & Less, HiFiCorps, Morkels, PEP, Poco, Hertz, Price n Pride, Russells, Selection, ShoeCity and Incredible Connection. Steinhoff employs approximately 90 000 people. In November 2013, Steinhoff acquired the Kika-Leiner Group, a furniture retailer with 73 shops in Australia, central and Eastern Europe. The acquisition will enable Steinhoff to challenge Shoprite in the future.

Ligthelm (2008:37) asserts that a retail sector is a major factor in South African economic. It provides people with essential choices and services. People can now do their shopping under one roof where different kinds of retailers are present. This invariably gives the consumers choices as to how and where to do their shopping.

According to Levy & Weitz (2007:7), retail intermediaries are an essential connection in the dispersion channel. They act as a middle-man between the manufacturers (producers) through the wholesalers to the final consumers. Retailing is defined by Tustin & Strydom (2006) as

the arrangements of business exercises that increase the value of the items and services sold to customers for individual or potentially family utilize. Radebe (2005) avers that retailing involves includes the offer of products or stock from a settled area in little or individual parts for direct utilization by the buyer.

Levy & Weitz (2007: 9) postulates value-creating functions of retailers as follows:

- Providing a grouping of items and services: Most grocery stores, for instant, stock a large number of items whereby permitting customers to look over a wide assortment of brands, plans, hues, costs, et cetera, at one area.

- Breaking bulk: It is financially savvy for makers to bundle and transport merchandise in mass while purchasers request products in littler amounts.

- Keeping a stock: This permits buyers to buy items when the need emerges and furthermore permits families to keep little inventories at home.

- Providing various services to customers: This settles on the purchasing choice far less demanding and more educated. Cases of services are buys on layaway, item data and show of stock permitting visual contact and notwithstanding testing.

According to Stat SA (2013), retail trade incorporates the resale of new and utilized merchandise and items to the overall population for family utilize. Retailers buy goods in substantial amounts from makers, either straightforwardly or through a distributer and offer in little amounts to the end client. Retailers are responsible for breaking the bulk of the goods or products and they are the end of the supply chain. The South African retail environment can be divided into the formal and informal retail sector.

The retail sector is an imperative giver to the economy with a huge effect on both the formal and casual part (Greeff and Mfuni, 2010:82). The retail part is the third biggest benefactor toward the South African economy. Retail deals amid 2014 achieved a sum of R707 billion with 41 percent of offers originating from general merchants

The figure below explains the contribution of retailer type to sales in 2014.
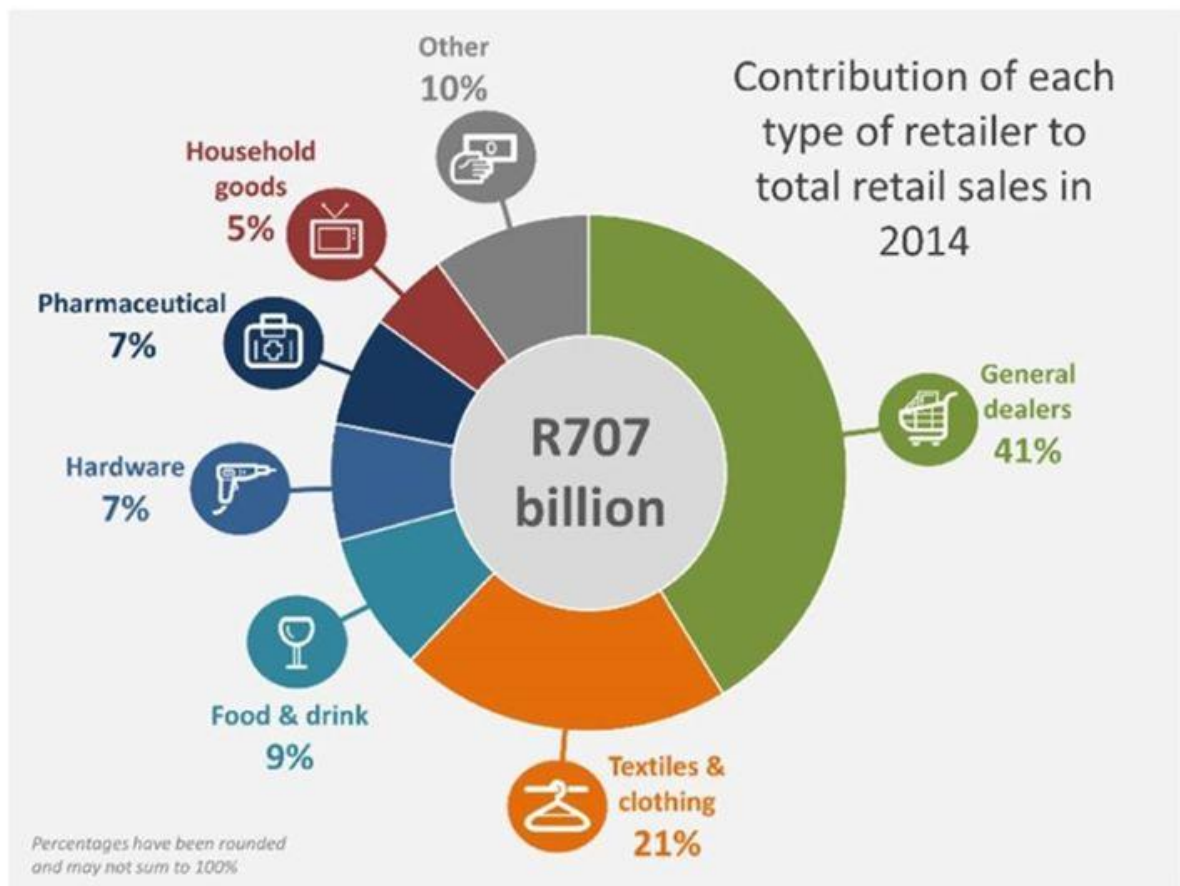
Figure 5: Retail Trade Sales 2014. Taken from Retail trade Sales, December 2014 (http://www.statssa.gov.za)

Stats SA reveals that retail sales have not demonstrated noteworthy development amid 2014 because of buyers staying underweight. It additionally expresses this was therefore of a lull in pay development, increasing costs, rising obligation because of unsecure loaning, high unemployment and the general ascent in the average cost for basic items. The normal development in deals for it was 2.36 percent contrasted with 2.58 percent in 2013 which proceeds with the stoppage incline recorded in the course of the most recent couple of years.

In 2014, the South African retail sector saw some interesting developments which include increased international retailers entering the market and the growth of online retailing. The fact remains that throughout 2014, growth did not rise above 4 percent. Notwithstanding, national retailers such as Shoprite, Woolworth and Mr Price showed good growth, but overall growth was below 2012 and 2013 level.

Breytenbach (2014:6) professes that retail growth and development have the potential to impact job creation, skills development, social responsibility, as well as to improve consumers' (local community residents) standard of living.

IMPACT OF SHOPPING CENTRES ON COMMUNITY

It is a moral duty for a successful shopping centre to make profit for its owners and as well keeps the business of its various tenants moving. There has been positive impact on communities with the local of shopping centres. Consumers from different local communities would travel very long distances to participate in shopping activities before shopping centres are located in their community. These local shoppers will have to pay transport fee to shopping destination. This would invariably bring about reduction to their money. Also the money spent in another town shopping centre would have remained within the community (eProp, 2012). Shopping centres development in communities have had considerable positive impact on the residents by reducing the cost on travel and time.

Shopping centres have an impact on people's lives and community as a whole, but not all of their impacts have been positive. Ligthelm (2008:39) posits that the negative impacts shopping centres may have on local community will be associated with how well the centres are able to sustain their plans, Most of the shops found in shopping centres are part of a large corporation; these businesses take away customers from smaller shops in the community. The author states that this has led to fewer individual owned businesses and less local control over jobs.

According to London & Hart (2010:97), the location of shopping centres on the land that could have been good ventilation to the society can be harmful to the environment. The authors emphasize that shopping centres cover large areas that trees and grass should have been for: erosion control, improving air quality and good ventilation.

According to FutureGrowth (2009), shopping centres are built far away from town and people have to go there with their cars. This results in an expanded air contamination and overwhelming activity on streets.

The location of shopping centres in our community has increased the levels of litter in the communities. According to Ligthelm (2008:37), litter is one of the main indications of social rot in a group. An expansion in litter prompts to an expansion in rats, which makes a wellbeing risk. Ponders have demonstrated that individuals who live in a low quality condition will probably experience the ill effects of emotional well-being issues, including

nervousness and dejection. It costs a considerable measure of cash getting litter and keeping the land clean. Money used on litter would have been better invested into other services (ACCA, 2013:8).

According to Pitt & Musa (2009:47), the landlords of shopping centres should therefore make proper use of the money generated and preserve shopping centre assets. Levy & Weitz (2007:11) are of the opinion that the positive impacts of shopping centres on communities will outweigh the negative ones, if landlords see themselves as members of the community and participate at all times in community development projects.

SHOPPING CENTRE MANAGEMENT

Shopping centre management needs to identify and as well meet the needs of its customers as part of its duties. Pitt & Musa (2009:48) state the duties of shopping centre management to as an act of making and managing decision. Management teams in shopping centres include the general manager, focus administrator, advertising and advertising supervisor, human asset and organization director, operational director, data innovation chief, occasion director, retail contact chief, client benefit supervisor et cetera. The creators accentuate that administration groups in malls may fluctuate starting with one strip mall then onto the next.

The various needs of tenants within the shopping centre and the landlord are to be met by the management. Pitt & Musa (2009:40) categorize the function of shopping centre management into core business function and non-core business function. The authors explain the core business function as to rent retail space for benefit, while the non-centre business capacity is a supporting capacity to the centre business and its occupants. This non-centre business is not gone for producing pay, but rather acts as a supporting function to ensure the effectiveness of the shopping centre.

According to Cloete (2010:422), management functions are categorised below:

- Leasing: The management is responsible for leasing of shops to various tenants. They negotiate with the tenants on the charged leasing fee. They report back to the landlord I can say that the management is the meddle-man between the landlord and the tenants.
- Risk management: The management of the entire property is in the hand of the management team.

- Maintenance: It is the duty of the management to retain the physical and non-physical qualities of the centre.

- Management of expense and income: The management duty is to generate income for the landlord and as well spend judiciously in running the business of the centre.

- Marketing: Management needs to involve in marketing strategies such as community relations and public relations, promotions, and publicity to entice patrons to the centre.

Cloete (2010: 698) avers that through marketing strategy, shopping centre management can provide the most effective help. A marketing strategy that has the underlisted features can be of high value to a shopping centre.

- Participating
- Well communicated
- Coordinated for maximum spill-over

The author stresses the success of any shopping centre to the ability of the management to have in place a marketing strategy that is effective.

CONCLUSION

Dialogue is a social process between two or more parties whereby meaning and sense-giving are exchanged. Dialogue between landlord and the local community is increasingly important for ensuring that shopping centres stay in tune with changing societal expectations. Unless a shopping centres' landlord pays close attention to the demands and opinions of local residents of the community where it operates and include these within their strategic CSR, they are unlikely to be sustainable.

This section has explored the impact of shopping centres on local community. How community benefits from the location of shopping centres in their locality, and negative impacts the location of shopping centres could have on the local community were discussed. Shopping centre management role has been extensively discussed; more especially when it could affect the overall success of the shopping centre.

CHAPTER THREE

CONCEPTUAL MODEL

INTRODUCTION

A conceptual model is a model that is made of thoughts, which are used to help people know and grasp a subject the model addressees. According to Siau (2004:78), conceptual models are regularly modified works of things in this present reality whether physical or social. Conceptual models are formed after a conceptualisation or generalisation. Gemino & Wand (2005:302) aver that planning an applied model starts with leading a careful survey of the writing. The author maintains that a conceptual model provides a visual representation of theoretical concepts of interest as a guide to research.

Siau & Tan (2005:345) assert that a conceptual modelling is the activity of describing some aspects of the physical and social world for the purpose of understanding and communication. The essential target of an conceptual model is to pass on the basic standards and fundamental usefulness of the framework it represents (Moody, 2005:244; Gemino, 2009:3). It must be developed in a way that will be easily understood by the model users (Gemino & Wand, 2003:81).

OBJECIVES OF CONCEPTUAL MODEL

Conceptual model is a communication tool used for the purposes of understanding and communications and it must fulfil the underlisted objectives:

- It must improve an individual's comprehension of the agent framework
- It must encourage proficient movement of framework subtle element between stakeholders
- It must give a perspective to framework architects to concentrate framework details
- It must archive the framework for future reference and give a way to coordinated effort.

Moody (2005:246) postulates that conceptual modelling is the core of communication systems discipline. According to the author, communication models as the products of conceptual modelling, not just give the obliged portrayals to encourage correspondence among partners, yet they additionally give a formal premise to creating communication frameworks.

This study combines CSR theories with communication theories. It focuses on CSR initiatives; how it is used and communicated for community development. CSR activities can take many forms and the tenants in shopping centres add to an assortment of plans that could be considered as CSR initiatives (Oppewal et al., 2006:262). The following theories will be used to design a model for CSR initiatives by *landlords* for community development.

TRANSACTIONAL MODEL

Transactional model of communication was proposed by Dean Barnlund in 1970 for basic interpersonal communication. According to Wood (2011:10), transactional model demonstrates that the components in correspondence are reliant. Every individual involve in the communication is both a speaker and an audience, and can a sending and getting messages. The creator keeps up that a value-based model considers commotion or impedance in correspondence and in addition the time calculates.

Barton (2013) asserts that a transactional model is the procedure of constant change and change where each segment, for example, the general population, their surroundings and the medium utilized is evolving. Barton emphasises that it is more efficient for communicators with similar environments. He explains further that communication between two individuals who know each other is more effective as they have a similar social framework.

Transactional model has three implications as stated by Wood (2011:11), namely:

- Communication is not constant and it changes as society changes. The entire element involves in communication changes, as the sender of the message changes so also is the receiver and the environment.
- Each component exists in connection to the various components. There is association; there can be no source without a beneficiary and no message without a source.
- Each individual in the correspondence procedure responds relying upon components, for example, their experience, related knowledge, demeanours, social convictions and self-regard.

There are many factors affecting the communication process directly or indirectly in a transaction model. Barton (2013) opines that this can be environmental noise or a communication barrier. The Transactional model relates communication to social reality of a

gathering of individuals in social, social or social settings. Their reactions can't be anticipated on the grounds that they all have diverse foundations.

Erickson (2014:7) avers that communication patterns in transactional model depend upon different elements, for example, physical, social, ecological, social, mental, passionate, et cetera. The creator opines that social frameworks, social frameworks and social circumstances are the most over-driving components of the correspondence in value-based model.

According to Wood, this model also supplements that communication is for trading messages as well as to make and build up relationship - peopling in the arrangement of a community. The model has steered to further theories and research, yet it has a number of limitations such as noise; it gives the open door for much clamour in light of the fact that the correspondence is synchronous. For instance when many individuals are talking in the meantime in a meeting, the goal of the meeting may not be satisfied.

Communication Models (Transactional)
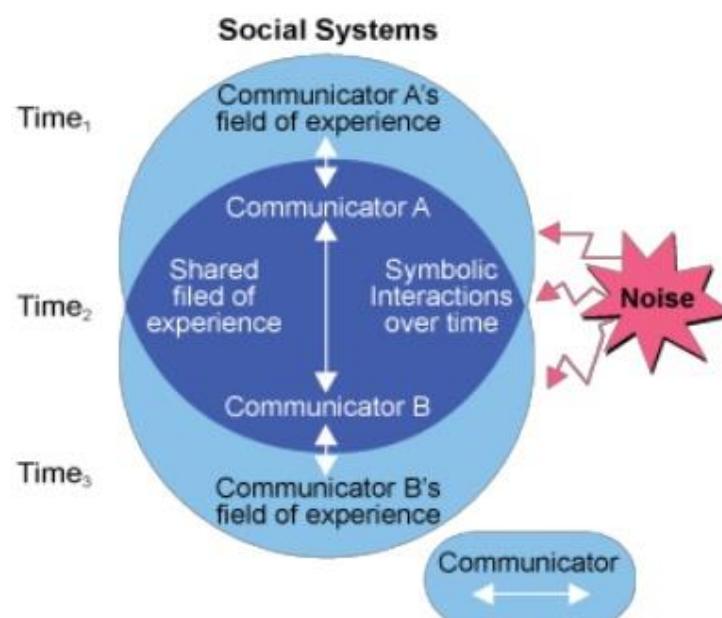
Figure 6: Communication as Social System

Source: Adapted from Wood (2011:11)

Dean Barnlund developed a model with the following components: Communicator A and B, Message, Time, Communicator A and B shared field of experience, Channel, Environment and Noise.

Communicator A and B: Communicator is the initiator of the message. According to Wood (2011:11), each person (communicator A and B) in the communication demonstration is both a speaker and an audience, and can be all the while sending and getting messages. Communication is more efficient, because both communicator A and B share the same system.

Message: The message can be data, an order, an enquiry, an inclination, a sentiment, a thought or some other. According to Barnlund (1970), messages are used as a medium of expression when communication takes place. The originator of the theory averred that communication is not only for trading messages as well as to make and build up relationship, peopling in the arrangement of a group. The model relates correspondence to social reality of a gathering of individuals in social, social or social settings. Communicator An or B reactions can't be anticipated on the grounds that they all have diverse foundations.

Communicator field of experience: Communication entails based on the communicator field of experience. The communicators know each other and relates with each other based on their experiences. For example, the landlord of a shopping centre represented by the public relations manager communicates with the local community residents, represented by the community leaders based on their experiences on a social cause.

Time: The model placed emphases on time; it believes that all things change. Wood (2011:10) affirms that a transactional model is the procedure of consistent change and change where each part is changing, for example, the general population, their surroundings and the medium utilized.

Channel: This is the route through which message travels from communicator A to B and vice-versa. According to Wood (2011:11), the medium used dictates the efficiency and reliability of communicated message.

Environment: This is the system that both communicators share. The model indicates that communication happens within a system that both communicators share.

Noise: Any intrusion in the course of communication is - *noise* -. The intrusion could be obvious or perceived; either can affect the flow of communication and depicts different meanings to the communicators involved. Researchers' main criticism of the Barnlund Transactional model is the fact that it gives the open door for much commotion in light of the fact that the correspondence is synchronous. For instance when many individuals are talking in the meantime in a meeting, the goal of the meeting may not be satisfied. For the purposes of this study, the - *noise* - refers to all the variables which disturb or distort the original message. Thus far, it is observed that these disturbances attribute to misgivings or misunderstandings when people communicate. People may have good intentions when they encode a message which they need to send out. However, a gremlin (disturbances) tends to - damage - the message when it is decoded by the recipient(s).

RELATIONAL THEORY

Corporate Social Responsibility relational theory was derived from relational model theory which posited that people are to be in relationships with others. Relationships tend to be harmonious because they understand each other, have complimentary motives and expectations (Fiske, 2002:170; Comstock et al., 2008:282). It was argued that social relationships pervade every aspect of human life and we are far more dependent on our social relationships (Haslam, 2004:11).

Baldwin (2005:285) avers that people look to join with others and assume liability for others and to trade presents for the social connections. Individuals should have the capacity to fit their sociality to their specific community and to achieve this; they need to be adaptive by coordinating interaction with the people around them.

CSR relational theory takes a gander at how business coordinates social requests, contending that business relies upon society for its reality, congruity and development. Secchi (2007:349) asserts that relational theory alludes to studies that consider connections between the partnership and society. The author is of the opinion that the firm loses its focal part and turns into an intelligent piece of the financial framework He maintained that the category has been characterised relational.

According to Garriga & Mele (2004: 57), the way by community residents interrelates with business and makes it feel as an acceptable member of the community is social demands.

The authors maintain that every business ought to consider social requests, and incorporate them in a manner that the business works as per social qualities.

Relational theory is based on the concept listed below:

Firm – Environment Relationship: This is the relationship between an organisation and its immediate environment (community). Most times the immediate environment of an organisation is the community in which the business is located. Secchi (2007:360) postulates that CSR emerges as a matter of interaction between business and society. It is argued by scholars that business relies on upon society for its progression and development and notwithstanding for the presence of business itself (Ismail, 2009:201; Secchi, 2007:349). Just as the business depends on society, so also society depends on business for the provision of their basic social needs. Oppewal et al. (2006:262) opine that CSR activities remain the primary means by which better relationship can be built between business and local community.

Time and Space: Relational theory stresses time as a major factor in firm – environment relationships. Garriga & Mele (2004: 57) are of the opinion that the gratification of business responsibility is limited to the space and time of each situation, depending on the values of society at that moment. They maintain that business management ought to consider social requests, and coordinate them in a manner that the business works as per social qualities Sharma & Kiran (2013:23) opine that firms must build their corporate values to create an organisational culture that is receptive to change.

DISCUSSION

The main aim of CSR activities is to establish a closer relationship between a firm and the environment. This study is focused on community development which is one of the six domains of CSR. The emphasis is on the shopping centre *landlord*; how CSR initiatives are used to develop community. Since there is countless heterogeneity of theories, this study combines transactional model with relational theory. The rationales for choosing both theories are listed in the similarities below:

The Similarities of Transactional Model and Relational Theory

- Interdependent: Transactional model shows that the elements in communication are interdependent; so also in relational theory, the firm (shopping centre) and the community are interdependent.

- Environment: In transactional model, the environment is the system that both communicators share. To relate this relational theory, the environment is the community in which the shopping centre is located. The landlord through the centre management (PR department) communicates with the local community leaders (representatives) to foster good relationships.

- Time: Both theories consider time as a major factor. Transactional model is the procedure by which all things change. The model alludes that all things change; the people, the environment and the medium of communication. Relational theory considers time; it believes that business responsibility to its immediate community is limited to time. The theory advocates that time dictates the CSR initiatives to be adopted by a business organisation. Oppewal et al. (2006:263) assert that consumer attitudes to CSR initiatives implemented at the right time is positive and can therefore lead to good patronage behaviour.

Social infrastructures and developmental projects are lacking in most of the communities and government cannot provide for all the socio-economic needs of the society. This has led to increasing demands on shopping centre *landlords* to provide community development programmes and assistance to the community where they operate in terms of CSR (Berens et al., 2005). There is growing global consensus that shopping centres should maintain good relationships with local communities and as well perform their social duties to the development of the local community (Scherer & Palazzo, 2011).

In order for CSR initiatives, embarked upon by the shopping centre landlord to be meaningful, good relationships must be built between the landlord and the local community. So also must the landlord maintain good relationships with its tenants. The landlord, tenants and the local community are interdependent; they all depend on one another. If a shopping centre wants to stay in business, the *landlord* must maintain good relationships with its tenants. The tenants pay rents that sustain the centre in business. The tenants on the other hand rely on the money from community residents (Oppewal et al., 2006:262).

Good relationships by the landlord and the local community, landlord and tenants and between retailers and local community are considered as social trades in which buyers give positive input to the involvement with a socially mindful. In these specific situations, CSR exercises regularly intend to set up and keep up nearer relationship between the middle and the nearby community. If *landlords* of shopping centres engage in sound CSR activities, it will bring a positive impact on the centre.

A CONCEPTUAL MODEL FOR EMBRACING CSR INITIATIVES BY SHOPPING CENTRES' LANDLORDS FOR COMMUNITY DEVELOPMENT

In line with transactional theory model and relational theory, I consider that if shopping centres *landlords* engage in CSR activities for community development, it will foster better relationships to the benefit of the centre and the local community.
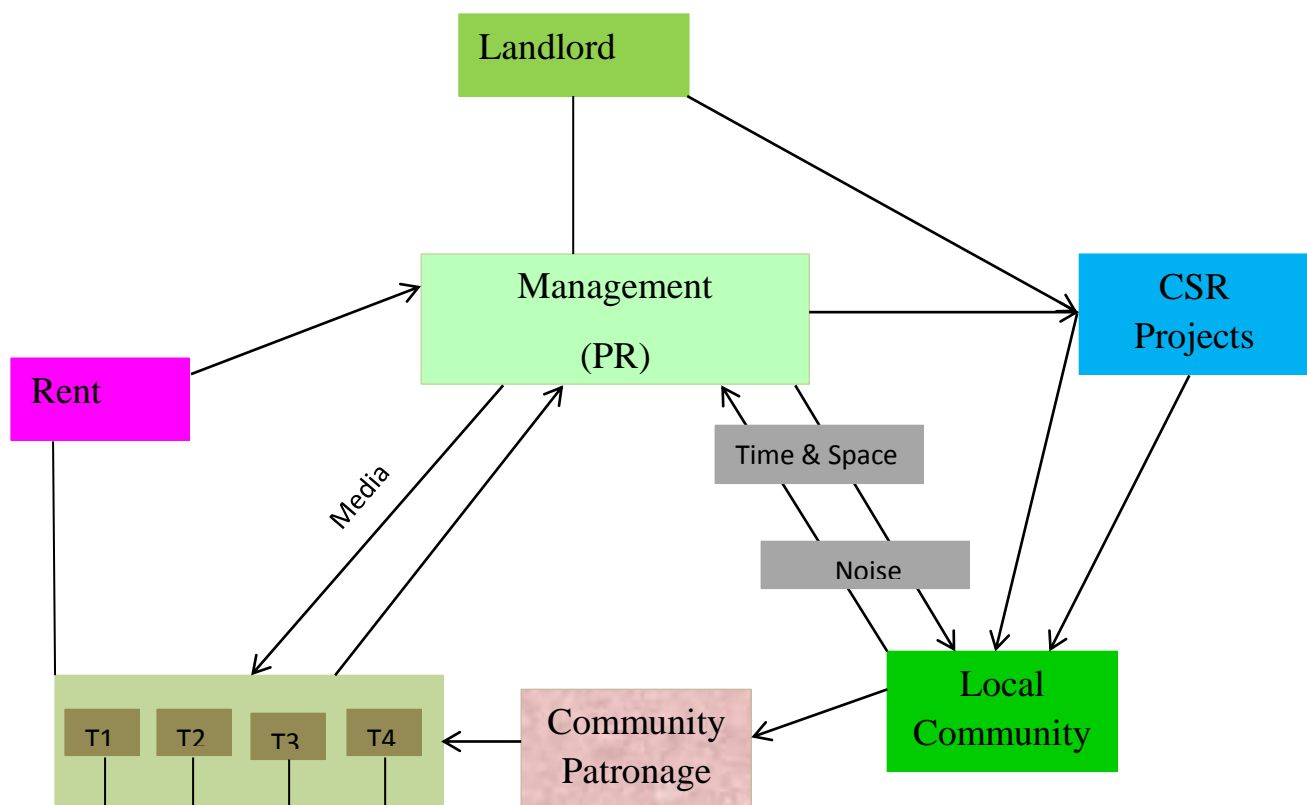
Figure 7: CSR Model for Community Development

The relationships between landlord, CSR activities and community development are summarized in Fig 7. From the above figure, T1 means tenant 1, T2 means tenant 2 and so on. Landlord is the source who communicates through the centre management via the PR department to tenants directly. The two arrows that connect landlord and management

together indicate that communication is two-way. As indicated by transaction theory model and relational theory, each person in the communication exhibit is both a speaker and a group of people, and can be at the same time sending and getting messages. Also the two arrows that connect management with tenants indicate two-way communication. The tenants pay rent to their landlord through the centre management. The two arrows that connect the management (PR department) and local community together also indicate two-way communication. The first breaks in the arrows indicate noise/interference as observed by transactional theory model; while the second break indicates time and space as observed by relational theory. The two arrows from landlord and management that join together indicate the agreement to embark on CSR activities. The arrow from CSR indicates that the CSR project(s) is/are for community development. The community residents reciprocate the centre's kind gesture through the arrow that goes to the tenants by continually promoting the centre and the tenants.

Effective knowledgeable communication with the local community is the basis for managing relationships, the landlord communicates with the local community through its PR department. The PR manager arranges meetings with the community leaders where they discuss relevant issues and shared field of experience. The local community residents communicate back through the centre management office or by making use of a help desk. The centre management serves as a channel that helps local community residents to relate with the landlord and thus serves as two-way communication

The model shows that the result of communication between landlord and local community brings CSR projects for community development. Ismail (2009:203) asserts that community development projects must involve the community leaders (representatives). Sustained functional communication between the landlord and the community is essential for actualisation of CSR projects for community development. Time to time (regular) meetings between the landlord and local community will enhance mutual relationships to the benefits of both entities.

Transactional theory model and relational theory mentioned time and space as barriers to good relationships between landlord and local community. With the recent development in communication technologies, such barriers have been removed. Ertem Eray (2016:207) posits that the quality of communication has changed with the development in communication technologies and it has removed the limit of time and space in the communication between

landlord and local community. The shopping centre corporate site is also used to communicate with the local community. Also the local community residents communicate back through the centre corporate website. According to Alemdar (2006:192) and Reynolds (2003:5), websites of shopping centres support the awareness and understanding of local communities about the centre's social responsibility and citizenship activities. They also have a potential to improve mutual communication. The authors posit that centre website facilitates two-way communication; whereby the landlord can communicate with and receive feedback from the public.

Ismail (2009:205) is of the opinion that websites are used to inform local community and communicate with them. The author stresses that they can also be used as mediators in the dialogue between the landlord and local community and thereby enhances stable relationships.

Relational theory strongly implies that shopping centre depends on local community for its continuity and growth. CSR activities are generally considered to be the way in which community interacts with a shopping centre and gives it a certain legitimacy and prestige. If a shopping centre landlord embarks on CSR activities for the development of the community in which they reside, it will lead to good patronage from the local residents.

If landlords decide to embark on effective CSR initiatives for community development, they must identify the factors 'Time and Space', as stipulated by transactional theory model and relational theory which distort better relationships. The landlords need to examine the merit by clinically examining the needs for its continuity. It is essential to eliminate time and space by having regular meetings with the local community and ensure time to time communication on the centre's corporate site.

Relational theory assists in understanding the followings:

- Shopping centre and local community depend on each other.
- Shopping centre has responsibilities towards the community.
- CSR activities are generally considered to be the way in which community interacts with the landlord and gives it a certain legitimacy and reputation.
- A relationship well-built is the basis for CSR activities in community.

Once the above-mentioned factors are well understood by landlord and local community, they can both work hand in hand for better interrelationships that would result to CSR activities for community development. It is worth mentioning that if shopping centre landlords support the local community socially, it will have positive effect on the shopping centre than support to a larger society. I posit that the scope of CSR exercises controls the impacts of CSR activities on CSR execution assessment and therefore influence patronage behaviour of the local community residents.

SUMMARY

In summary, in view of the conceptual model above, the following issues will be addressed after the quantitative study has been concluded:

- Effective knowledgeable communication
- Medium of communication must ensure that disturbances are reduced to minimum (manner in which we communicate)
- Viable two-way communication
- Sustained functional communication

CONCLUSION

This chapter focused on theoretical approach of communication and CSR models. It adopted communication model into CSR model by proving that communication is the basis for managing good relationships. The chapter was imperative to the study because it conceptualised a model for shopping centres' landlords to adopt CSR initiatives for community development. Chapter four will focuses on research methodology as well the methods and instruments used for the study.

CHAPTER FOUR

RESEARCH METHODOLOGY

INTRODUCTION

The purpose of this study is to investigate the CSR initiatives used by shopping centres' landlords for community development. This chapter provides an explanation of the actual execution of this study. It provides in subtle elements the research worldview, sample design and sample size, instruments of information accumulation, the information gathering process and the problems encountered in the course of the study. Also presented are the coding and editing procedures, the rationale behind the selection and the process by which data is analysed. Finally, the chapter ends with a conclusion.

RESEARCH METHODOLOGY

Research method is a procedure for gathering information. As indicated by Bryman and Bell (2011:41), examine technique can include a particular instrument, for example, a self-finish survey or an organized meeting timetable or member perception. Inquire about plan gives a system to the gathering and investigation of information. (Bryman & Bell, 2011:40). Research design can be classified as quantitative, qualitative and mixed methods design (Ang, 2014:98). For the purpose of the study, the researcher employed the use of both qualitative and quantitative research methods.

RESEARCH DESIGN

Research design is the tool that holds research project together. According to Lacobucci & Churchill (2010:84), design is used to structure the research and to show how the major parts of the research project such as: the samples or groups, measures, treatments or programmes, and methods of assignment work together to address the central research questions. Kothari (2004:31) is of the opinion that research design is the conceptual structure within which the research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data.

The research design selected for the purpose of this study was quantitative research method because the nature of data dictated that the approach should be used in the design and the approach also gives the information required in measuring the views of local community residents toward the implementations of CSR projects by shopping centre landlords. The

basic rule in the choice of a study design and method is the way data dictates research methodology (Wild & Diggines, 2009: 116). The authors also observe that the research methodology adopts the nature of the data that will be amassed in the resolution of that problem. Kothari (2004:3) notes that quantitative research is focused on the measurement of quantity or amount. Bless & Higson-Smith (2000:37) explain that quantitative research depends on measurement to compare and analyse various variables while qualitative research utilises qualifying words or descriptions to record forms of the word. Urban Wallence Associates (2015) points out that quantitative is purposely designed to provide reliable and accurate measurements that allow statistical analysis. Gorard (2003:3) states that whatever your selection of a primary procedure, there is a good possibility that your research should include numbers, at least at the beginning. Urban Wallence Associates (2015) argues that the main purpose for conducting quantitative research is to figure out how many people in a population share specific characteristics or like a certain idea.

QUANTITATIVE RESEARCH

Quantitative research measures the problem in a research work by creating numerical information or information that can be changed into reasonable statics. According to Oakshott (2012:37), this strategy is utilized to evaluate mentalities, assessments, and practices and in addition sum up results from a bigger example. Ang (2014:8) concurs that quantitative research emphasizes the importance of formulating propositions and hypotheses through legitimate contentions from very much bolstered theories and past works. The author stresses that it is centred on the measurement of quantity. Rajasekar et al. (2013:113) postulate that the process is portrayed regarding at least one amount lastly the consequence of the examination is basically a number or an arrangement of number. Welman et al. (2005:9) aver that quantitative researchers attempt to comprehend actualities of an examination from an untouchable's perspectives. The authors maintained that it is continuously imperative for a quantitative scientist to keep an open target perspective of certainties with the goal that one is not one-sided. Bryman & Bell (2011:410) assert that quantitative approach verifies demographic information, number and forms of services provided and frequency of service provision. Oakshott (2012:200) supports that this is done with a series of predetermined categories and is embodied in standardised quantitative measures. Bryman & Bell (2011:410) highlights the characteristics of quantitative research methods as follows:

- Numbers: quantitative analysts are regularly depicted as distracted with applying estimation methods to social life.

- Point of perspective of analyst: the specialist is in the driving seat.

- Researcher is far off: researchers are uninvolved with their subjects.

- Theory and idea tried in research: the analyst generally bring an arrangement of idea on the exploration instruments being utilized, so that hypothetical work goes before the gathering of information.

- Structured: it is very organized so that the specialist can look at the exact ideas and issues that are the concentration of the review

- Generalization: scientists need their discoveries to be generalizable to the applicable populace.

A clear fundamental qualification amongst subjective and quantitative research is as information accumulation, and presentation. In qualitative studies, the analyst is viewed as the essential instrument of information gathering and examination by making sense of the various interpretations (Neuman, 2006:349); while quantitative measures variables by expressing the relationship between variables using statistics such as correlations, relative frequencies, or differences between means. The author avows that the focus is to a large extent on the testing of theory (Hair et al., 2008:82).

According to Bryman (2008:11), quantitative research is connected with a number of different procedures to data collection. Quantitative methods that are generally used and accepted in social science are: laboratory experiments, survey methods and formal methods

This study used a survey method to quantify data on the use of CSR initiatives by shopping centre landlords for the development of the communities in which they reside. Since the primary focus of this study was to investigate, describe and compare the CSR initiatives embark on by three different shopping centres locating in three different communities, there could not have been a better method. Also, as a result of the quantity of information gathered, the survey appeared to be less expensive. With reference to Wimmer & Dominick (2006), survey method was also more suitable for the work as a large amount of information could be collected with relative ease.

SURVEY METHOD

Social survey is one of the primary techniques of data collection which expressed the attributes of quantitative research (Bryman2008:12). According to Leedy & Ormrod (2005:183), survey research includes acquiring information about one or more groups of individual, attitudes, opinions, or prior experiences by asking questions and tabulating their answers. The authors further state that survey research is the technique of gathering data from participants thought to be representative of some population, applying an instrument composed of structured or unstructured items (questions).

The researcher used the survey method because it can provide reliable and appropriate information, particularly for gathering information on the views of local community residents toward projects implemented by landlords of shopping centres located within their communities.

In addition, Babbie (2005) affirms that survey can be effective when a researcher needs to gather data on phenomena that cannot be instantly observed. Neuman (2006:275) also opines that several applied areas depend greatly on surveys: mass media, private policy research, marketing and government. Fourie (2001:331) maintains that the survey research is one of the perfect methods accessible to communication scientists who are interested in gathering original data, particularly in studies where the population is too huge for direct observation.

TYPES OF SURVEY

There are a number of factors that determine the kind of survey one prefers to conduct but the most significant factors are: how best to communicate with participants (conduct the perfect information), length and complexity of survey instrument, sample size, timing and budget. Leedy & Ormrod (2005:184) mention mail, self-administered questionnaires, telephone interview, face-to-face interview and the web or online survey as types of survey method. Singh (2006:101) also classifies survey method into four categories:

- Descriptive survey methods are survey testing, questionnaire and interview;
- Analytical survey methods are observation survey, rating survey method, critical incident and factor analysis;
- School survey and
- Genetic.

The researcher used a self-administered questionnaire under descriptive survey method because it is cheaper and quicker. It also allows the researcher to give respondents the questionnaires directly. According to Hair et al. (2008:235) descriptive statistics are used to for description and summary of data. This type of summary forms the basis for subsequent information analysis. The two types of measure often used are measure of central tendency and measures of dispersion. The result of the study will be presented by using frequency tables, percentages, graphs.

POPULATION

Oakshott (2012:36) defines a population as a complete set of individuals or objects that a researcher wishes to study in a particular group. Ang (2014:99) The target population for the study was defined as *landlords* of Sanlam centre in Empangeni, Esikhawini mall in Esikhawini and Boardwalk Inkwazi shopping centre in Richards Bay as well as the local residents of the communities within uThungulu District Municipality who are aged 18 years and above. However, it will be too difficult to engage all residents within uThungulu district. There is need to specify the group that will be involved in this research. According to Aina (2002:34), the researcher needs to define actual groups of people or units he /she is interested in. He further stresses that the full group of interest is called the target population. The research was targeting people who were already eligible decision-makers. The criterion was that participants should be residents of the communities within uThungulu to avoid misinformation by non-residents.

SAMPLING PROCEDURE

Wimmer & Dominick (2006:88) contend that there is requirement for a subset from the objective populace that will speak to the whole target populace. Along these lines, there is requirement for inspecting size. As indicated by Ang (2014:132), inspecting size is the procedure by which an example is drawn from the objective populace. The creator states assist that example size is the subset of the entire target populace which is really examined by a scientist and whose trademark will be summed up to the whole populace. Oakshott (2012:35) is of the sentiment that inspecting is done in light of the fact that it is difficult to test each and every person in the populace. It is additionally done to spare time, cash and exertion while directing the examination. Aina (2002:35) likewise sees testing size as a system including a fair-minded and agent test from target populace. This review received a delegate testing size strategy laid out by Du Plooy (2009:119).

Leedy & Ormrod (2005:199) mention that the sampling methodology can be arranged into two gatherings: probability and non-probability. Treadwell (2001:112) characterizes probability testing as method for turning the determination of examining unit over to a system over which the specialist has no control so that each unit has an equivalent shot of being chosen. In this review, probability examining will be picked on the grounds that it has the upside of taking out inclinations. Treadwell (2011:112) trusts that probability testing licenses the scientists to make factual speculations from their outcomes, particularly in connected fields as political communication, marketing and broadcasting in which the researchers want to make generalizations to large audiences. However, Aina (2002:342) classifies the distinctive sorts of probability examining into straightforward irregular testing, stratified inspecting, amount testing, bunch examining and purposive sampling. The researcher employed simple random sampling technique to draw samples. According to Neuman (2006:227), in simple arbitrary testing, an analyst makes a specimen casing and uses an unadulterated irregular procedure to choose cases so that each inspecting component in the populace will have an equivalent likelihood of being chosen.

In view of this, 450 respondents were randomly selected from uThungulu District Municipality. The respondents were shared equally in each of the community; that is: 150 respondents were taking from in each of the communities of Empangeni, Esikhawini and Richards Bay. A total number of 416 questionnaires were received from the respondents; out of which 122 questionnaire were returned from Esikhawini, 119 from Richards Bay, 143 from Empangeni and 11 questionnaires were received from the respondents who do not live in any of these communities. A total number of 21 questionnaires were regarded as spoilt ones; as some were not properly filled or questions were omitted. Finally, 395 questionnaires were analysed.

DATA COLLECTION PROCESS

The secondary data collection of the study was covered by extensive literature review from various reliable academic sources. The study focused on CSR initiatives by shopping centres landlords for community development. An extensive review on literature pertaining to forms of communication for business viability and humanitarian development was done. Corporate social responsibility of landlords was comprehensively examined. Literature review on shopping centres and their impact on community as well as the interrelationship of landlords, tenant and community was reviewed thoroughly. The last part of the literature review

concentrated on the negative impacts the location of shopping centres could have on the local community, as well as the shopping centre management role in the overall success of the centre.

During the quantitative research survey, questionnaires were given to 450 respondents that serve as the representatives of the local communities' residents as outlined by Du Plooy (2009:119). Also, questionnaires were given to the landlords through their manager and this was done in the presence of the researcher with the aim of providing assistance if necessary. Bryman & Bell (2011:238) are of the opinion that polls are best utilized for gathering truthful information; and proper survey configuration is basic to guarantee that we acquire legitimate reactions to our inquiries. Ang (2014:229) supports that questionnaires are widely used to collect information from people whom we are interested in. The author maintained that all around outlined surveys are very organized to permit a similar kind of data to be gathered from an extensive number of individuals similarly and for information to be dissected quantitatively and methodically.

In developing the questionnaire, the researcher made use of both open-ended and close-ended questions with a horizontal format. According to Bryman & Bell (2011:248), with an open question, respondents are asked questions and can reply however they wish. The author maintained that with a closed question, they are presented with a set of fixed alternatives from which they choose an appropriate answer.

The rationales for using both open and closed questions are stated below:
Open Questions

- Respondents can answer questions all alone terms. They are not compelled to reply in an indistinguishable terms from those foisted on them by the shut answers.
- The questions do not propose certain responses to respondents. Respondents' level of learning and comprehension of issues can be tapped.
- They are helpful in investigating new territories in which the analyst has restricted learning.
- They are helpful for producing settled decision organize answers.

Closed Questions

- It is easy to process answers.
- Closed questions improve the likeness of answers. It makes it less demanding to demonstrate the relationship amongst factors and to make correlations between respondents.
- It clears up the importance of a question for respondents. Some of the time respondents may not be cleared about what the question is getting at.
- Respondents have insignificant written work to do. This makes it less demanding to fill in the survey.

The questionnaires for both the *landlords* and the local community residents of the communities involved were constructed in order to obtain information about the following:

(a)   Biographical information

(b)   The form of communication which is used by landlords to communicate their CSR initiatives

(c)   The current status and effectiveness of CSR projects that landlords have implemented.

(d)   Joint CSR initiatives by *landlords* and *tenants* within the community

(e)   Positive outcomes emanated from the establishment of the shopping centre with regards to CSR.

The questionnaire was presented in English language and was interpreted to a few residents who could not understand English. The questionnaires were distributed to the local residents of the communities involved who are above the age of 18 years.

PROCESS OF DATA ANALYSIS

Data were processed into four stages as stated by Onyancha (2002:89) as thus: coding process, data entering, data editing and data presentation. Leetaru (2012) indicates that once the data arrives, it must be processed into a format that can be read by the analysis tools. Gupta & Gupta (2011:81) is of the opinion that data processing is a crucial stage in research and the researcher has to process and analyse the data in order to arrive at certain conclusions.

Data Entering

According to Gillian (2000:59), there are varieties of software which can be employed for analysis of questionnaire. The researcher made used of MoonStats by capturing the data into MoonStats which was later converted into the master spreadsheet. Bhattacherjee (2012:199) is of the opinion that coded data can be captured into a text file, spreadsheet, and database or straightly into a statistical programme like SPSS. The researcher made use of Excel and Microsoft Word for designing of tables, charts and mean.

Data Editing

Editing of data is a stage of checking the collected raw data to identify errors of omissions and to rectify these when possible (Kothari, 2004:122). According to Chambliss & Schutt (2014:156), data cleaning is the process of examining data for errors after the data have been captured in a computer file.

The researcher discovered some error during the data entering, which includes: duplication of entries. This happened when the researcher was capturing respondents view on if landlords of shopping centres engage in CSR projects for community development. These duplicate entries were cancelled twice in order to maintain single entries. Another area that recorded errors was a situation whereby data that were captured and stored in wrong cells of the spreadsheets. This was rectified by redoing a search on the specific entry and capturing the misplaced data into the right cell(s). Finally, the researcher ensured that data coded were scrutinised, accurate, consistent and well arranged to produce error free and readable.

DATA PRESENTATIONS

The final stage in research is to interpret the statistical analyses of the data and to make conclusions about the original question asked or hypothesis put forward. The researcher presented the data mainly by tabulation and figures. Saravanavel (2008:140) defines tabulation as the process of summarising raw data and displaying in compact form for further analysis. Data were orderly arranged and tabulated into simple tables, charts and other figures for analysis. Univariate (one variable) with frequency distribution, percentage and tables were used to present data with the aim of examining the correlation between the variable.

ETHICAL CONSIDERATION

Bryman & Bell (2011:138) propose that research ought to fit in with four wide moral standards, which are: wilful cooperation, namelessness and classification, no damage to members and educated assent. The researcher observed and applied all the four principles during the cause of conducting interviews and distribution of questionnaires in the three communities of Empangeni, Esikhawini and Richards Bay of uThungulu district municipality.

The respondents were not compelled to partake in the study and they were given a chance to take part deliberately. No mischief was brought about to the members, and they took an interest with educated assent. To ensure that the participants participate with informed consent, the researcher outlined the overall objective of the study and explained that the study was conducted as part of the completion of the Master of Art degree in Communication Science at the University of Zululand.

Suitable affirmation was given to authors for the utilization of their record works. Namelessness of respondents' names and positions was guaranteed. The specialist guaranteed that the review is applicable both to the correspondence study and advancement needs of South Africa and to the individual needs of the individuals who might be influenced by the study.

DATA ANALYSIS

The responses from closed-ended questions were captured and analysed in MoonStats and Excel and data were presented in tables, charts, frequencies and percentages. Qualitative analysis methods were used for open-ended questions.

CONCLUSION

This chapter explained the research methodology. It emphasized the quantitative method designs and strategy, focusing mainly on synchronised strategies relevant to this study. It outlined data collection techniques in quantitative methods research framework. Issues relating to ethics were also discussed. The next chapter undertakes the analysis of the data which was collected for this study.

CHAPTER FIVE

DATA PRESENTATION AND INTERPRETATION

INTRODUCTION

In the previous chapter, the research procedures used in this study were examined. It also revealed how a survey questionnaire was designed and the procedure used to process data. This chapter analysed the data which was collected from the participants. It also interpreted the findings. According to Wiersman & Jurs (2008), research main aim is to collect information that will assist in providing diffident solution to the research problems and questions raised. In this chapter, Comparative analysis and interpretation of findings to address the research objectives that were set for this study are presented in the chapter.

THE VALIDITY AND RELIABILITY OF RESULTS

It is imperious that the results of any research are established to be valid and reliable before it can be regarded successful. Zikmund (2003:393) defines validity as the ability of measuring instrument to measure what it is intended to measure. The author further defines reliability to be the degree to which the results are free from error and to check the consistency of the results. The questionnaires for this study were designed in such a way that from face validity point of view, it can be reasonably accepted that the results accurately reflect what the study intended to measure, within the framework of the study mostly being comparative in nature.

The reliability of the results was confirmed through the consistency in the answers provided by the different respondents. The sample also allowed for different geographical areas as well as different demographic profiles of respondents who participated in the study and thus conform to the requirement as described by Croucher (2008:143), for results to be reliable; the same results should be achieved in any situation.

REPRESENTATIVENESS OF RESULTS

This study focused on three communities of Empangeni, Esikhawini and Richards Bay within uThungulu District of KwaZulu-Natal Province. According to Stat SA (2015), the population of uThungulu district municipality is 905,383. This research embraced a representative sampling size method delineated by Du Plooy (2009:119). According to the author, the sample size required for 905,383 population of uThungulu district municipality is 384. In this research, the researcher randomly selected 450 respondents from uThungulu district municipality. A total of 150 questionnaires each were distributed in the communities in which

these shopping centres are located. The communities are: Empangeni, Richards Bay and Esikhawini respectively. This made a total of 450 questionnaires to balance the number (384) outlined by Du Plooy; should some questionnaires are not returned. The household interviews was successful possibly because respondents were within their own comfortable environment where there is enough time to comprehend and complete the questionnaires. Questionnaires were also given to the management of Empangeni Sanlam Centre, Esikhawini Mall and Richards Bay Boardwalk Shopping Centres. It is worth knowing that Empangeni Sanlam Centre management desisted to participate in the study after series of consultation (refer to Appendix 7).

The reliability of the sample would be discussed further in this chapter in question 1 which deals with the community in which respondents reside, when reporting on the question by question results of the local community residents' questionnaire.

ANALYSIS AND INTERPRETATIONS OF DATA

Questionnaires were distributed in Richards Bay, Empangeni and Esikhawini towns within UThungulu district. The results from respondents of this study was converted into a numerical form, table, chart and average mean. The data which is analysed is arranged according to the objectives of this research. The questionnaire for local community residents consisted of four parts:

- Part one is about community residents;

- Part two centre on forms of communication that exist between shopping centre management and the local community.

- Part three emphases on CSR projects that were initiated by shopping centre management and the method used;

- Part four examines the impact of shopping centre/mall and CSR on local community.

The questionnaires for shopping centres management have seven parts:

- Part one is about the shopping centre/mall

- Part two centre on forms of communication that exist between shopping centre management and the local community.

- Part three deals with the communication process

- Part four focuses on forms of communication that exist between management and tenants

- Part five examines CSR projects that were initiated by centre management only;

- Part six investigates the manner in which CSR projects were initiated.

- Part seven focuses on projects initiated in partnership with tenants and years of implementation.

The findings from the questionnaire to local community residents will first be analysed, thereafter will be the results of the findings from shopping centre management.

Section A: Background Information of community residents.

INFORMATION OF COMMUNITY RESIDENTS

Respondents' Community Location

The results illustrate the community that the respondents live. The aim was to attempt to identify the respondents to the community they represent.

Eskikhaw ni: 30,89 %

Richards bay: 30,13 %

do not live: 2,78 %
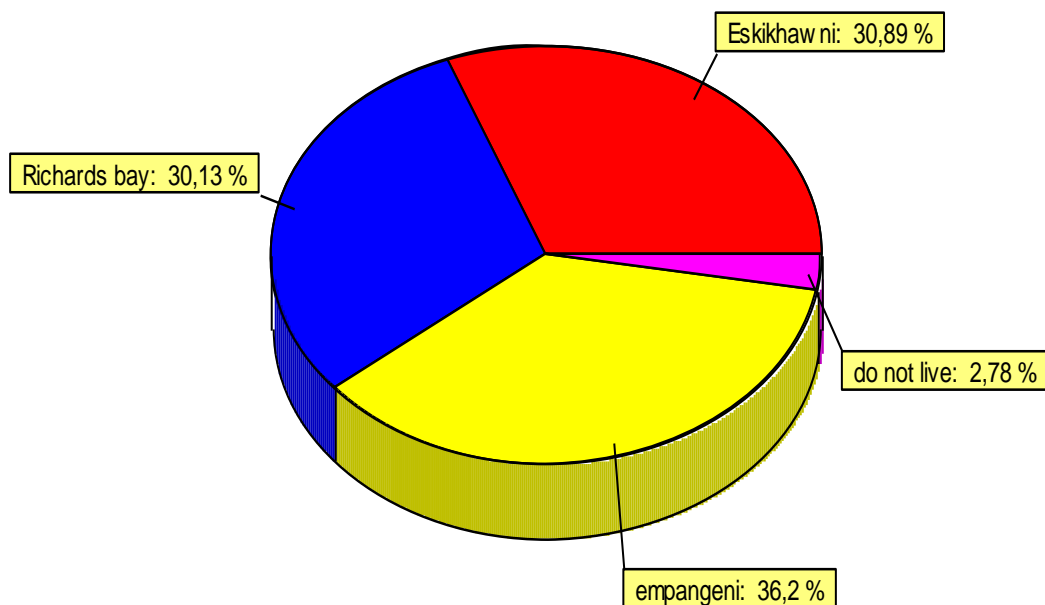
empangeni: 36,2 %

Figure 8: Respondents community location

Comparison of residents of Esikhawini, Empangeni and Richards Bay

Figure 8 provides the total numbers of respondents who participated in this research. A total number of 395 questionnaires were distributed; the analysis reveals that 122 respondents

which constitute 30.08% returned the questionnaire from Esikhawini, 119 respondents (30.13%) returned from Richards Bay, while 143 (36.2%) from Empangeni and 11 (2.78%) do not live in any of these communities. It was noted that people from the neighbouring communities patronise these shopping centres.

A larger number of 143 questionnaires which constitute 36.2% were returned from Empangeni respondents. It was noted that majority of the respondents in Esikhawini opted for questionnaire that was written in Isi-Zulu. This might be as a result that Esikhawini is not as developed as other two communities of Empangeni and Richards Bay.

Respondents' Preferred Shopping Centre

The results of this question are briefly described in table 2. The aim of this question was to attempt to identify where the respondents do their shopping.

Community	Esikhawini Mall Only	Salam Centre Only	Boardwalk Only	Esikhawini & Sanlam	Esikhawini &Boardwalk	Sanlam &Boardwalk	Esikhawini, Boardwalk& Sanlam
Empangeni		76.22%				23.78%	
Richards Bay			100%				
Esikhawini	58.16%			12.29%	10.65%		18.95%

Table 2: Respondents preferred shopping centre

The results in terms of where the residents of the three communities do their shopping are illustrated in Table 2.

The results indicate that 58.16 of Esikhawini residents do their shopping in both Esikhawini Mall and Boardwalk Inkwazi Shopping Centre. While 12.29% do shop at Esikhawini Mall and Sanlam Centre.

Only 18.95% shop in all the three shopping malls/centres. According to the results, all the respondents from Richards Bay do their shopping in Boardwalk Inkwazi Shopping Centre only. The residents of Richards Bay do not migrate to other communities to shop. The results from Empangeni indicate that 76.22% shop only at Sanlam Centre, while the remaining 23.78% visit Boardwalk Shopping Centre to shop. It is noted that Esikhawini and Empangeni residents move from their community to visit Boardwalk Shopping Centre at Richards Bay.

Section B: Forms of communication used by landlords to communicate their CSR initiatives to the community

Six different forms of communication were presented to the respondents. This was presented to ascertain how respondents received communication from the shopping centre management that is located in their community.

Communication by Regular Meetings
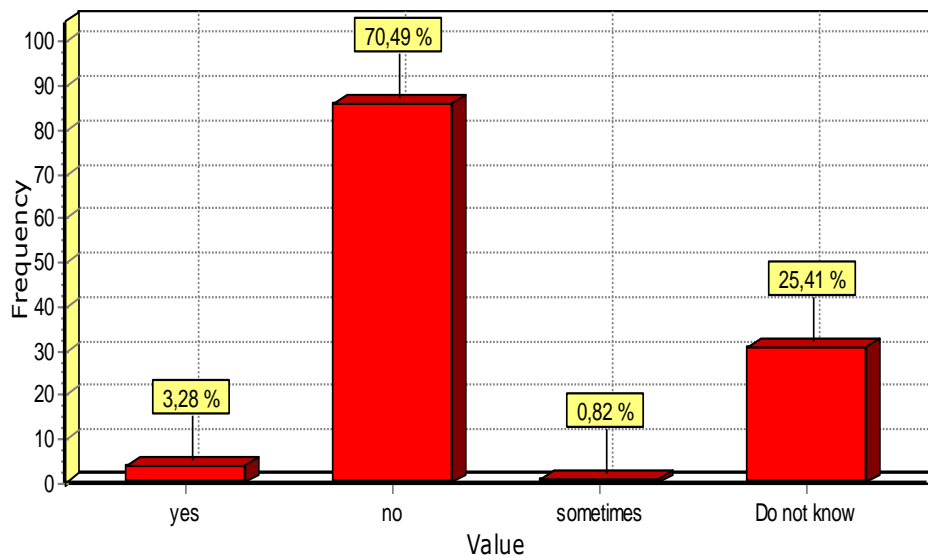
Figure 9: Esikhawini residents' response to regular meetings

Figure 9 provides information on Esikhawini residents' view on regular meetings. The following responses were received:

A total of 70.49% of the respondents **do not agree** that the management of Esikhawini mall engage in regular meetings with the community members.

Whereas 25.40% of the respondents opted for **I do not know.**

Nearly 3.3% **agree** to regular meetings.

While 0.81% of respondents believe that meetings are held **sometimes** with the community.

The findings indicate that the management of Esikhawini Mall is not in support of regular meetings as a way to communicate to the local community. This may have a negative impact on the mall. The local community residents may withdraw their patronage by turning their attention to other shopping mall/centre. As the local community residents expect the landlord

of shopping centre to involve them in any CSR initiatives targeted for community development. Cutlip et al. (2006:243) profess that Face-to-Face Communication such as: regular meeting is faster and can have a significant impact on organisational culture.
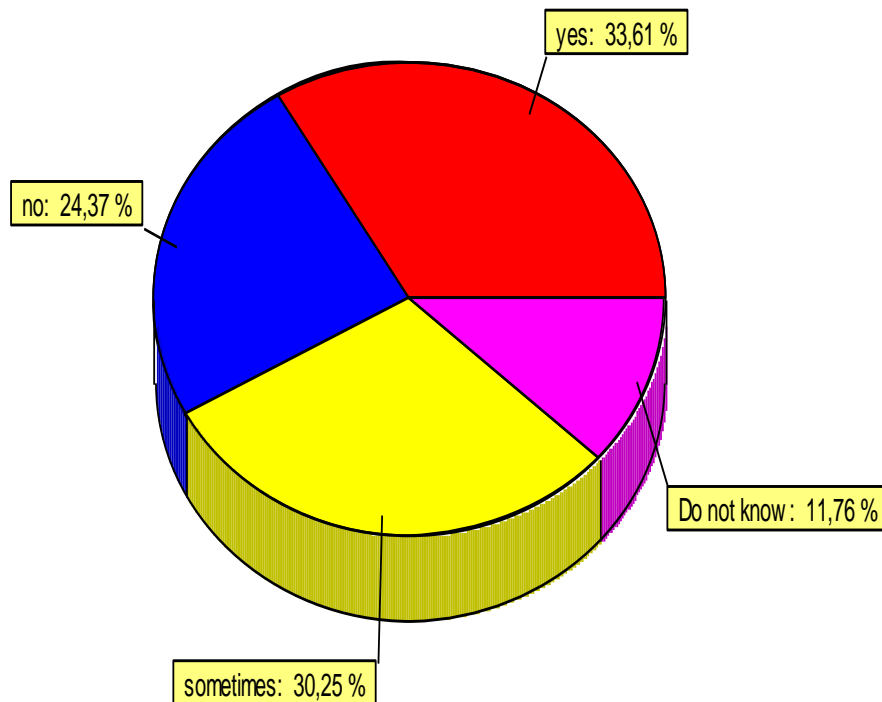
Figure 10: Richards Bay residents' response to regular meetings

Figure 10 provides information on Richards Bay residents' view on regular meetings. The following responses were received:

A total 33.61% **agree** that management of Boardwalk shopping centre engage in regular meetings with the local community.

While 30.25% of respondents believe that meetings are held **sometimes** with the community.

Whereas 24.37% of the respondents **do not agree** that regular meetings are held with the community members.

Roughly 11.8% of the respondents opted for **I do not know.**

The results show that the management of Boardwalk Shopping Centre adopts regular meeting to communicate to the local community; but the awareness is low. The management needs to create more awareness on the use of regular meetings as a two-way communication between them and the local community residents. A communication liaison (relation) officer who will be the centre face in the community can bridge the gap between the centre management and the local community. A good liaison officer is able to create awareness and gather information from the community through continuous interaction with the community representatives or leaders.
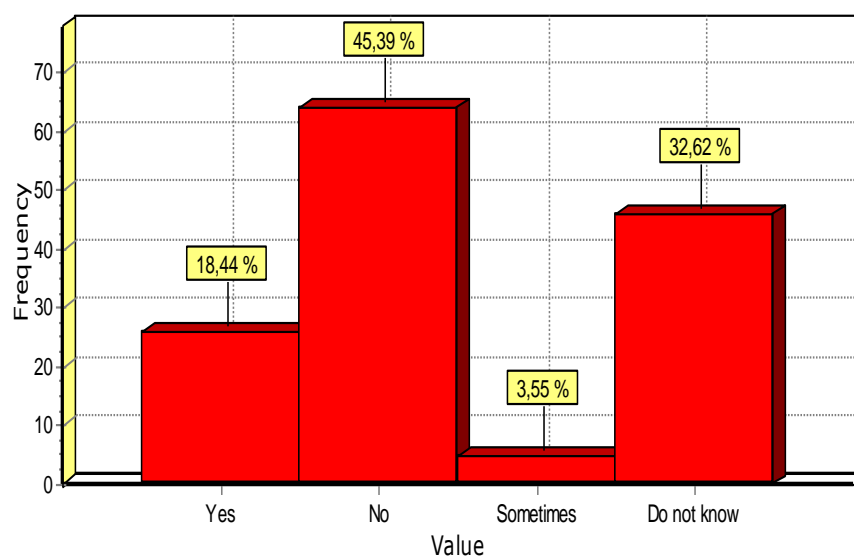
Figure 11: Empangeni residents' response to regular meeting

Figure 11 provides information on Empangeni residents' view on regular meetings. The following responses were received:

Over 45% indicate 'no'

Whereas 32.62% indicate 'I do not know'

A small percentage of 18.44 indicate 'yes'

Only 3.55% indicates 'sometimes'.

The management of Sanlam Centre adoption of regular meeting as a two-way communication between them and the local community is not clearly assured. A small percentage of the

respondents indicated yes. Notwithstanding, the management has to see regular meetings as a way to effective knowledgeable communication with the local community and also as the basis for managing relationships. It is important for Centre management to involve the local community in regular meetings as it serves as a channel that helps local community residents to relate with the landlord and thus serves as two-way communication.

Comparison of Esikhawini and Richards Bay residents views on regular meetings as a form of communication between management and local community

Figures 9, 10 and 11 reveal regular meetings as a form of communication. In comparison with the finding, **no (**70.49%) were the predominant among Esikhawini residents, while 0.81% of the residents believed that regular meetings are held **sometimes** by the management and the local community. Likewise Empangeni, **no** (45.39%) were the dominant, with 32.62% indicating 'I do not know'. On the contrary, in Richards Bay, **yes** (33.61%) was the dominant; while 30.25% agree that meetings are held sometimes with the community. It is therefore, proof that some of the residents/shoppers in Richards Bay are aware of regular meetings held by management of Boardwalk shopping centre with the local community. Whereas, majority of the residents of Esikhawini and Empangeni are unaware of any meeting with the community; if there is any. From the above findings, it can be concluded that Boardwalk Inkwazi shopping centre engage in regular meetings with the local community residents of Richards Bay.

Communication by Mail/Emails
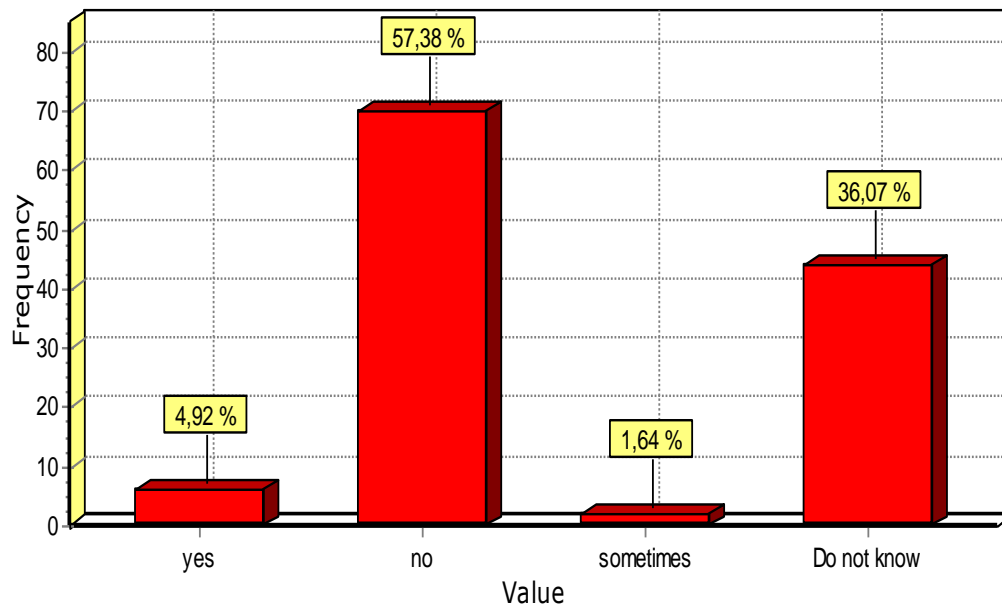
Figure 12: Esikhawini residents' response to mail/emails

Figure 12 provides information on Esikhawini residents' view on mail/emails. The following responses were received:

A total of 57.38% of the respondents **do not agree** to mail/emails as a form of communication with the local community.

Whereas 36.07% of the respondents opted for **I do not know**

While 4.92% **agree** to mail/emails

A total of 1.64% of the respondents opted for **sometimes**.

Esikhawini Mall management is not in support of mail/emails as a form of communication between them and the local community. Communication by the use of mail/emails can function as an effective communication to sharing information and to foster better relationship between Centre landlord and the local community. As the growing use of internet persists, emails should be used as part of marketing effort by Esikhawini Mall landlord to share information with the local community.

no: 7,26 %

yes: 25 %

sometimes: 52,42 %

Do not know : 15,32 %
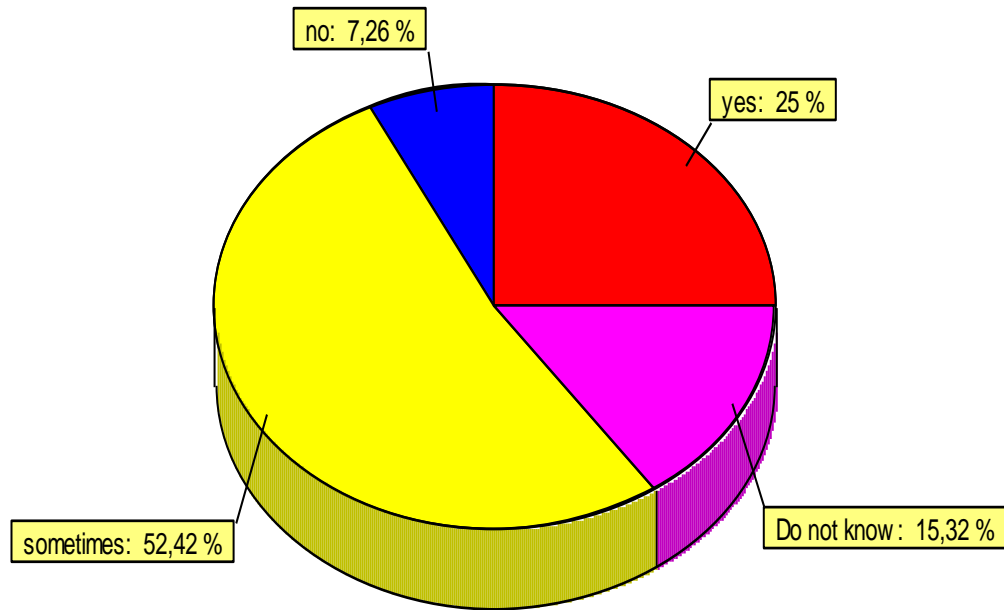
Figure 13: Richards Bay residents' response to mail/emails

Figure 13 provides information on Richards Bay residents' view on mail/emails. The following responses were received:

A total of 52.42% of the respondents opted for **sometimes**.

While 25% of the respondents **agree** to mail/emails.

Whereas 19.96% of the respondents opted for **I do not know**

Roughly 15.32% of the respondents **do not agree.**

Based on the findings above, Boardwalk Inkwazi Shopping Centre uses mail/emails as a form of two-way communication between them and the local community. This will have a positive impact on the centre as well their various tenants. Local community residents are able to access information from their computer, phone or PDA anytime and this might be a logic to retain patronage by the community residents.
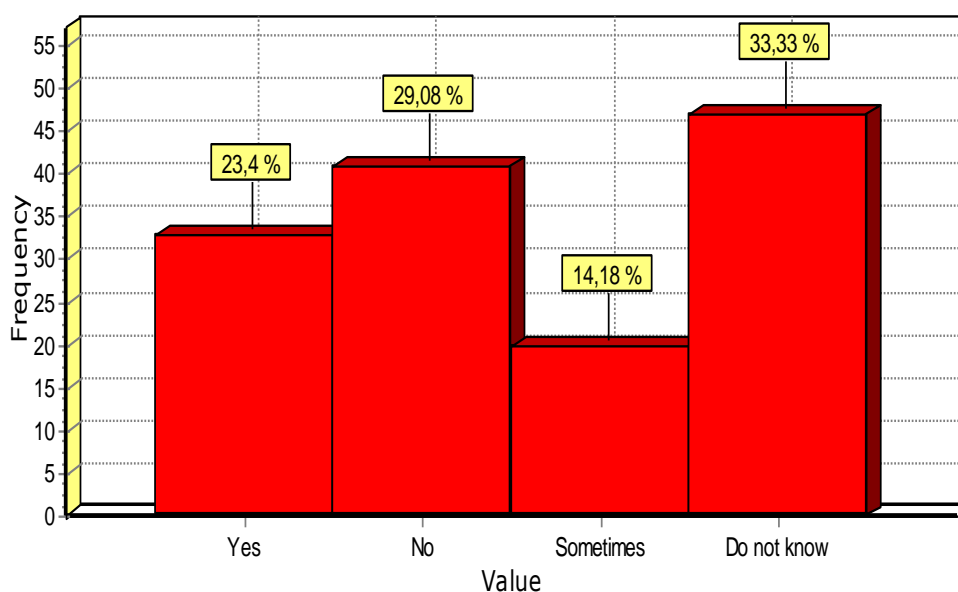
Figure 14: Empangeni residents' response to mail/emails

Figure 14 provides information on Empangeni residents' view on mail/emails. The following responses were received:

Over 33.33% of the respondents indicate 'I do not know'

About 29.1% opted for 'no'

Only 23.4% and 14.18% indicate 'yes' and 'sometimes' respectively'.

The results show that the use of emails to communicate to the local community by Sanlam Centre management is not clearly indicated. The Centre can improve on their relationship with the local community by reaching them through emails. The local community residents on the other hand can communicate back to the management through the same channel. This is two-way communication; which can improve their relationships.

Comparison of Esikhawini, Richards Bay and Empangeni residents views on communication by mail/emails as a form of communication between management and local community

Figure 12, 13 and 14 illustrates residents of Esikhawini, Richards Bay and Empangeni perception on mail/emails as a form of communication between management and local

community. Figure 12 shows that a larger percentage of 57.37% of Esikhawini residents indicate **no** to mail/emails as form of communication, while 36.06% indicate '**I do not know'**. Empangeni residents have similar response, 29.1% indicate 'no' and 33.33% 'I do not know'. Unlike 54.62% of Richards Bay residents that indicate that mail/email as a form of communication is sometimes used by management to communicate with the local community. A substantial 26.05% of the residents indicate **yes** to communication by mail/email. In view of this result, it is concluded that Boardwalk Inkwazi Shopping centre management of Richards Bay communicate through mail/emails to the local community, while Esikhawini mall and Sanlam centre management do not employ this channel to communicate to their local commuinty residents.

Communication by Suggestion Box
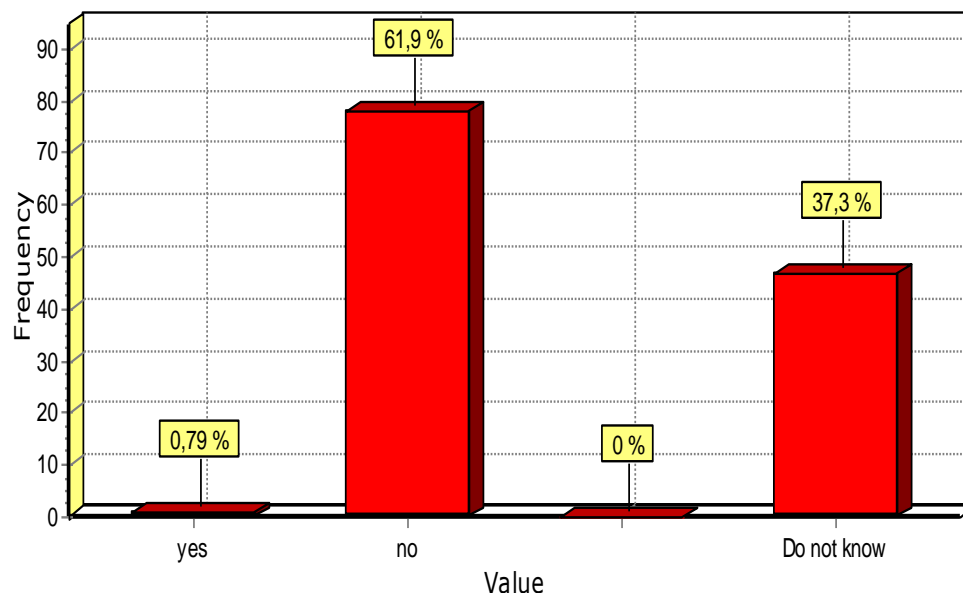
Figure 15: Esikhawini residents' response to suggestion box

Figure 15 provides information on Esikhawini residents' view on suggestion boxes. The following responses were received:

Nearly 60.7% of the respondents **do not agree** that management communicates through suggestion boxes.

While 36.88% of the respondents opted for **I do not know.**

Whereas only 0.81% **agree**

No respondent (0%) opted for **sometimes**

This is clear indication from the findings that an Esikhawini Mall landlord is not in support of the use of suggestion box as a form of two-way communication. Suggestion box might be a good way for the local community residents to be involved in matters relating to community development by suggesting valuable ideas to the centre management. The fear of the management might also be; how to handle the influx of suggestions in the most proficient way.
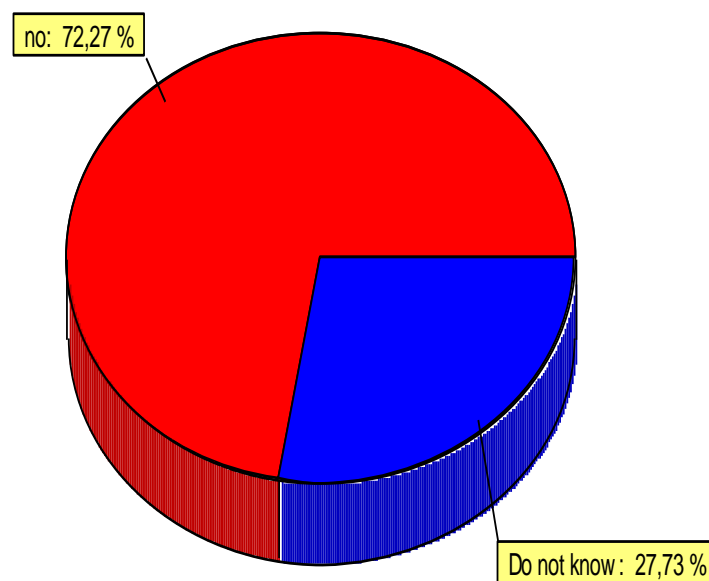
Figure 16: Richard Bay residents' response to suggestion box

Figure 16 provides information on Richards Bay residents' view on suggestion boxes. The following responses were received:

A total of 72.26% of the respondents **do not agree** that management communicates through suggestion boxes.

While 27.73% of the respondents opted for **I do not know**

Whereas No respondent (0%) opted for **yes** and **sometimes**

This is clear indication from the findings that Boardwalk Inkwazi Shopping Centre landlord is not in support of use of suggestion box as a channel by which the local community residents communicate back to the landlord. Communication by suggestion box can bring about an effective communication; if a complete message is sent by local community residents and fully received and understood by the centre management (Buzatu & Pipaz, 2014:683).

Figure 17: Empangeni residents' response to suggestion box

Figure 17 provides information on Empangeni residents' view on suggestion boxes. The following responses were received:

A total of 58.04% indicate 'I do not know' to suggestion box

Whereas 29.37% indicate 'no'

While 11.19% and 1.4% specify sometimes and yes respectively.

There is also a clear indication from the findings that Sanlam Centre landlord is not in support of the use of suggestion box as a form of communication with the local community.

Comparison of Esikhawini, Richards Bay and Empangeni residents views on communication by suggestion boxes as a form of communication between management and local community

Figure 15, 16 and 17 show comparison of suggestion boxes as a form of communication between management and local communities. According to the findings, 60.7% of Esikhawini residents denied knowing of suggestion boxes as a means to communicate between management and the residents of Esikhawini, while 36.88% indicated that they do not know if it exists. Likewise Richards Bay residents, 72.26% of the respondents indicated that suggestion boxes do not exist, while 27.73% of the respondents indicated that they are not aware of suggestion boxes. The same with Empangeni residents that indicate 58.04% and 29.37% to 'I do not know and 'no' respectively. In view of this result, it is concluded that suggestion boxes are not used to communicate to the local communities by any of the malls management.

Communication by Open Door Policy
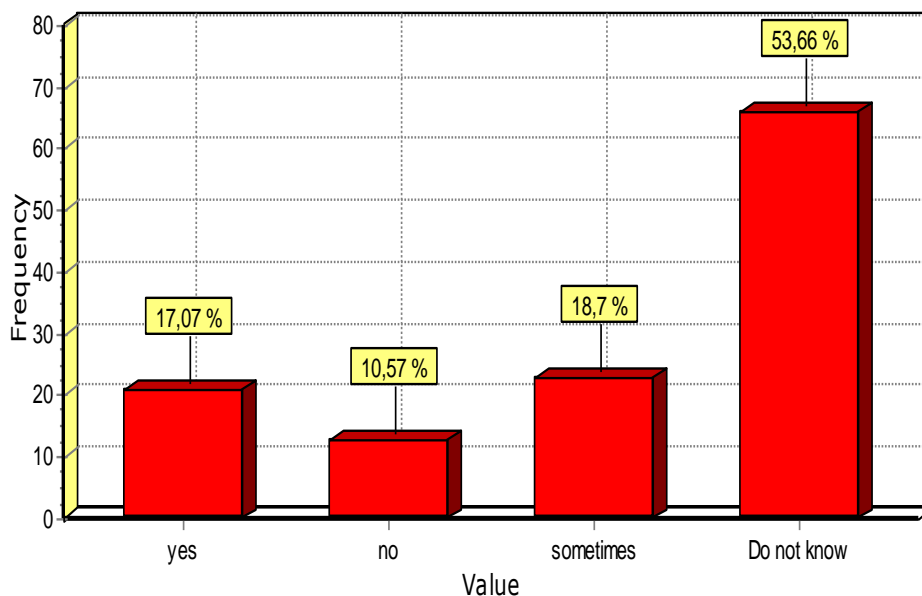
Figure 18: Esikhawini residents' response to open door policy

Figure 18 provides information on Esikhawini residents' view on open door policy. The following responses were received:

A total of 53.27% of the respondents opted for **I do not know**

Nearly 18.9% of the respondents opted for **sometimes**

While 17.21% **agree** to open door policy.

Whereas 10.65% of the respondents **do not agree** that management communicates through open door policy.

The results affirm that Esikhawini Mall management is not in support of open door policy to communicate to the local community residents. During the conduct of this research study, it was discovered that Esikhawini Mall management does not have office in Esikhawini. The management office is located at Richards Bay. In such a situation, open door policy cannot be operated by the management. An open door policy is a method by which the management of shopping centre can adopt by keeping their doors opened to make themselves available to local community residents. The local community residents are encouraged to ask questions and discuss issues that are related to the community. It will be of better advantage to the management of Esikhawini Mall if it has an office within the Mall.
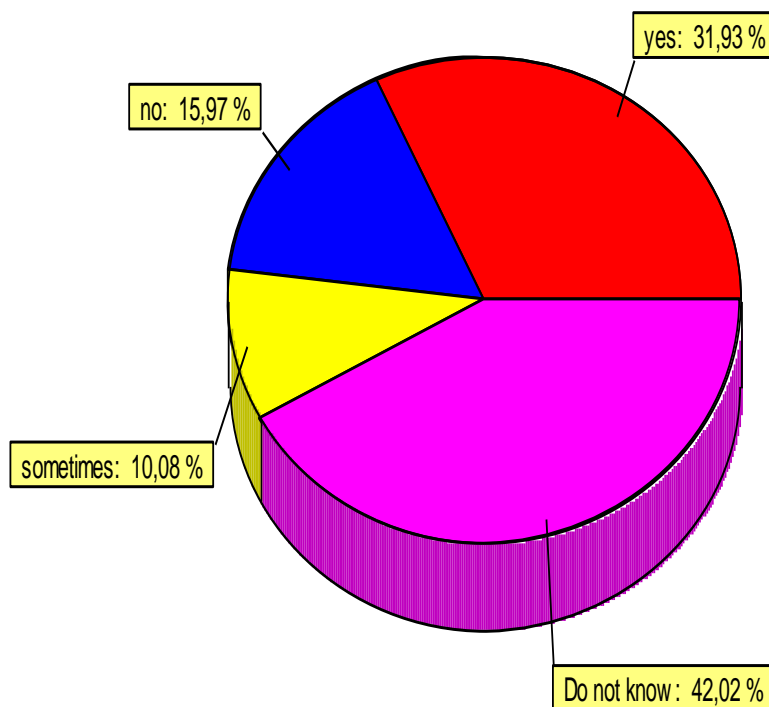
Figure 19: Richards Bay residents' response to open door policy
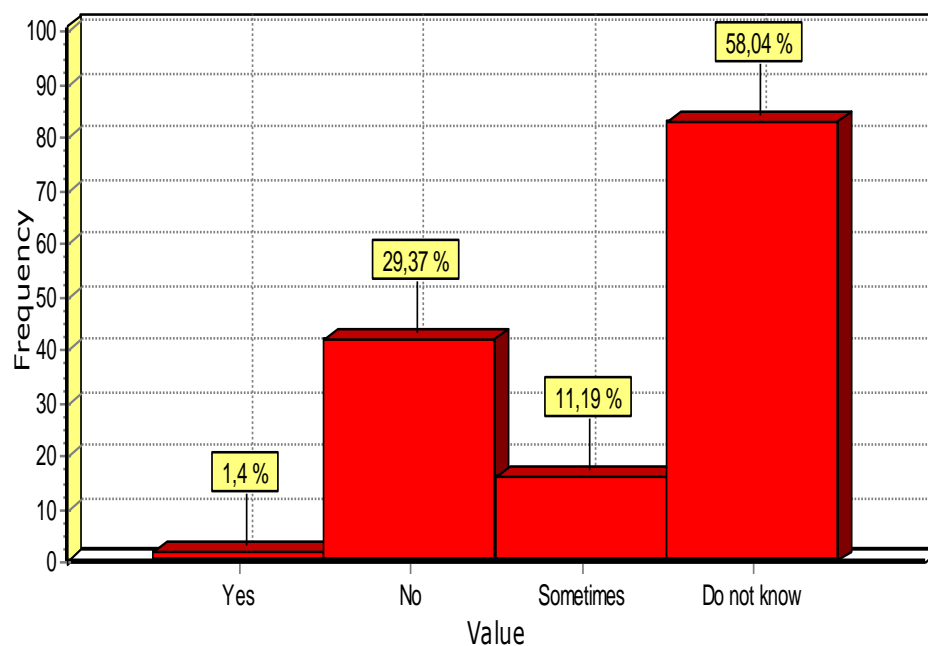
Figure 19 provides information on Richards Bay residents' view on suggestion boxes. The following responses were received:

A total of 42.01% of the respondents opted for 'I do not know'.

While 31.93% agree to open door policy.

Whereas 19.96% of the respondent do not agree.

Only 10.08% of the respondents opted for sometimes.

The results affirm that Boardwalk Inkwazi Shopping Centre management operates open door policy; though a large number of the respondents are not aware. The management needs to create more awareness for the local community residents to utilise this policy to make their views known to the management of the centre. As open policy establishes an environment of trust; the management should capitalise on this and build a good relationships with the local community residents.
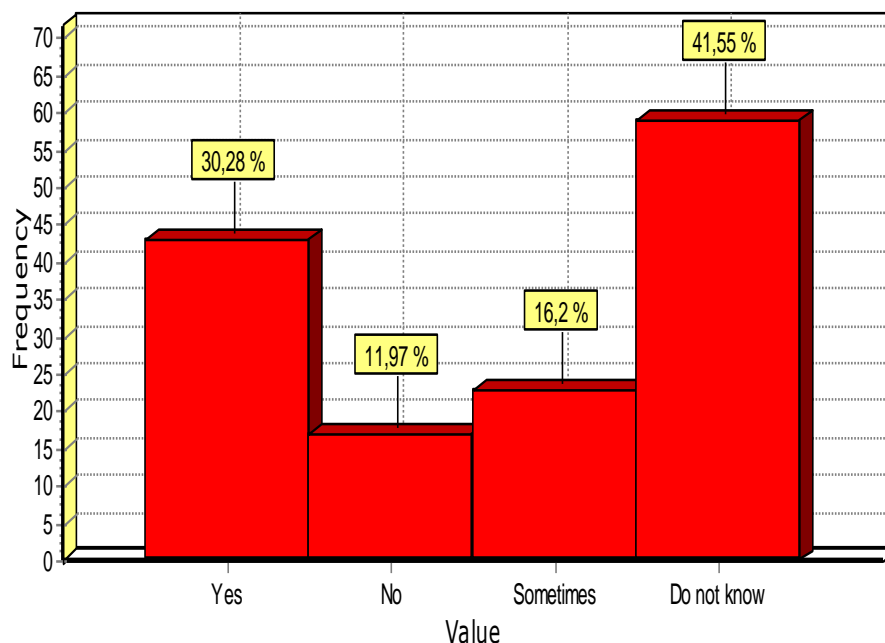
Figure 20: Empangeni residents' response to open door policy

Figure 20 provides information on Empangeni residents' view on suggestion boxes. The following responses were received:

A larger 41.55% indicate 'I do not know'.

Another 11.97% indicate 'no'

While 30.28% opted for yes

The findings confirm that Sanlam Centre management operates open door policy; though a large number of the respondents are not aware. The local community residents deserve to be involved in matters that relate to them, Open door policy by Centre management is a way by which community residents can be involved physically. Therefore, the management needs to create more awareness for the local community residents to utilise this policy to make views known to the centre management.

Comparison of Esikhawini, Empangeni and Richards Bay residents views on communication by open door policy as a form of communication between management and local community.

The figures above show that 53.27%, 18.9% and 17.21% of the respondents from Esikhawini indicated 'I do not know', sometimes and **'**yes', respectively to communication by open door policy by mall management, while 42.01%, 31.93% and 10.08% indicate 'I do not know', 'yes' and sometimes respectively by the respondents from Richards Bay. Majority of Empangeni residents indicate 'I do not know'. This results show that majority of the residents of these communities are uninformed of open door policy as a strategy to communicate to the local community by malls management.

Communication by News-Letter
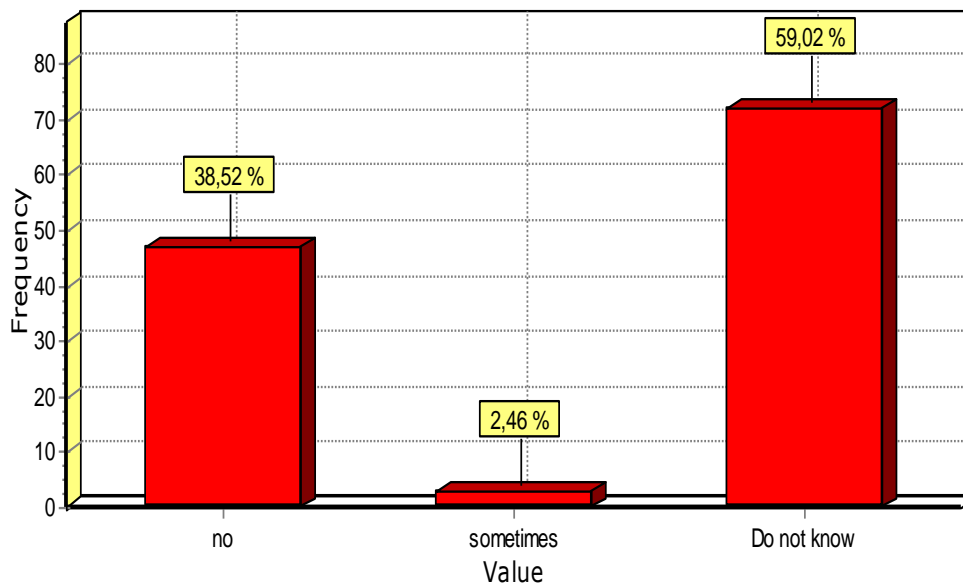
Figure 21: Esikhawini residents' response to news letter

Figure 21 provides information on Esikhawini residents' view on news-letter. The following responses were received:

A total of 59.01% of the respondents opted for I do not know

Over 38.5% of the respondents do not agree.

Only 2.45% of the respondents opted for sometimes**.**

Whereas, no respondent (0%) opted for yes

The results from the figure above confirm that news letter as a form of communication is not adopted by the management of Esikhawini Mall. This may have an effect on the mall; as news letter is one way to make a better connection with the local community. News letter helps ensure local community are up-to-date on landlord CSR policy and other information that relates to community development.
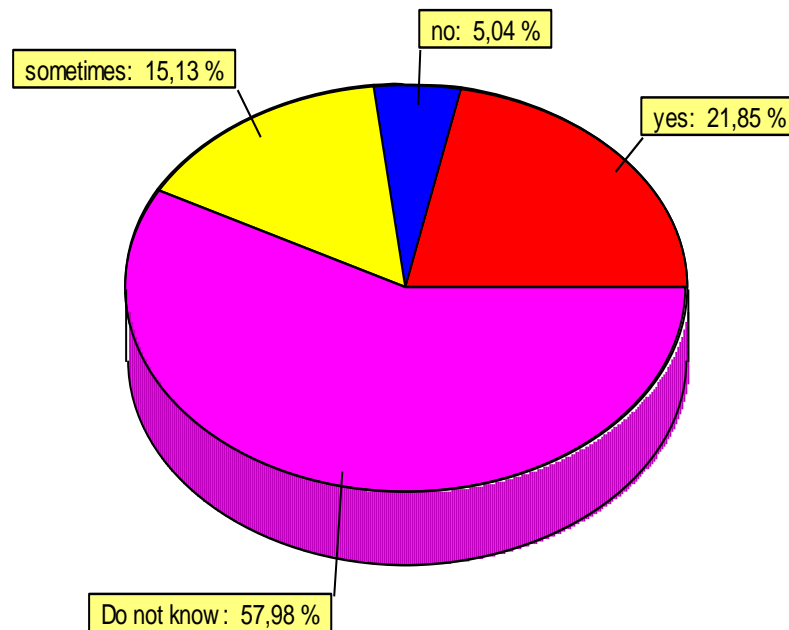
Figure 22: Richards Bay residents' response to news letter

Figure 22 provides information on Richards Bay residents' view on news-letter. The following responses were received:

A total of 57.98% of the respondents opted for I do not know

While 21.84% of the respondents opted for yes

Whereas 15.12% opted for sometimes

Only 5.04% of the respondents opted for no

It is evident from the findings that Boardwalk Shopping Centre use of news letter to communicate to the local community is not popular. The management needs to improve on the use by creating awareness to the local community in order to optimise purpose of communication.
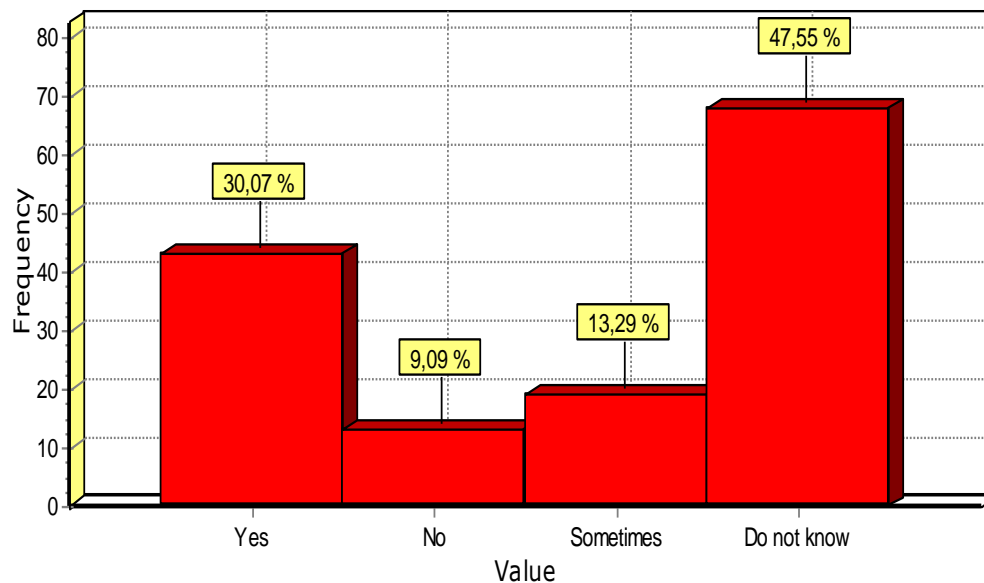
Figure 23: Empangeni residents on news-letter

Figure 23 provides information on Empangeni residents' view on news-letter. The following responses were received:

A total of 47.55% and 9.09% are indicated as 'I do not know' and 'no' respectively.

While 30.07% and 13.29 represent 'yes' and 'sometimes'.

The results show that the awareness of the use of news letter by Sanlam Centre management to communicate to the local community is very minimal. News letter helps to keep local community residents informed, build loyalty and boost shopping centre's reputation and growth (Fujita & Miura, 2011). If the management of Sanlam Centre improves on the use of news letter to communicate to the local community; it will have a positive effect on the centre.

Comparison of Esikhawini, Empangeni and Richards Bay residents views on communication by News-letter as a form of communication between management and local community.

Figure 21, 22 and 23 reveal results for news letter as a form of communication. In comparison with the findings, 'I do not know' (59.01%) was the predominant among Esikhawini residents, while 38.5% of the residents believed that the management do not communicate through news letter to the local community. The results from Empangeni are similar, with 47.55% indicating 'I do not know' and 13.29% for yes. The same with Richards

Bay, I do not know (57.98%) was the dominant; while 21.84% agree that news letter are used by the management. It is therefore, evident that majority of the residents/shoppers in these communities are uninformed of communication through news letter by management of both malls/centres.

Communication by Regular Needs Survey
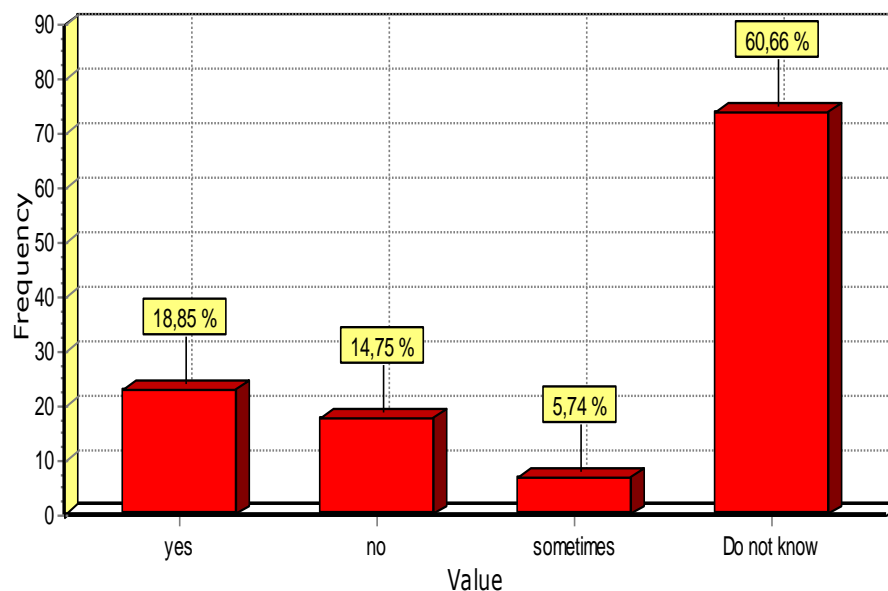
Figure 24: Esikhawini residents' response to survey

Figure 24 provides information on Esikhawini residents' view on regular needs survey. The following responses were received:

A total of 60.65% of the respondents opted for 'I do not know'.

While 18.85% of the respondents opted for 'yes'.

Whereas 14.75% opted for **'**no'.

Only 5.74% opted for **'**sometimes'.

The results from the figure above confirmed that regular need survey as a form of communication is not adopted by the management of Esikhawini Mall. This may have an effect on the mall; as needs survey is a way to know the opinion of the local community towards an issue. Needs survey help ensure that local community residents attitude towards an issue is seek. It also ensures that the local community residents are up-to-date on landlord CSR policy and other information that relates to community development. Esikhawini Mall

management needs to adopt this form of communication in order to embark on CSR initiatives that meet the needs of the local community residents.
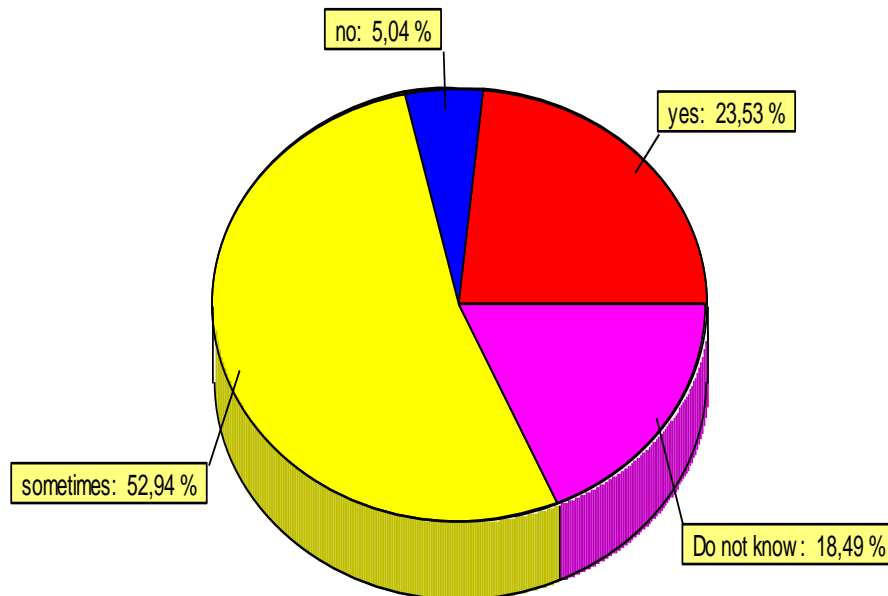
Figure 25: Richards Bay residents' response to survey

Figure 25 provides information on Richards Bay residents' view on regular needs survey. The following responses were received:

A total of 52.94% of the respondents stated that management sometimes engage in the use of regular needs survey to communicate to the local community.

While 23.52% opted for 'yes'.

Whereas 18.48% opted for 'I do not know'.

Only 5.04% opted for 'no'.

The findings indicated that Boardwalk Shopping Centre adopts regular needs survey as a form of communication to the local community residents. Regular needs survey will help the Centre to find out the opinion of the community members towards an issue. It will also be useful to seek the views of community residents on CSR initiatives intended to implement by shopping centre landlord.
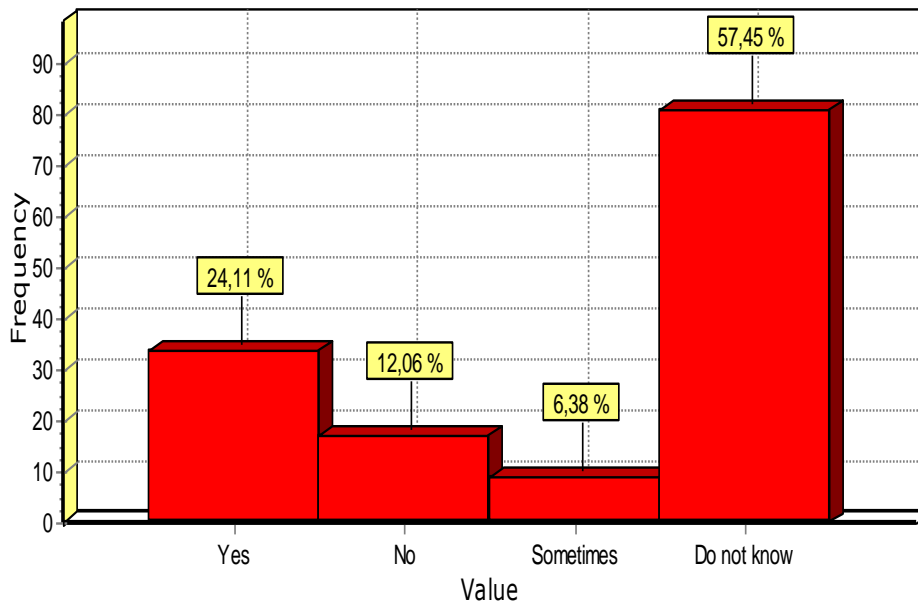
Figure 26: Empangeni residents' response to survey

Figure 26 provides information on Empangeni residents' view on regular needs survey. The following responses were received:

A total of 57.45% and 12.06% indicate 'I do not know' and 'no' respectively.

Whereas 24.11% and 6.38% specify 'yes and 'sometimes' separately.

Majority of the respondents from Empangeni are not aware if Sanlam Centre landlord employs regular needs survey to communicate to the local community residents. Regular needs survey allows the landlord to uncover the answers to pertinent issues that have to do with the centre and the local community.

Comparison of Esikhawini, Empangeni and Richards Bay residents' views on communication by regular needs survey as a form of communication between management and local community.

Figure 24, 25 and 26 show comparison of regular needs survey as a form of communication between management and local community. According to the findings, majority of the residents of Esikhawini and Empangeni are not aware of the use of survey to communicate regularly to the residents. This is an indication that there is no any form of regular needs survey done by both Esikhawini Mall and Sanlam Centre management. The results from Richards Bay residents, prove that regular needs survey is sometimes carried out by Boardwalk Shopping Centre management.

CORPORATE SOCIAL INVESTMENT STRATEGIES
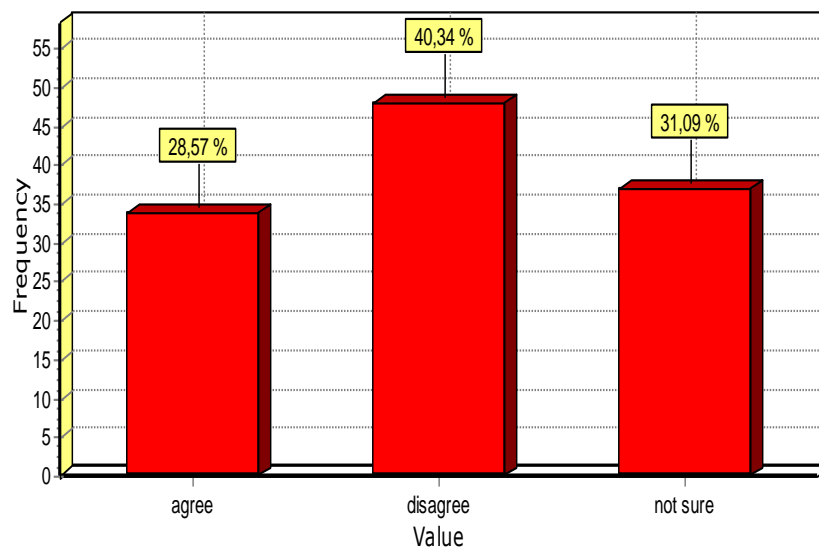
Figure 27: Esikhawini residents' response to Corporate Social Investment

Figure 27 provides information on Esikhawini residents' view on Corporate Social Investment. The following responses were received:

Over 40.3% of the respondents from Esikhawini disagree that communication between management and the local community include Corporate Social Investment strategies.

While about 32% indicate not sure.

The findings clearly indicated that the local community residents of Esikhawini do not receive any form of communication regarding CSR initiatives implemented by Esikhawini Mall landlord. The management is to communicate CSR projects to the local community as this will serve as a motivation to the local residents to build trust in the mall landlord. It will also lead to continuous patronage on the part of the local community residents. Skinner et al. (2013:271) are of the opinion that a well-publicised CSR can build sound community relations.
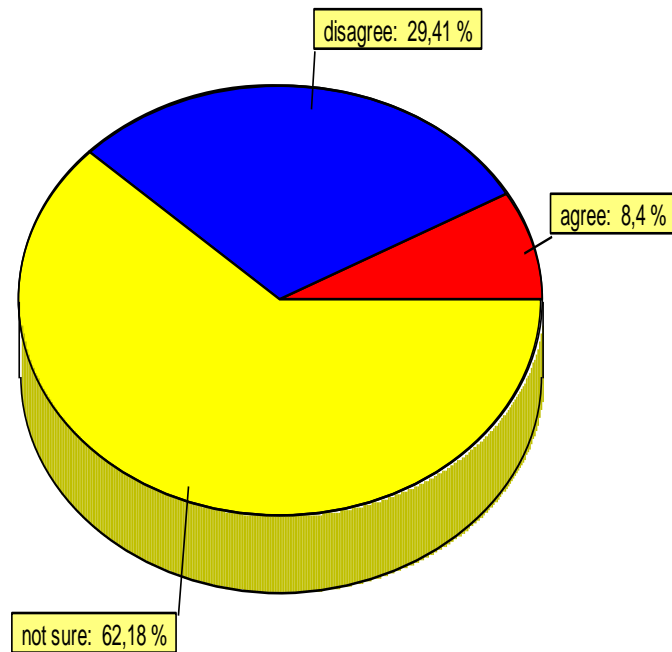
Figure 28: Richards Bay residents' response to Corporate Social Investment

Figure 28 provides information on Richards Bay residents' view on Corporate Social Investment. The following responses were received:

Almost 62.2% indicated not sure.

While 29.41% disagree to CSI as a communication process between management and local community.

The results from Richards Bay residents affirm that CSR projects implemented by the landlord of Boardwalk Shopping Centre are not communicated to the local community. On the other hand; the projects implemented might not be communicated through the right channels that are accessible to majority of the local community residents. In choosing media to communicate to local community residents, the landlord through the management must consider the richness of the channel for effective communication. The management can improve on this, by carefully choosing the channel to communicate to the local community residents to achieve effective communication.
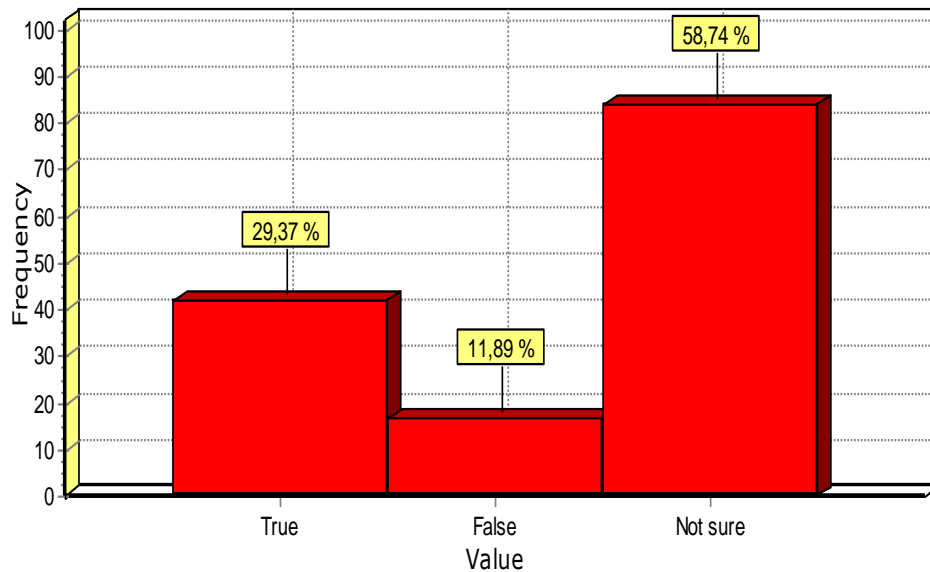
Figure 29: Empangeni residents' response to Corporate Social Investment

Figure 29 provides information on Empangeni residents' view on Corporate Social Investment. The following responses were received:

Similar results were gotten from Empangeni where larger percentages of 58.74 indicate 'not sure'; with just 29.37% admitting that Sanlam centre communicate their CSR to the local community.

The findings based on the above figure clearly indicated that the local community residents of Richards Bay do not receive any form of communication regarding CSR initiatives implemented by Boardwalk Inkwazi Shopping Centre landlord. The management is to communicate CSR projects to the local community as this will serve as a motivation to the local residents to build trust in the mall landlord. It will also lead to continuous patronage on the part of the local community residents.

Comparison of Esikhawini, Empangeni and Richards Bay residents' views on Corporate Social Investment as a communication between management and the local community.

The figures above show that majority of the residents of three communities are not aware of CSI as process of communication between management of both malls/centres and the local community residents. It is concluded that management of malls/centres do not communicate their CSI strategies through the right channel to the local communities. The level of CSR communication awareness in the communities is very low.

VALUABLE FEEDBACK FROM CENTRE MANAGEMENT
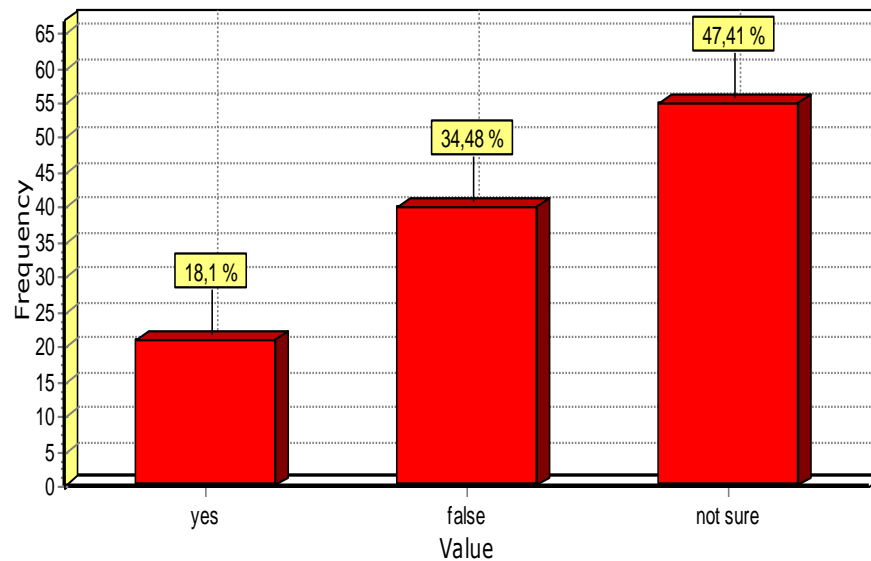
Figure 30: Esikhawini residents' response to valuable feedback.

Figure 30 demonstrates that 47.41% of the respondents are not sure of two way communications between management and the community residents. About 34.5% indicated that they do not receive valuable feedback from mall management. Only 18.1% agree that they receive valuable feedback from mall management.

Feedback is regarded as the barometer of effective communication; in sense that it enables the sender to determine flaws in the transmission of the message. Effective communication does not entail, when a valuable feedback is not received. The management of Esikhawini Mall needs to improve on their responses to messages from the local community. This will foster better relationships between them and the local community. On the other hand, if the management do not open to listening, dialogue nd understanding, it could case conflict between the landlord and the local community.
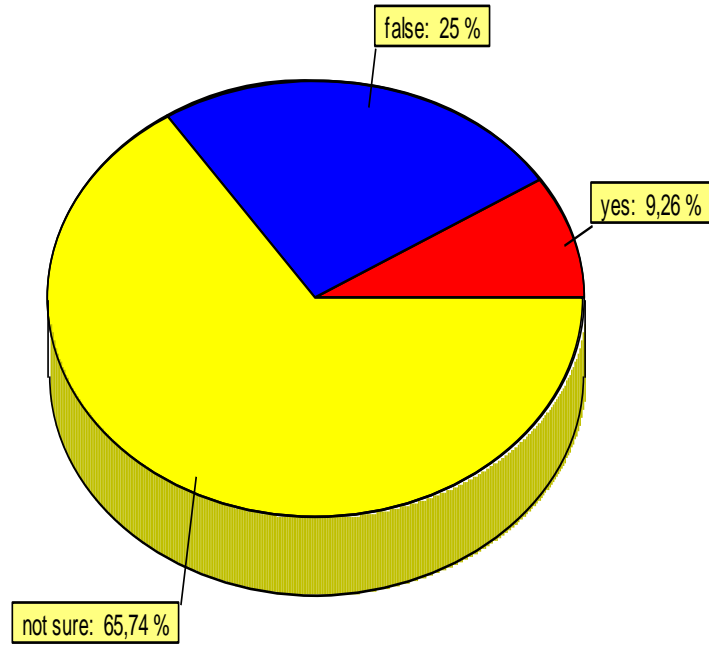
Figure 31: Richards Bay residents' response to valuable feedback.

In figure 31, another larger percentage of 65.72 indicate 'not sure' from Richards Bay to receiving valuable feedback from mall management. However, 25% of the respondents state that they do not receive any feedback and only 9.26% agree that they receive valuable feedback from mall management.
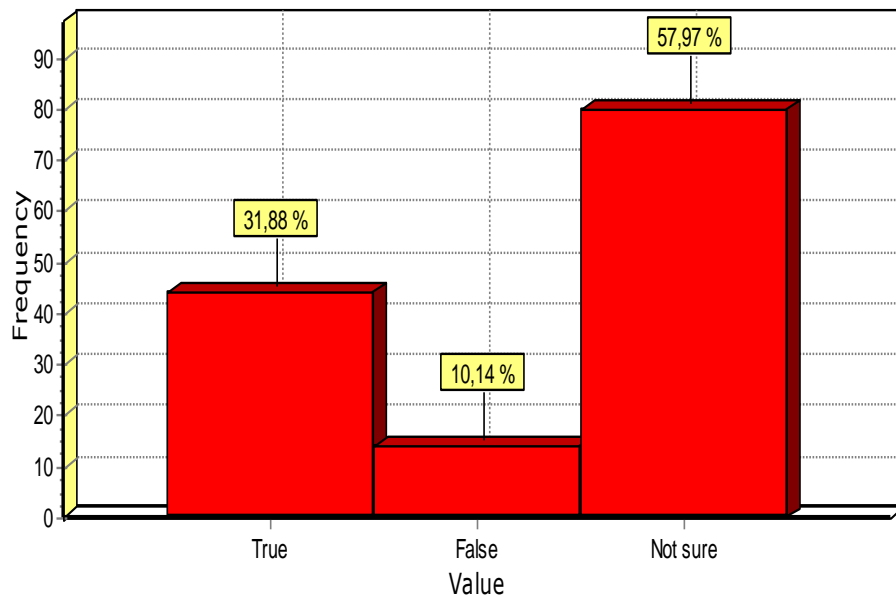
Figure 32: Empangeni residents' response to valuable feedback

Empangeni residents indicate similar results, with 57.97% not sure if they receive feedback from management. While 31.88% stipulate that they receive feedback.

Sanlam Centre management needs to feed the local community back on messages they received from them. They also need to update the local community on matters that relates to them, especially CSR initiatives targeted for community development. Communication between the management and the community is not effective without valuable feedback. As feedback is one of the most vital factors of communication process and it helps in improving communication.

Comparison of Esikhawini, Empangeni and Richards Bay residents' views on two way communication between management and the local community:

In view of this, it is concluded that community residents do not receive feedback from mall management. It is also concluded that malls/centres management do not communicate back to the local community by reaching them through the right channel. Audience choice of media should be considered when selecting channel for communication. Locker & Kaczmarek (2011:115) are of the opinion that management should consider audience before choosing media in order to communicate effectively to them. The authors emphasise that not all media channels are appealing to audience; some are enthralling, while some are not.

Section C: Corporate Social Responsibility projects.
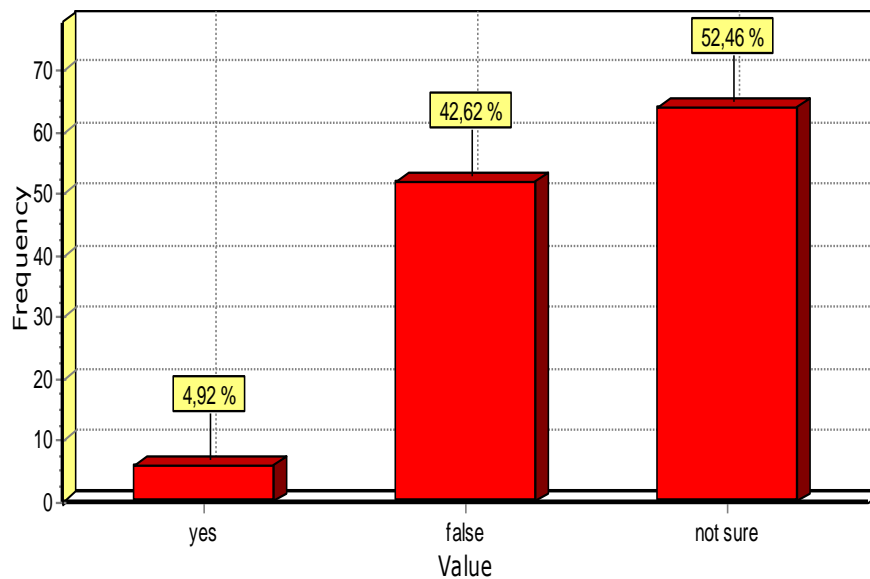
Figure 33: Esikhawini residents' responses to CSR projects.

Figure 33 analyses responses from Esikhawini residents to CSR projects within the community. About 43% of the respondents specify that there is no CSR project initiated within their community by mall/centre management. Another 52.46% indicate 'not sure', with only 4.92% responded with 'yes'. This creates impression that majority of Esikhawini residents do not know of any CSR projects implemented by mall landlord through its management team.

false: 12,71 %

yes: 2,54 %
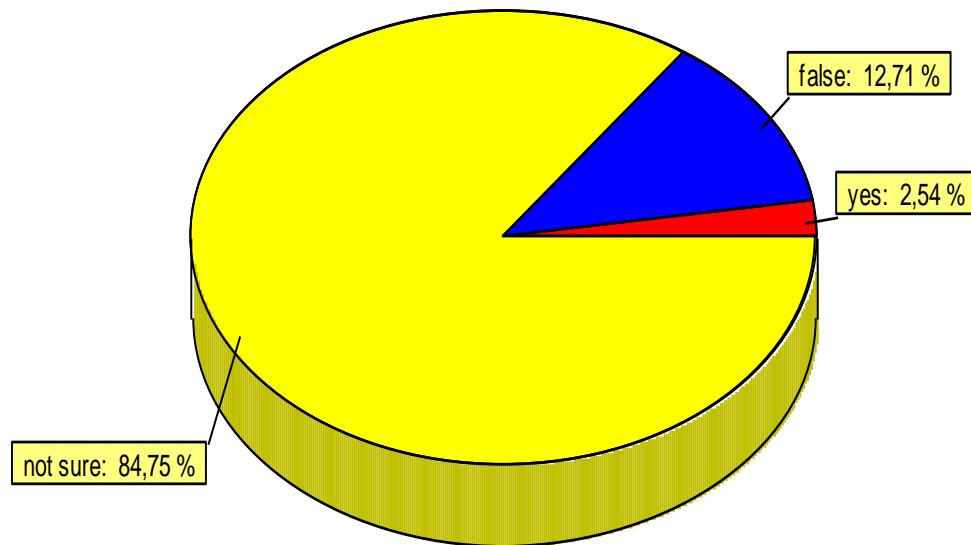
not sure: 84,75 %

Figure 34: Richards Bay residents' response to CSR projects.

Figure 34 indicates that 84.75% of Richards Bay respondents are not sure if any CSR project by centre management exists. Another 12.71% indicated 'no', with only 2.54% confirm their knowing of CSR projects within the community. The management team of Boardwalk Inkwazi Shopping Centre needs to report on the centre CSR projects. CSR disclosure is the avenue by which the local community residents can be informed that shopping centre does not only care about making money but as well cater for the community in which it is located. It will do more good than harm for the management to report on their CSR initiatives.
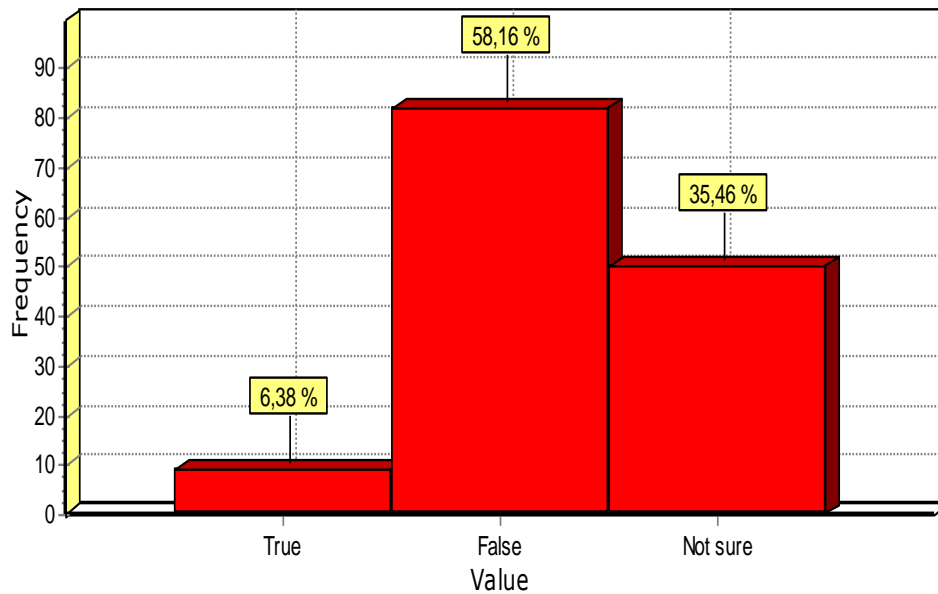
Figure 35: Empangeni residents' response to CSR projects.

Results from Empangeni in Figure 35 are of no different to the two other communities.

About 58.2% indicate 'false'.

While 35.46% indicate 'not sure'.

CSR activities of Sanlam centre are not reported to the local community. This will not allow the centre to generate moral capital as local community usually values business high importance to organizations that are devoted to reporting their CSR activities.

Comparison of Esikhawini, Empangeni and Richards Bay residents' views on CSR projects within their community.

In view of these figures, it is evident that CSR projects initiated by mall/centre management are not known to the local communities. This may be as a result of not using the right channels to communicate their messages. According to Locker & Kaczmarek (2011:115), chosen the right channel to communicate will strengthens the connection between landlord and local community and results to effective communication.

HOW CSR PROJECTS WERE INITIATED.

This section aim was to find out if research was undertaken by shopping centre management to establish what the community needed.

All the respondents from the three communities refute the question. The reason for refusal might be because they do not know of any CSR projects initiated by shopping centre landlord in their community.

Can you name any of the CSR projects that was/were initiated by the shopping centre management in your community?

No response from respondents of the three communities. This indicates that they do not know of any CSR projects initiated by shopping centre management. It can be deduced from this result that the management of these mall/centre do not communicate their CSR projects to the local community. It can as well be said that right channel of communication is not used to communicate to the local community if they do initiate CSR projects.

Section D: Impact of shopping centre on community
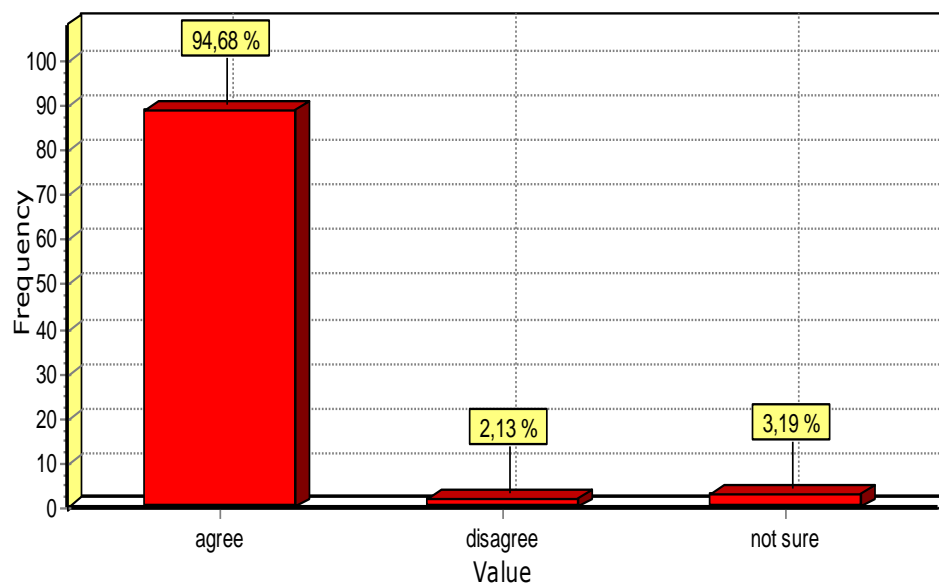
Figure 36: Esikhawini residents' response to how successful is the shopping centre located in the community.

Figure 36 above illustrates that 92.68% of Esikhawini residents agree that the mall (Esikhawini mall) residing in their community has been generally successful in conducting their business.

Only 2.13% disagree.

While about 3.2% indicate 'not sure'.

There is a clear indication from the findings that Esikhawini Mall has received the patronage of the local community residents. Almost all the respondents from Esikhawini stated that the Mall has been generally successful in conducting their business.
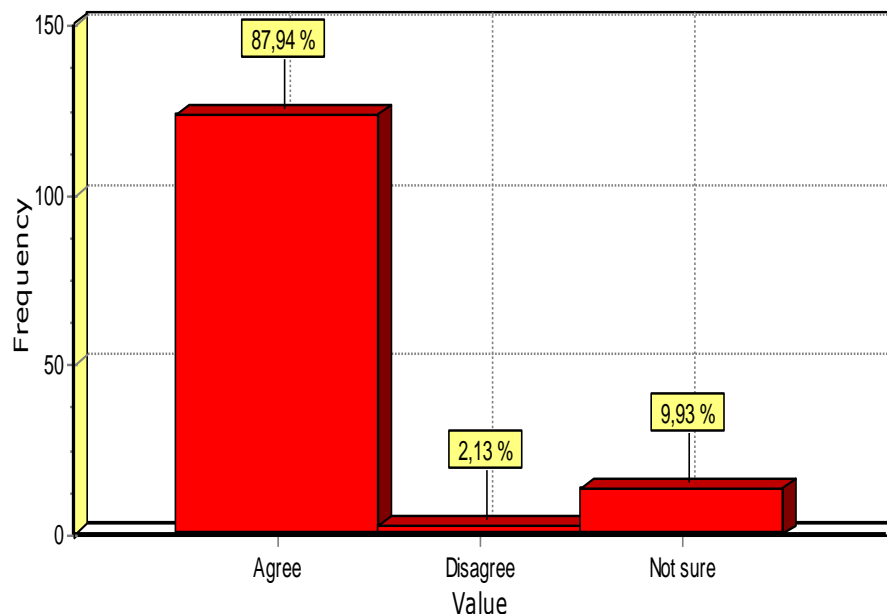
Figure 37: Empangeni residents response to how successful is the shopping centre located in the community.

Figure 37 shows results from Empangeni residents, with 87.94% agree that Salam centre has been successful in their business conduct.

Comparison of Esikhawini, Empangeni and Richards Bay residents' views on how successful is the shopping centre located in the community.

All the respondents from Richards Bay agree that Boardwalk Inkwazi shopping centre has been generally successful in conducting their business within the community.

It is evident from the result that all the three shopping malls/centres located in these communities have been successful in conducting their businesses.

The community has benefitted generously from CSR projects which was/were undertaken by the management of the centre.
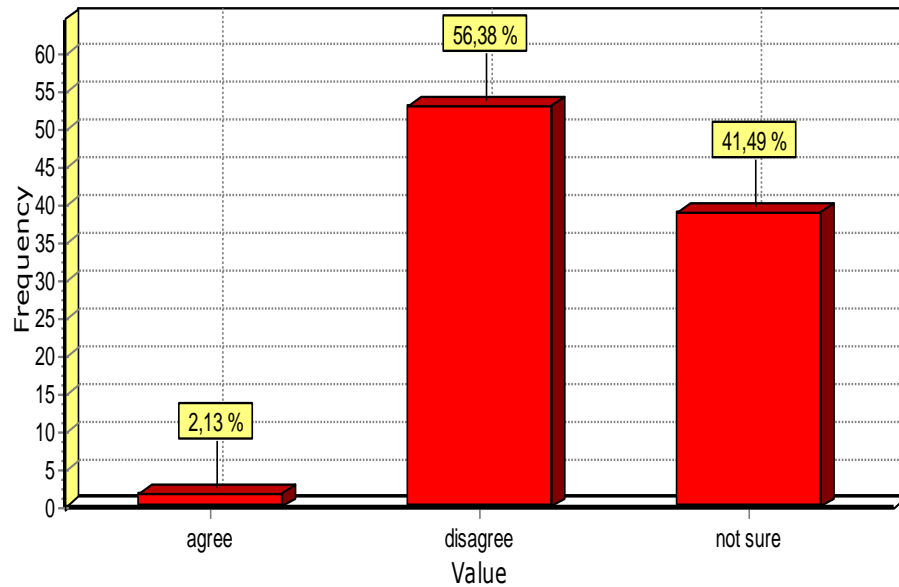
Figure 38: Esikhawini residents' response to how community have benefited from CSR projects.

Figure 38 reveals that 56.38% of Esikhawini residents disagree that community has benefitted generously from CSR projects which was/were undertaken by shopping centre management. 41.49% of respondents are not sure if community has benefitted from CSR projects or not. A smaller portion of respondents 2.13% agree with this statement. This creates an impression that over 97% of the residents of Esikhawini are not sure if the management of the mall implemented any CSR projects.
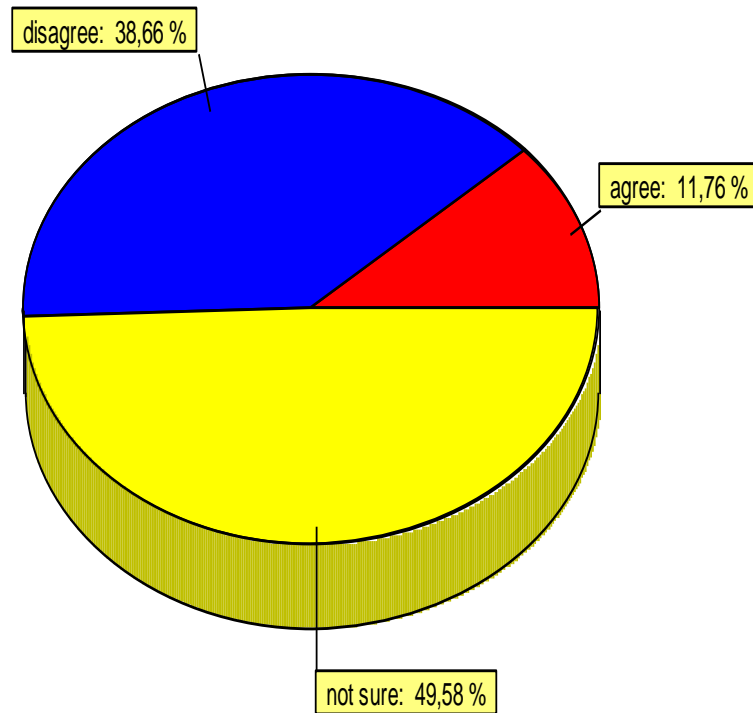
Figure 39: Richards Bay residents' response to how community have benefited from CSR projects.

Figure 39 indicates that 38.66% of Richards Bay respondents disagree to the statement that community has benefit from CSR projects. About 50% indicated not sure, while only 11.76% agree that Richards Bay community has benefited from CSR projects of Boardwalk Inkwazi shopping centre. It is advised that when embarking on any CSR projects for local community, the community leaders should be consulted. The shopping centre communication/liaison officer should have meetings with the leaders in order for them to come to a compromise as to what will benefit the local community residents.
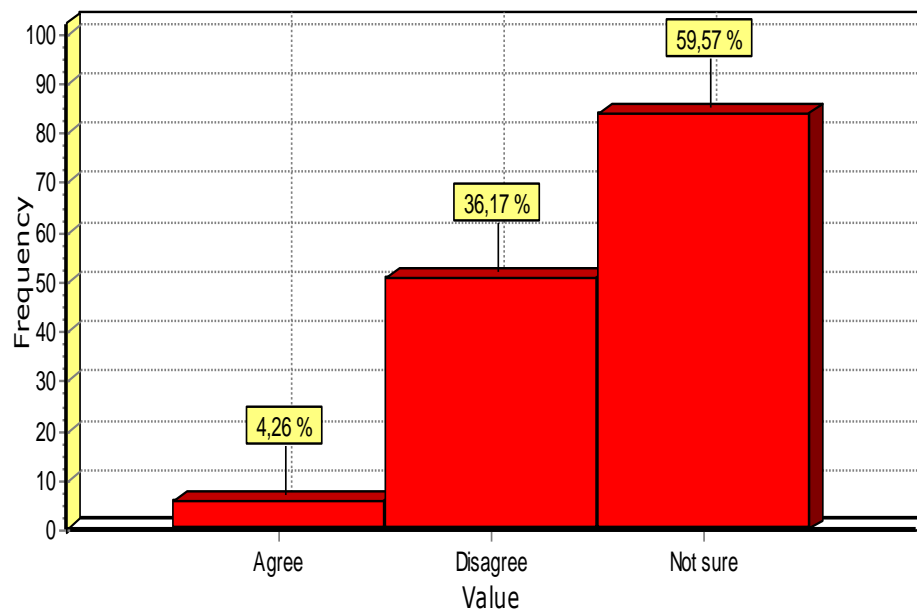
Figure 40: Empangeni residents' response to how community have benefited from CSR projects.

Empangeni result is similar; 36.17% disagree and 59.57% not sure if the community has benefitted from CSR projects of Sanlam centre.

Comparison of Esikhawini, Empangeni and Richards Bay residents' views on how community have benefited from CSR projects.

The three figures clearly indicate that residents of the three communities are not aware of CSR projects embark upon by shopping centre management; therefore, they cannot state if their community have benefitted from it. It is advisable for the landlord of shopping centre to do the following when initiating CSR projects:

- The landlord should involve the local community leaders in CSR activities that are targeted for community development.
- The landlord should report on CSR projects implemented.
- Appropriate channel of communication should be choosing when to report on CSR activities.

LOCAL COMMUNITY DEVELOPMENT PROJECTS INITIATED BY SHOPPING CENTRES LANDLORDS

This study targeted three different shopping centres in three communities located within uThungulu District Municipality. The shopping centres are: Sanlam Centre in Empangeni, Esikhawini Mall in Esikhawini and Boardwalk Inkwazi Shopping Centre in Richards Bay. The General Manager of Boardwalk Shopping Centre and Esikhawini Mall Manager were very supportive. It is worth knowing that the management of Sanlam Centre headed by JHI portfolio manager ceased to partake in the study after series of meeting.

The result of the responses of Boardwalk Shopping Centre management and Esikhawini Mall management will be discussed. This will be done by identifying the shopping centre and then briefly discuss the relevance of the responses to each question as discussed in chapter 4.

Section A: Forms of communication that exist between the management and community residents

The objective of this section was to find out how the management of shopping centres communicates to the residents of the community they reside. This section was intended to investigate forms of communication embark upon by mall management to reach the local community and by which the local community residents can communicate back to the management (two-way communication).

Forms of communication between management and community residents

The results in terms of the forms of communication employed by the management of Esikhawini Mall and Boardwalk Inkwazi Shopping Centre in Richards Bay are illustrated in Table 3:

	Boardwalk Shopping Centre			Esikhawini Mall		
Forms of communication	**Yes**	**No**	**Sometimes**	**Yes**	**No**	**Sometimes**
1.1. Regular meetings		√				√
1.2. Communication by mail/emails			√		√	
1.3. Suggestion boxes		√			√	
1.4. Open door policy	√			√		
1.5. News letter	√	√			√	
1.6. Regular needs survey	√			√		
1.7. Other (Indicate what.........)	√				√	

Table 3: Forms of communication with local community

The results from the table stipulate that both Boardwalk Inkwazi Shopping Centre and Esikhawini Mall embrace open door policy and regular needs survey to communicate regularly with their local community residents. Communication by mail/emails is sometimes used by Boardwalk Shopping Centre. Newspaper and social media are indicated by Boardwalk Shopping Centre as another form of communication adopted to reach the local community.

Open door policy as embraced by the two shopping centres/malls is seen as two-way communication, whereby local community residents could express their feelings and give voice to their opinions and the landlords through their management team on the other hand can communicate face to face with them. A regular needs survey is also very important for an organisation to embark upon so as to find out the feelings and opinion of stakeholders (community) as regards an issue (Lee & Lings, 2008:311). Social media has outstanding ability to reach unlimited numbers of people (Bovee & Thill, 2014:127).

Section B: Corporate Social Responsibility communication process

This section of the questionnaire was to ascertain if landlords and tenants partnership in CSR projects for the community.

The questions mainly related to corporate social responsibility initiatives adopted by the management and their tenants in partnership and the forms of communication that exist between them.

Table 4 below presents question 2 and 3 and also the responses of the management of Esikhawini mall and Boardwalk Inkwazi shopping centre.

	Boardwalk management		Esikhawini mall management	
Questions	**True**	**False**	**True**	**False**
2. Communication between management and tenants include CSI strategies	√			√
3. We receive valuable feedback from tenants	√		√	

Table 4: CSR communication with tenants

The management of Boardwalk indicates 'true' to question 2, while Esikhawini mall management indicates 'false'. This results show that Boardwalk management indulge in CSI strategies with their tenants to contribute to the development of the community they reside. Meanwhile, Esikhawini mall management response proves that they do not partner with their tenants to communicate CSI strategies.

Responses from the two mall management indicate 'true'. This shows that that the management both receive valuable feedback from their tenants. It is worth knowing that valuable feedback could only be possible when there is good relationship between the two and thereby results to effective communication. According to Cloete (2010:616), open and effective communication between landlord and tenants adds to the accomplishment of strip mall business.

Forms of communication between management and tenants

The results in terms of the forms of communication that exist between the management of malls and tenants are illustrated in Table 5.

	Boardwalk Shopping Centre			Esikhawini Mall		
Questions:	**Yes**	**No**	**Sometimes**	**Yes**	**No**	**Sometimes**
4.1.Regular meetings	√					√
4.2.Communication by mail/emails	√			√		
4.3.Suggestion boxes		√			√	
4.4.Open door policy	√			√	√	
4.5.News letter	√				√	
4.6.Regular needs survey	√				√	
4.7. Other (Indicate what.........)		√			√	

Table 5: Forms of communication with tenants

Boardwalk Inkwazi shopping Centre management adopts regular meetings, communication by mail/emails, news letter, regular needs survey and open door policy to communicate to their tenants. While, Esikhawini Mall management claimed that they embraces open door policy system to communicate to their tenants. It was discovered during the conduct of this research that the management of Esikhawini Mall resides in Richards Bay. The result poses the question: how can they operate open door policy when the driving distance between landlord and tenants is 33.29 km?

It is evident that Boardwalk Shopping Centre management maintains good communication system with their tenants, while Esikhawini Mall management does not. The distance between the management of Esikhawini Mall and the tenants is a barrier to flow of communication between the two. Pinder et al. (2003) postulate that constant meetings between landlords and tenants enhance better relationship which will leads to an accomplishment of strip mall and in addition the achievement of an individual shop occupants. Communication by the use of electronic media such as email leads to effective communication and better relationship between two-parties (Locker & Kaczmarek, 2011:115).

Section C: CSR and effects on community

The objective of the section was to establish the current status and effectiveness of CSR projects that landlords have implemented.

Table 6 illustrates questions 5, 6 and 7 and also gives the responses of malls management to the questions.

Questions: Indicate whether the following statements are true or false		Boardwalk Shopping Centre management		Esikhawini Mall management	
		True	False	True	False
5	Communication between management and local community include Corporate Social Investment strategies	√			√
6	We receive valuable feedback from local community	√		√	
7	My organisation has a well- defined policy on CSR	√			√

Table 6: CSR strategies by management

The responses to question 5 stipulate that Boardwalk management indicate 'true' to use of CSR strategies to communicate to the local community. Esikhawini mall management on the other hand indicate 'false'. The results show that Boardwalk Shopping Centre engage in CSR initiatives, while Esikhawini mall management do not. Nwagbara & Ugwoji (2015:79) are of the opinion that shopping centre landlords through their management team must not just aim to make profit for their shareholders, they must also think of the community where they operate their business and make an impact towards the development of such community. CSR strategies adopted by Boardwalk can impact positively on the community they reside.

The management of both Boardwalk and Esikhawini mall indicate 'true' to the statement: we receive valuable feedback from local community. Ligthelm (2008:37) postulates that strong communication involvement between the landlord and the local community will help in shopping centre success. This is an indication that the management maintain good relationship with the local communities where they reside.

The management of Boardwalk response to question 7 stipulates 'true', while Esikhawini mall management declined from answering the question. According to the management of Boardwalk shopping centre, the organisation has a well- defined policy on CSR.

Years of CSR projects implementation

Table 7 illustrates questions 8 and also gives the responses of malls management to the question.

CSR projects were initiated by our management team only during the following years:	Boardwalk Shopping Centre		Esikhawini Mall	
	Yes	No	Yes	No
Prior to 2010	√			√
2010	√			√
2011	√			√
2012	√			√
2013	√			√
2014 or later	√			√

Table 7: Years of CSR projects implementation

Boardwalk Inkwazi shopping centre management indicates 'yes' to the number of years stated in the question, while Esikhawini mall specifies 'no'. This results show that the management of Boardwalk shopping centre have embark on CSR projects aimed at community development before the year 2010. Esikhawini mall management clearly indicate that they have not been initiating any CSR projects prior to 2010 till present.

Latest three CSR projects and manner of initiation

Question 9 addresses the latest three corporate social responsibility projects that were undertaken by mall management. Table 8 presents Esikhawini mall response to the question.

Esikhawini mall	Year	Purpose	Was the project successful?
Name of project			
Christmas promotion	2014	Give back to community	Yes
Christmas promotion	2015	Give back to community	Yes
Christmas promotion	2016	Give back to community	Yes

Table 8: Esikhawini Mall projects

The results from the table indicate that Esikhawini mall have been doing Christmas promotion since 2014, with the aim of offering back to the community. The management acknowledges that the projects have been successful.

Boardwalk shopping mall management responses is provided in the table 5.10 below. The results show that the management initiated a project named CANSA Boardwalkcater in the year 2016 with the intention to raise awareness and provide funds for CANSA organization. Other projects such as: Endangered wildlife trust and Gift box joy were also implemented in the year 2016. The purpose for 'Endangered wildlife trust' is to collect funds for them, while 'Gift box joy' purpose was to give gifts for orphans of Richards Bay family care. The management of Boardwalk admits that the projects were successful.

Name of project **Boardwalk shopping centre**	Year	Purpose	Was the project successful?
CANSA Boardwalkcater	2016	Raise awareness, funds for CANSA organisation	Yes
Endangered wildlife trust	2016	Collected funds for them	Yes
Gift box Joy	2016	Gits for orphans of Richards Bay family care	Yes

Table 9: Boardwalk Shopping Centre projects

The purpose of question 10 was to establish the manner at which corporate social responsibility projects were initiated by shopping centre management. The questions underneath elucidate on the manner at which CSR projects are initiated.

Table 10 presents the question and the responses from the malls management.

	The above project/s was/were initiated in the following manner	Boardwalk Shopping Centre		Esikhawini Mall	
		True	False	True	False
10.1	Research was undertaken to establish what the community needed.	√			√
10.2	Management decided on what they felt that the community needed.	√		√	
10.3	Management opted not to undertake any CSR projects for good reasons.		√	√	
10.4	Projects were initiated according to budget constraints.		√	√	
10.5	My organisation is profit driven and management does not support the idea of corporate social responsibility		√	√	

Table 10: Management manner to CSR projects

The management of Boardwalk shopping mall indicates 'true' to the question whether research was undertaken to establish what the community needed. Esikhawini on the other hand stipulates 'no'.

Management decided on what they felt that the community needed was admitted to be ''true' by the two-mall management. This indicates that they make decision on their own without consulting the community.

Management opted not to undertake any CSR projects for good reasons was admitted by Esikhawini mall while Boardwalk shopping centre management disagree by opting for 'false'.

Projects were initiated according to budget constraints: Esikhawini mall management admits to this statement by selecting 'yes'. Meanwhile, Boardwalk mall management refute the statement by indicate ''no'.

My organisation is profit driven and management does not support the idea of corporate social

responsibility: this statement is admitted by Esikhawini mall management, while Boardwalk management disprove it by indicating 'true'. Sharma & Kiran (2013:22) are of the opinion that shopping centres management must incorporate financial, social, wellbeing and ecological worries into their business procedures inside their administration instruments as well as different exercises that they may initiate. They must not just aim to make profit for their shareholders, they must also think of the community where they operate their business and make an impact towards the development of such community and society at large.

According to Chan (2014: 8), landlords of shopping centres through their management team have a bigger role to play as they need to address issues that have a dramatic impact on the future of the community.

Corporate social responsibility projects undertaken in partnership by landlords and tenants

Esikhawini mall management stipulates that the statement is not applicable to them. The management admits that the organisation does not indulge in any CSR initiatives. Boardwalk Inkwazi shopping centre management states that all CSR projects are linked with tenants supporting the projects. The management conclude that they included this in their marketing strategies. Tenants such as: Pep Clothing, Bata, Moments of Grace, Smugglers Care, Lapenda Beads, Pep Home and Bargain Books were mentioned among all the tenants they partner with in undertaken corporate social responsibility projects.

CONCLUSSION

Chapter five analyzed the results of the questionnaire as part of the study execution. The Findings to shopping centres management and the local community residents questionnaires completed were discussed on a question to question basis and the results were compared to secondary research previously conducted to confirm the validity of the sample.

The following part will display conclusions and discoveries in light of the aftereffects of the review as abridged in this section.

Chapter six will also analyse the findings based on the research objectives and assumptions raised in chapter 1 and relates the findings to the points raised in conceptual model for this study. Chapter 6 will furthermore suggest topics for future research.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

INTRODUCTION

Chapter five gave an introduction, investigation and understanding of factual information gathered from respondents. It also methodically compared the findings from the respondents. The findings from the data analysis reported in order to ascertain how landlords of shopping centres use CSR as a strategy to contribute towards the development of the communities that they are located in. This chapter presents deductions from the study. The deductions will be linked to: objectives set out in chapter one, research assumptions in chapter one and the points raised in conceptual model in chapter four. Recommendations, restrictions of the review and suggestions for further review will be introduced

. For ease of reference, these objectives for this study were:

i.   To establish what forms of communication is used by *landlords* to communicate their CSR   initiatives to the community.

ii.   To ascertain if landlords and tenants partnership in CSR projects for the community.

iii.   To establish the current status and effectiveness of CSR projects that landlords have implemented.

iv.   To examine the positive outcomes from the establishment of the shopping centre with regards to CSR.

PRIMARY AND SECONDARY RESEARCH OBJECTIVES

The primary research objective of this study was to examine how CSR initiatives by multinationals who own shopping centres/malls have contributed to community development in Esikhawini, Empangeni and Richards Bay areas.

The primary and secondary research objectives were derived from the assumptions as stated in chapter one. The assumptions were the following

Assumption 1: Community residents require two-way communications between the landlords and the local communities.

Assumption 2: Community residents expect shopping centres landlords to engage in corporate social responsibility projects for community development.

Assumption 3: Shopping centres landlords are required to involve community leaders in any community development related projects.

Assumption 4: Shopping centres landlords are expected to engage their tenants (retailers) to institute corporate social responsibility efforts in communities.

The secondary research objectives were formulated with the aim of providing additional supports to the main finding related to the primary objectives of the study.

DEDUCTIONS

Deductions linked to the primary research objectives:

The key findings linked to the primary objectives are those related to CSR projects implemented by shopping centres landlords through their management team to contribute to community development. The finding of the study has been able to establish that Esikhawini Mall management is not in support of CSR initiatives for community development. Therefore, they do not undertake any project for community development. The fact that the mall is a community mall does not indicate that they should not give back to the community. Besser & Miller (2001:222) postulate that landlords of shopping centres should have a direct interest in community by continuously investing in projects for the development of the community.

A further significant finding is that Boardwalk Shopping Centre partakes in CSR projects but these projects are not known to the local community residents. The reason for these projects not known might be for the fact that the management do not involve the local community in the projects by having regular meetings with them. Besser & Miller (2001:223), assert that local dwellers must know about the level of group support gave by organization in order for CSR to influence business success. Another reason for this might be that CSR projects are not communicated to the community through the right channel). Skinnner et al. (2010:283), postulate that for CSR to be effective for any organisation, CSR practitioners must have a communication strategy in place that is aligned to the programme's mission and strategic objectives.

Deductions linked to the secondary objectives

The study revealed that there is no effective communication between the landlords and the local community residents. A small percentage of the local community residents are aware of two-way communication with shopping centre management. Communication that occurs between shopping centre landlords and the local community residents is one-way communication.

It is evident from the study that Boardwalk shopping centre partnership with their tenants to engage in CSR projects for community development. It is interesting to know that small business tenants are not left out. Small business tenants occupy the list of tenants provided by the management of Boardwalk as tenants they partnership with to undertake corporate social responsibility projects for community development projects. Esikhawini mall management do not partner with their tenants to undertake any CSR project. This study is unable to find out if Empangeni Sanlam centre undertake any CSR project in partnership with their tenants, this is due to the fact that the management refused to partake in this study. According to Pinder et al. (2003), owners of strip malls ought to regard every one of their shop occupants as esteemed clients and it is essential that the inhabitants' needs ought to be met. Boardwalk shopping centre have realised this by involving both the anchor tenants and small business tenants in CSR initiatives for community development.

The study confirmed that Boardwalk Shopping Centre landlord has been implementing CSR projects prior to 2010. Among projects named are: CANSA Boardwalkcater, Endangered wildlife trust and Gift box joy. It is concluded that Boardwalk shopping centre management invest in community development projects; the term called 'corporate community investment'. Moon & Muthuri (2008:3) assert that Corporate Community Investment is business cooperation in social activities to address the issues of the group in which they work by way of contributing financially and in-kind support. It is worth stating that corporate philanthropic is what Boardwalk management is doing. Corporate philanthropic as stated by Ioannou & Serafeim (2010:4) is a business' method for offering back to its group through money related gifts and non-money commitments Esikhawini Mall landlord has not been doing any CSR projects in the community. They only care about making profit for their investor. The residents of Esikhawini are the main patrons of the mall; they spend their money and time in the centre. Crane & Matten (2010:51) comment that besides making profit, shopping centre landlord also has a responsibility that extends beyond their bottom line.

The study also revealed that the impact of CSR projects that were implemented by shopping centres landlords is not felt. The local residents of Empangeni, Esikhawini and Richards Bay could not say if they have benefitted from CSR projects implemented in their various communities. The local community residents believe that landlords of shopping centres should engage in social initiatives that will be of advantage to the communities where they operate (Becker-Oslen et al., 2006:48).

Return to research assumptions

Assumption one: Community residents require two-way communication between the landlords and the local communities.

Two-way communication is the basis for effective communication between the management of shopping centres and the local communities. Shopping centres are a part of communities, they are places where local residents work, shop, and spend their time; as a result of this, a good relationship should be built between the local communities and the shopping centre (Walker, 2008:121). Two-way communication between the management of these centres and the local communities can foster a better relationship between them.

Assumption two: Community residents expect shopping centres' landlords to engage in corporate social responsibility projects for community development.

Welford & Frost (2006:169) concur by stating that businesses are encouraged to behave socially responsibly. Shopping centres must incorporate financial, social, health and ecological worries into their business tactics within their management tools as well as other activities that they may initiate. They must not just aim to make profit for their shareholders, they must also think of the community where they operate their business and make an impact towards the development of such community and society at large (Sharma & Kiran, 2013:22). The management of Boardwalk has been able to integrate CSR into their marketing strategies; though an improvement in this strategy is required.

Assumption three: Shopping centres landlords are required to involve community leaders in any community development related projects.

It is believed that local communities are very involved in the building of shopping centres and this trend continues throughout the life span of the centre (Property24). Community residents through community leaders must be involved in CSR initiatives proposed for community development in order for business social obligation to impact business

achievement. They should know about the level of group support gave by shopping centre management. The communication liaison (relation) officer is a crucial factor, who is the centre face of shopping centre management in the community. A good liaison officer is able to gather information from the community through continuous interaction. This study has shown that shopping centres management have not been involving community leaders in the undertaking of CSR projects. The fact that none of the respondents of this study is aware of meetings held with community members by management is an indication that CSR projects embarked by landlords are based on their personal decision without consultation with local community residents.

Assumption four: Shopping centres landlords are expected to engage their tenants (retailers) to institute corporate social responsibility efforts in communities.

Shopping centre business is a joint business between the landlord and the tenants. Landlords are well aware that the most extreme profit for their speculation requires the nearness of both small business tenants and anchor tenants (Pitt & Musa, 2009:42). This reason makes shopping centre landlords partner with them in initiating corporate social responsibility projects in the community where they operate their businesses. There is an indication that some shopping centres, Boardwalk shopping centre inclusive engage their tenants in CSR initiatives for community projects.

Return to conceptual model

The following points were raised while summarising the conceptual model for this study:

- Effective knowledgeable communication
- Medium of communication must ensure that disturbances are reduced to minimum
- Viable two-way communication
- Sustained functional communication

This study addressed the above points and the findings are stated thereof:

It is discovered through this study that Effective knowledgeable communication does not exist between the management of shopping centres and the local community. This is due to the fact that the community residents through leaders (community) are not involved in CSR initiatives implemented by the management. There is no form of regular meetings between

them and this makes the projects embark upon by these management team not known to the local community residents.

The medium of communication between the management of shopping centres and tenants is perfect, as this has foster better relationships between the two. Management of Boardwalk Shopping Centre has been able to retain their tenants over the years and involve them in CSR activities for community development. Though there is still an element of disturbances which can be regarded as 'noise' in communication term. According to Malenko (2013:1418), noise is any unintended intrusion in the communication which causes a hindrance in the transmission of the message. A viable communication helps and averts correspondence hindrances that happen and additionally to dispense with them (Buzatu & Pipas, 2014:681). This study proves that the communication medium employed by the management to communicate with the local community needs to be improved to ensure effective communication between the two. A strong communication involvement between the landlord and the local community will help in shopping centre success.

Capacity to impart information effectively is an indispensable component in the advancement of interpersonal connections between the management and the local communities. Communication is said to be viable only when it is two way. In order for shopping centre management to work at their best, it is vital for local inhabitants to be precisely educated. At the point when community dwellers are given proper data and permitted to put themselves in appropriate basic leadership openings, they are enabled and substantially more prone to work for the benefit of the community. Open entryway strategy is a compelling approach to keep correspondence channels open between management and local community residents. Open entryway approach creates trust and credibility between management and their local communities (Porter & Kramer, 2011:64). Starting here of view, I consider communication as the primary component of social impact

It is evident from the study that the management of Boardwalk shopping centre does communicate regularly with their tenants through these channels: open door policy, emails, regular meetings, news-letter and needs survey. Esikhawini only indicated that meetings were held sometimes with their tenants. Almost all forms of communication exist between the management and the local community residents. To have a sustained functional communication, there must be feedback. According to Campbell (2012:11), feedback is the transmission of the receiver's response to the sender. There could be both positive and

negative responses to message. Communication is said to be fully effective only when desired response is gotten. There is a need for the management to improve their communication to the local community residents to have a sustained functional communication.

RECOMMENDATIONS

The first recommendation is that shopping centres landlords through their management should create a platform for dialogue with the local communities. Communication fills in as an establishment for any planning. Open correspondence amongst administration and local community residents is critical to achieving overall success. As communication with community residents is very important, it is also important that the local community residents are not over-burden with an excessive amount of data as this may bring about an obstruction or breakdown in the communication channel. I suggest that every shopping centre should have a communication liaison (relation) officer who will be the centre face in the community. A good liaison officer is able to gather information from the community through continuous interaction with the community representatives or leaders.

The second recommendation is that Shopping centres landlords should partner with their tenants to embark on joint CSR projects to entice more customers to patronise the centre; as CSR establish clear relationships between landlord, tenants and local community. Social amenities are lacking in most of our communities, the residents are looking up to shopping centre landlords in providing these services. I suggest that landlords together with their tenants should embark on visible Corporate Social Responsibility projects rather than corporate philanthropic or giving.

Communication challenges amongst centre administrative team and shop occupants ought to be tended to. The management of shopping centre supposed to be having regular meetings with their tenants. It was discovered during this research study that Esikhawini mall does not have management office within the mall. The mall is managed by Schoonies Enterprise located in Richards Bay. The question remains: how would the management adopt an open door policy as they claim when they are not visible on the premises of the mall? Therefore, accordingly, local dwellers need management to be more required in day-to - day visits and they need to be educated at all circumstances. The relationship amongst administration and inhabitants is imperious.

The fourth recommendation is that shopping centre management should at all times disclose their CSR initiatives to their immediate community. A Well-publicised CSR activity often

aims to institute a nearer relationship between the management team, the tenants and the local community. Relationships that exist between the landlords, tenants and the local community are considered as social trades in which patrons give positive criticism to the involvement with a socially capable shopping centre. Piercy & Lane (2009:342) are of the opinion that well-publicised CSR activities turn into a key component in overseeing customer connections and also a significant channel for building consumer loyalty. Appropriate channel to communicate effectively with the local community is essential when disclosing CSR initiatives of shopping centre landlords for community development. Therefore, I suggest the use of social media such as Facebook. The outstanding ability of social media to reach unlimited numbers of people has resulted in the fact that many people now rely on content sharing through social media. Facebook has the ability to change the relationships between shopping centre landlords and their stakeholders (Bovee & Thill, 2014:129).

LIMITATIONS OF THE STUDY

- The sample frame for this study only consisted of three major shopping centres within uThungulu District and these are not necessarily indicative of corporate social responsibility activities for community development in the whole district.
- This study only interviewed the management of the shopping centres; the tenants were not interviewed to really know the extent of the relationship between them. Also, the projects initiatives site set up in the community were not visited because of time constraint.
- The withdrawer of Empangeni Sanlam Centre at the last hour of this study was of concern; the residents of Empangeni would have the opportunity to know what their well patronised shopping centre is giving back to them in terms of CSR.

AREAS FOR FUTURE RESEARCH

CSR is a very broad notion; there are further areas to be researched on such as:

- The effect of CSR on consumer patronage behaviours
- CSR activities are key components in overseeing patrons' connections and also a significant channel for building consumer loyalty. How true is it?
- Research on the concept of shopping centres going 'green' to conserve the environment.

- The impact of CSR initiatives on the community: concentrate on a community like Richards Bay where three to four shopping centres reside and find out the impacts the shopping centres have on the community.

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APPENDIX 1

INFORMATION SHEET

Community Development: The Use of Corporate Social Responsibility Initiatives by Shopping Centres Landlords

University of Zululand

Department of Communication Science

Researcher: Adanlawo Eyitayo Francis. (201454898)

Supervisor: Prof. H. Rugbeer

Co-supervisor: DR. G.M. Naidoo

PART A: NOTE TO THE RESPONDENT

I appreciate your willingness to assist in this research, however, please note that you are not compelled to partake in this survey. Your contribution to this questionnaire will remain private and confidential. No one will be able to trace your responses back to you as a person.

Your permission to use these responses is required. This will form the first part of the questionnaire. This is a confidential survey and your name will not be linked to your responses. All personal information will remain confidential. This questionnaire will take approximately **20** minutes.

How to complete the questionnaire

1. Read each questions carefully and take a moment to ponder your answer.
2. Please use a pen to mark your responses by placing a tick (√) or a cross (x) in the appropriate column, or by writing down the appropriate information, where ever required.

Thank you for your participation.

Contact Details**: Adanlawo Eyitayo Francis**

Email address: francislawo4u@yahoo.com

Mobile phone: 078 612 5549

APPENDIX 2

VOLUNTARY QUESTIONNAIRE FOR SHOPPING CENTRES MANAGEMENT

Community Development: The Use of Corporate Social Responsibility Initiatives by Shopping Centres Landlords

University of Zululand

Department of Communication Science

Researcher: Adanlawo Eyitayo Francis. (201454898)

Supervisor: Prof. H. Rugbeer

Co-supervisor: DR. G.M. Naidoo

Please fill in the blank spaces and comment where necessary

1. Name of organisation you represent:	**Please insert a tick (√) or Cross (X)**	**Office Use**
Sanlam Centre		1
eSikhawini Mall		2
Boardwalk Inkwazi Shopping Centre		3

	Which of the following forms of communication exist between the management of mall and the local community:	**Yes**	**No**	**Sometimes**
2.	Regular meetings	1	2	3
3.	Communication by mail/email	1	2	3
4.	Suggestion boxes	1	2	3
5.	Open door policy	1	2	3
6.	News Letters	1	2	3
7.	Regulars needs surveys (Research)	1	2	3
8.	Other (Indicate what: ………………...)	1	2	3

		True	False	Not sure
	• Indicate whether the following statements are true or false			
9.	Communication between management and tenants include *Corporate Social Investment* strategies	1	2	3
10.	We receive valuable feedback from tenants	1	2	3

	Which of the following **forms of communication** exist between the management of mall and tenants:	**Yes**	**No**	**Sometimes**
11.	Regular meetings	1	2	3
12.	Communication by mail/email	1	2	3
13.	Suggestion boxes	1	2	3
14.	Open door policy	1	2	3
15.	News Letters	1	2	3
16.	Regulars needs surveys (Research)	1	2	3
17.	Other (Indicate what: ………………...)	1	2	3

	Indicate whether the following statements are true or false	True	False	Not sure
18.	Communication between our management and the local community include *Corporate Social Investment* strategies	1	2	3
19.	We receive valuable feedback from the local community	1	2	3
20.	My organisation has a well-defined policy on corporate social responsibility	1	2	3

	Corporate Social Responsibility projects were initiated by our **Management Team Only** during the following years:	Yes	No
21.	Prior to 2010	1	2
22.	2010	1	2
23.	2011	1	2

24.	2012	1	2
25.	2013	1	2
26.	2014 or later	1	2

27. List the latest three Corporate Social Responsibility projects that were undertaken.

	Name of project	**Year**	**Purpose**	**Was the project successful?**

	The above project/s was/were initiated in the following manner	True	False
28.	Research was undertaken to establish what the community needed.	1	2
29.	Management decided on what they felt that the community needed.	1	2
30.	Management opted not to undertake any CSR projects for good reasons.	1	2
31.	Projects were initiated according to budget constraints	1	2
32.	My organisation is profit driven and management does not support the idea of corporate social responsibility	1	2

Corporate social responsibility projects were initiated in **partnerships** with our **Tenants** during the following years:

		Yes	No
33.	Prior to 2010	1	2
34.	2010	1	2
35.	2011	1	2

36.	2012	1	2
37.	2013	1	2
38.	2014 or later	1	2
39.	Not applicable to us	1	2

The following *Corporate Social responsibility* projects were undertaken in **partnerships** with our Tenants. List three projects:

	Name of project	Year	Purpose	Was the project successful?
40.				
41.				
42.				
43.	Nothing / Not applicable			

Please indicate the tenants with whom you were able to undertake CSR projects:

....

....

....

Thank you for your time

APPENDIX 3

VOLUNTARY QUESTIONNAIRE FOR COMMUNITY RESIDENTS

Community Development: The Use of Corporate Social Responsibility Initiatives by Shopping Centres Landlords

University of Zululand

Department of Communication Science

Researcher: Adanlawo Eyitayo Francis. (201454898)

Supervisor: Prof. H. Rugbeer

Co-supervisor: DR. G.M. Naidoo

SECTION A: INFORMATION ABOUT YOURSELF

Please fill in the blank spaces and comment where necessary

1. Please indicate the community you live in	Please Tick	Office use
Empangeni		1
eSikhawini		2
Richards Bay		3

2. Please indicate where you do your shopping	Please Tick	Office use
Sanlam centre (Empangeni)		1
eSikhawini Mall		2
Boardwalk Inkwazi Shopping Centre (Richards Bay)		3
Do not want to disclose		4

3.	Kindly indicate how the shopping centre management communicate to the community.	YES	NO	SOMETIMES	I DO NOT KNOW
3.1	Regular meetings	1	2	3	4
3.2	Communication by mail/ emails	1	2	3	4
3.3	Suggestion boxes	1	2	3	4
3.4	Open door policy	1	2	3	4
3.5	News Letter	1	2	3	4
3.6	Regular needs survey	1	2	3	4

	About the communication process:	TRUE	FALSE	I am not sure
4.	Communication between management and the local community include *Corporate Social Investment* strategies	1	2	3
5.	We receive valuable feedback from centre management	1	2	

	Yes	No	Not Sure
6. Do you know of any CSR projects that were initiated by shopping centre management within your community?	1	2	3

7. If you have answered yes for question 6, please answer the following.		True	False	Not Sure
7.1	Research was undertaken by shopping centre management to establish what the community needed.	1	2	3
7.2	Meetings were held with the community leaders before they undertake any CSR projects.	1	2	3

8. Can you name any of the CSR projects that was/were initiated by the shopping centre management in your community?

....
....
....

No	Statement	Agree	Disagree	Not Sure
9.	This shopping centre has been generally successful for many years in conducting their business.	1	2	3
10	The community has benefited generously from CSR projects which was/were undertaken by the management of the centre.	1	2	3

Thank you for completing this questionnaire.

Annexure D: Imibuzo Eqoshelwe Amalunga Omphakathi

IMIBUZO ENGAPHOQELEKILE YAMALUNGA OMPHAKATHI

Intuthuko Yomphakathi: Ukuzibandakanya Kwabanikazi Bama Bhizinisi Ekuthuthukiseni Umphakathi

ISIQEPHU A: IMININGWANE YAKHO

Gwcalisa ezikhaleni ufake umbono la kunesidingo.

1. Veza indawo ohlala kuyo	**Faka Uphawu**	**Okwasehhovisini**
Empangeni		1
eSikhawini		2
Richards Bay		3
Ngiqhamuka kwenye indawo engabalulwanga ohlwini.		

2. Veza indawo othenga kuyo	**Faka Uphawu**	**Okwasehhovisini**
Sanlam centre (Empangeni)		1
eSikhawini Mall		2
Boardwalk Inkwazi Shopping Centre (Richards Bay)		3
Angithandi ukudalula.		4

3.	Veza ukuthi abaphathi bezitolo baxoxosana kanjani namalunga omphakathi.	**YEBO**	**CHA**	**NGEZINYE IZIKHATHI**	**ANGAZI**
3.1	Imihlangano	1	2	3	4
3.2	Ukuxhumana ngekheli lonyazi	1	2	3	4
3.3	Amabhokisi emibono	1	2	3	4
3.4	Umnyango ovulelekile emphakathini	1	2	3	4
3.5	Incwadi yezindaba	1	2	3	4
3.6	Ucwaningo lwezidingo zomphakathi	1	2	3	4

	Indlela yokuxhumana nomphakathi	IQINISO	IPHUTHA	ANGINASO ISIQINISEKO
4.	Uxhumano phakathi kwabaphathi nomphakathi lufaka izindlela zokuzibandakanya ekuthuthukiseni umphakathi	1	2	3
5.	Sithola izimpendulo ezakhayo kubaphathi bezitolo	1	2	3

6. Akhona ama phrojekthi akwa CSR owaziyo asungulwa abaphathi bezitolo emphakathini wakho?	Yebo 1	Cha 2	Angazi 3

7. Uma uphendule YEBO embuzweni wesithupha, phendula lokhu okulandelayo		IQINISO	IPHUTHA	ANGINASO ISIQINISEKO
7.1	Ucwaningo lwenziwa ngabaphathi bezitolo ukuthola izidingo zomphakathi.	1	2	3
7.2	Kwabanjwa imihlangano kanye nabaholi bomphakathi ngaphambi kokusungulwa kwama phrojekthi akwa CSR.	1	2	3

8. Nikezela ngamagama amaphrojekthi e-CSR asungulwa abaphathi bezitolo endaweni yangakini.

....

....

No	Isitatimende	Ngiyavuma	Ngiyaphika	Anginaso isiqiniseko
9.	Lendawo yamabhizinisi ikhombisa impumelelo eminyakeni kusukelwa yasungulwa.	1	2	3
10	Umphakathi uhlomulile ngama phrojekthi akwa CSR asungulwa abaphathi boxhaxha lwezitolo	1	2	3

Siyabonga ngokugcwalisa lemibuzo.

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APPENDIX 5 (A)

ACCESS LETTER REQUESTING PERMISSION FROM EMPANGENI SANLAM CENTRE MANAGEMENT TO CONDUCT RESEARCH

<div align="right">

University of Zululand

PO Box X1001

KwaDlangezwa

3886

</div>

The General Manager

Sanlam Centre,

355 Maxwell Street,

Empangeni. 3880

Dear Ms/Mr

<div align="center">

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

</div>

I am a registered Master's student in the Department of Communication Science at the University of Zululand. My supervisors are: Prof. H. Rugbeer and Dr. G.M. Naidoo.

The proposed topic of my research is: Community Development: The use of Corporate Social Responsibility Initiatives by *Shopping Centres Landlords.*

(a) To establish what forms of CSR communication exists between landlords and community members.

(b) To establish what forms of CSR communication exists between landlords and tenants.

(c) To investigate whether landlords have instituted any deliberate, planned corporate social responsibility efforts within the community which they choose to operate in.

(d) To investigate whether landlords have instituted any deliberate, planned corporate social responsibility efforts within the community in partnership with their tenants.

(e) To examine whether any negative or positive outcomes have emanated from the establishment of the shopping mall.

I am hereby seeking your consent to approach the Centre management teams. To assist you in reaching a decision, I have attached to this letter:

(a)   A copy of an ethical clearance certificate issued by the University
(b)   A copy the research instruments which I intend using in my research

Should you require any further information, please do not hesitate to contact me or my supervisor. Our contact details are as follows:

Researcher: *Supervisors:*

Adanlawo Eyitayo Francis   *Prof. H. Rugbeer*

Cell: +27786125549   Phone: 0359026210

e-mail: francislawo4u@yahoo.com   e-mail: RugbeerH@unizulu.ac.za

Dr. G.M. Naidoo

Phone: 0359026164

e-mail: NaidooG@unizulu.ac.za

Upon completion of the study, I undertake to provide you with a bound copy of the dissertation.

Your permission to conduct this study will be greatly appreciated.

Yours sincerely,

Adanlawo Eyitayo Francis

APPENDIX 5 (B)

ACCESS LETTER REQUESTING PERMISSION FROM ESIKHAWINI MALL MANAGEMENT TO CONDUCT RESEARCH

University of Zululand

PO Box X1001

KwaDlangezwa

3886

The General Manager

Esikhawini Mall

Mdlebetshona Street,

Esikhawini 3887

Dear Ms/Mr

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

I am a registered Master's student in the Department of Communication Science at the University of Zululand. My supervisors are: Prof. H. Rugbeer and Dr. G.M. Naidoo.

The proposed topic of my research is: Community Development: The use of Corporate Social Responsibility Initiatives by *Shopping Centres Landlords.*

   (f)   To establish what forms of CSR communication exists between landlords and community members.
   (g)   To establish what forms of CSR communication exists between landlords and tenants.
   (h)   To investigate whether landlords have instituted any deliberate, planned corporate social responsibility efforts within the community which they choose to operate in.
   (i)   To investigate whether landlords have instituted any deliberate, planned corporate social responsibility efforts within the community in partnership with their tenants.
   (j)   To examine whether any negative or positive outcomes have emanated from the establishment of the shopping mall.

I am hereby seeking your consent to approach the Centre management teams. To assist you in reaching a decision, I have attached to this letter:

(c)   A copy of an ethical clearance certificate issued by the University
(d)   A copy the research instruments which I intend using in my research

Should you require any further information, please do not hesitate to contact me or my supervisor. Our contact details are as follows:

Researcher: *Supervisors:*

Adanlawo Eyitayo Francis   *Prof. H. Rugbeer*

Cell: +27786125549   Phone: 0359026210

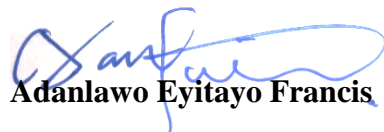e-mail: francislawo4u@yahoo.com   e-mail: RugbeerH@unizulu.ac.za

Dr. G.M. Naidoo

Phone: 0359026164

e-mail: NaidooG@unizulu.ac.za

Upon completion of the study, I undertake to provide you with a bound copy of the dissertation.

Your permission to conduct this study will be greatly appreciated.

Yours sincerely,

Adanlawo Eyitayo Francis

APPENDIX 5 (C)

ACCESS LETTER REQUESTING PERMISSION FROM BOARDWALK INKWAZI SHOPPING CENTRE MANAGEMENT TO CONDUCT RESEARCH

University of Zululand

PO Box X1001

KwaDlangezwa

3886

The General Manager

Boardwalk Shopping Centre

Kruger Road,

Richards Bay, 3900

Dear Ms/Mr

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

I am a registered Master's student in the Department of Communication Science at the University of Zululand. My supervisors are: Prof. H. Rugbeer and Dr. G.M. Naidoo.

The proposed topic of my research is: Community Development: The use of Corporate Social Responsibility Initiatives by *Shopping Centres Landlords.*

- (k)   To establish what forms of CSR communication exists between landlords and community members.
- (l)   To establish what forms of CSR communication exists between landlords and tenants.
- (m) To investigate whether landlords have instituted any deliberate, planned corporate social responsibility efforts within the community which they choose to operate in.
- (n)   To investigate whether landlords have instituted any deliberate, planned corporate social responsibility efforts within the community in partnership with their tenants.
- (o)   To examine whether any negative or positive outcomes have emanated from the establishment of the shopping mall.

I am hereby seeking your consent to approach the Centre management teams. To assist you in reaching a decision, I have attached to this letter:

- (e)   A copy of an ethical clearance certificate issued by the University
- (f)   A copy the research instruments which I intend using in my research

Should you require any further information, please do not hesitate to contact me or my supervisor. Our contact details are as follows:

Researcher: *Supervisors:*

Adanlawo Eyitayo Francis   *Prof. H. Rugbeer*

Cell: +27786125549   Phone: 0359026210

e-mail: francislawo4u@yahoo.com   e-mail: RugbeerH@unizulu.ac.za

Dr. G.M. Naidoo

Phone: 0359026164

e-mail: NaidooG@unizulu.ac.za

Upon completion of the study, I undertake to provide you with a bound copy of the dissertation.

Your permission to conduct this study will be greatly appreciated.

Yours sincerely,

Adanlawo Eyitayo Francis

APPENDIX 6

UNIVERSITY OF ZULULAND
RESEARCH ETHICS COMMITTEE
(Reg No: UZREC 171110-030)

RESEARCH & INNOVATION
Website: http://www.unizulu.ac.za
Private Bag X1001
KwaDlangezwa 3886
Tel: 035 902 6887
Fax: 035 902 6222
Email: ManqeleS@unizulu.ac.za

ETHICAL CLEARANCE CERTIFICATE

Certificate Number	UZREC 171110-030 PGM 2016/333			
Project Title	Community development: The use of corporate social responsibility initiatives by shopping centre landlords			
Principal Researcher/ Investigator	EF Adanlawo			
Supervisor and Co-supervisor	Prof H Rugbeer		Dr GM Naidoo	
Department	Communication Science			
Nature of Project	Honours/4th Year	Master's	x	Doctoral	Departmental

The University of Zululand's Research Ethics Committee (UZREC) hereby gives ethical approval in respect of the undertakings contained in the above-mentioned project proposal and the documents listed on page 2 of this Certificate.

Special conditions:
(1) This certificate is valid for 2 years from the date of issue.
(2) Principal researcher must provide an annual report to the UZREC in the prescribed format [due date-31 October 2017]
(3) Principal researcher must submit a report at the end of project in respect of ethical compliance.

The Researcher may therefore commence with the research as from the date of this Certificate, using the reference number indicated above, but may not conduct any data collection using research instruments that are yet to be approved.

Please note that the UZREC must be informed immediately of

- Any material change in the conditions or undertakings mentioned in the documents that were presented to the UZREC
- Any material breaches of ethical undertakings or events that impact upon the ethical conduct of the research

EF Adanlawo - PGM 2016/333

Page 1 of 2

Classification:

Data collection	Animals	Human Health	Children	Vulnerable pp.	Other
X					

Low Risk		Medium Risk		High Risk	
		X			

The table below indicates which documents the UZREC considered in granting this Certificate and which documents, if any, still require ethical clearance. (Please note that this is not a closed list and should new instruments be developed, these would require approval.)

Documents	Considered	To be submitted	Not required
Faculty Research Ethics Committee recommendation	X		
Animal Research Ethics Committee recommendation			X
Health Research Ethics Committee recommendation			X
Ethical clearance application form	X		
Project registration proposal	X		
Informed consent from participants	X		
Informed consent from parent/guardian			X
Permission for access to sites/information/participants	X		
Permission to use documents/copyright clearance			X
Data collection/survey instrument/questionnaire	X		
Data collection instrument in appropriate language		Only if necessary	
Other data collection instruments		Only if used	

The UZREC retains the right to

- Withdraw or amend this Certificate if
    o Any unethical principles or practices are revealed or suspected
    o Relevant information has been withheld or misrepresented
    o Regulatory changes of whatsoever nature so require
    o The conditions contained in this Certificate have not been adhered to

- Request access to any information or data at any time during the course or after completion of the project

The UZREC wishes the researcher well in conducting the research

Professor Gideon De Wet
Chairperson: University Research Ethics Committee
Deputy Vice-Chancellor: Research & Innovation
12 December 2016

CHAIRPERSON
UNIVERSITY OF ZULULAND RESEARCH
ETHICS COMMITTEE (UZREC)
REG NO: UZREC 171110-30

1 2 -12- 2016

RESEARCH & INNOVATION OFFICE

EF Adanlawo - PGM 2016/333
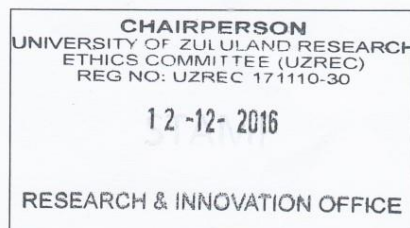
APPENDIX 7

LETTER OF REFUSAL FROM EMPANGENI SANLAM CENTRE MANAGEMENT

Marina Roets <Marina.Roets@cwexcellerate.com>

To

Adanlawo Francis

12/21/16 at 12:46 PM

This message contains blocked images.

Show Images
Change this setting

Dear Francis

Please target a different Shopping Centre. We are not in favour of sharing our information and keep documentation and strategies internal only and also confidential.

May you enjoy a happy Festive Season.

Kind regards

Marina Roets
Portfolio Manager
Excellerate Real Estate Services (Pty) Ltd t/a JHI
Direct: +27 35 792 5237
Mobile: +27 82 336 0809
Marina.Roets@cwexcellerate.com

Excellerate Property Services (Pty) Ltd

Excellerate on Summit, 3A Summit Road, Dunkeld West, Johannesburg, 2196
An independently owned and operated affiliate of Cushman & Wakefield

APPENDIX 8: RESPONSE FROM ESIKHAWINI MALL MANAGEMENT

Please fill in the blank spaces and comment where necessary

1. Name of organisation you represent:	Please insert a tick (√) or Cross (X)	Office Use
Sanlam Centre		1
eSikhawini Mall	X	2
Boardwalk Inkwazi Shopping Centre		3

	Which of the following forms of communication exist between the management of mall and the local community:	Yes	No	Sometimes
2.	Regular meetings	1	2	X
3.	Communication by mail/email	1	X	3
4.	Suggestion boxes	1	X	3
5.	Open door policy	X	2	3
6.	News Letters	1	X	3
7.	Regulars needs surveys (Research)	X	2	3
8.	Other (Indicate what: ………………....)	1	X	3

	Indicate whether the following statements are true or false	True	False	Not sure
9.	Communication between management and tenants include *Corporate Social Investment* strategies	1	X 2	3
10.	We receive valuable feedback from tenants	X 1	2	3

	Which of the following **forms of communication** exist between the management of mall and tenants:	Yes	No	Sometimes
11.	Regular meetings	1	2	X
12.	Communication by mail/email	X	2	3
13.	Suggestion boxes	1	X 2	3
14.	Open door policy	X	2	3
15.	News Letters	1	X	3
16.	Regulars needs surveys (Research)	1	X 2	3
17.	Other (Indicate what: ………………....)	1	X 2	3

	Indicate whether the following statements are true or false	True	False	Not sure
18.	Communication between our management and the local community include *Corporate Social Investment* strategies	1	2 ✗	3
19.	We receive valuable feedback from the local community	1 ✗	2	3
20.	My organisation has a well-defined policy on corporate social responsibility	1	2	3 ✗

	Corporate Social Responsibility projects were initiated by our **Management Team Only** during the following years:	Yes	No
21.	Prior to 2010	1	2 ✗
22.	2010	1	2 ✗
23.	2011	1	2 ✗
24.	2012	1	2 ✗
25.	2013	1	2 ✗
26.	2014 or later	1 ✗	2

27. List the latest three Corporate Social Responsibility projects that were undertaken.

Name of project	Year	Purpose	Was the project successful?
X mas Promotion	2014	give back to community	Yes
"	2015	"	Yes
"	2016	"	Yes

	The above project/s was/were initiated in the following manner	True	False
28.	Research was undertaken to establish what the community needed.	1	2 ✗
29.	Management decided on what they felt that the community needed.	1 ✗	2
30.	Management opted not to undertake any CSR projects for good reasons.	1 ✗	2
31.	Projects were initiated according to budget constraints	1 ✗	2
32.	My organisation is profit driven and management does not support the idea of corporate social responsibility	1 ✗	2

Corporate social responsibility projects were initiated in **partnerships** with our **Tenants** during the following years:

		Yes	No
33.	Prior to 2010	1	2 ✗
34.	2010	1	2 ✗
35.	2011	1	2 ✗
36.	2012	1	2 ✗
37.	2013	1	2 ✗
38.	2014 or later	1	3 ✗
39.	Not applicable to us	1	2 ✗

The following *Corporate Social responsibility* projects were undertaken in **partnerships** with our Tenants. List three projects:

	Name of project	Year	Purpose	Was the project successful?
40.				
41.				
42.				
43.	Nothing / Not applicable	✗		

Please indicate the tenants with whom you were able to undertake CSR projects:

....
....
....

Thank you for your time

APPENDIX 9: RESPONSE FROM BOARDWALK INKWAZI SHOPPING CENTRE MANAGEMENT

Please fill in the blank spaces and comment where necessary

1. Name of organisation you represent:	Please insert a tick (√) or Cross (X)	Office Use
Sanlam Centre		1
eSikhawini Mall		2
Boardwalk Inkwazi Shopping Centre	✔	3

	Which of the following forms of communication exist between the management of mall and the local community:	Yes	No	Sometimes
2.	Regular meetings	1	✔	3
3.	Communication by mail/email	1	2	✔
4.	Suggestion boxes	✗	✔	3
5.	Open door policy	✔	2	3
6.	News Letters	1	✔	3
7.	Regulars needs surveys (Research)	✔	2	3
8.	Other (Indicate what: Newspaper.t.Special media	✔	2	3

	Indicate whether the following statements are true or false	True	False	Not sure
9.	Communication between management and tenants include *Corporate Social Investment* strategies	✔	2	3
10.	We receive valuable feedback from tenants	✔	2	3

	Which of the following **forms of communication** exist between the management of mall and tenants:	Yes	No	Sometimes
11.	Regular meetings	✔	2	3
12.	Communication by mail/email	✔	2	3
13.	Suggestion boxes	1	✔	3
14.	Open door policy	✔	2	3
15.	News Letters	✔	2	3
16.	Regulars needs surveys (Research)	✔	2	3
17.	Other (Indicate what: ....)	1	✔	3

	Indicate whether the following statements are true or false	True	False	Not sure
18.	Communication between our management and the local community include *Corporate Social Investment* strategies	✓		
19.	We receive valuable feedback from the local community	✓		
20.	My organisation has a well-defined policy on corporate social responsibility	✓		

	Corporate Social Responsibility projects were initiated by our **Management Team Only** during the following years:	Yes	No
21.	Prior to 2010	✓	
22.	2010	✓	
23.	2011	✓	
24.	2012	✓	
25.	2013	✓	
26.	2014 or later	✓	

27. List the latest three Corporate Social Responsibility projects that were undertaken.

	Name of project	Year	Purpose	Was the project successful?
	CANSA Boardwalkathon	2016	raise awareness Funds for CANSA org.	Yes
	Endangered Wildlife Trust	2016	collected funds for them	Yes
	Gift box Day	2016	Gifts for orphans of Richards Bay family care.	Yes

	The above project/s was/were initiated in the following manner	True	False
28.	Research was undertaken to establish what the community needed.	✓	
29.	Management decided on what they felt that the community needed.	✓	
30.	Management opted not to undertake any CSR projects for good reasons.		✓
31.	Projects were initiated according to budget constraints		✓
32.	My organisation is profit driven and management does not support the idea of corporate social responsibility		✓

Corporate social responsibility projects were initiated in **partnerships** with our **Tenants** during the following years:

		Yes	No
33.	Prior to 2010	✓	
34.	2010	✓	
35.	2011	✓	
36.	2012	✓	
37.	2013	✓	
38.	2014 or later	✓	
39.	Not applicable to us	—	—

The following *Corporate Social responsibility* projects were undertaken in **partnerships** with our Tenants. List three projects:

	Name of project	Year	Purpose	Was the project successful?
40.	All CSI projects are linked with
41.	tenants supporting the projects. We included
42.	this within our Marketing budget as we don't have a CSI budget. Our Head office has a CSI
43.	~~Nothing / Not applicable~~ budget who impacts school in our rural communities. Building computer labels, fixing the classrooms etc.

Please indicate the tenants with whom you were able to undertake CSR projects:

there are always so many. Just to name a few — Moments of Grace, Bata, Pep Clothing, Pep Home, Lsts Photo, Smugglers Cove, Lapenda Beads, Miladys, Bronco Spur, Bargain Books etc.

Thank you for your time