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The Effect of High/Low Context Style in CSR Communication on Spanish/Dutch Consumers

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Abstract: The main topic of this research is the analysis of business communication and its effectiveness, specifically in the CSR field. The effectiveness of different CSR adverts were measured taking into account the attitude towards the brand, the corporate image and the purchase intention. The adverts were presented in two different communication styles: High Context and Low Context. The differences between them are based on cultural values, as culture is the main determinant aspect. From this assumption, it was hypothesised that in a HC country, Spain, a HC communication style would be more effective. On the other hand, that in a LC country, the Netherlands, a LC communication style would be the most effective. In order to conduct the experiment, an online questionnaire was spread among 102 Dutch and 74 Spanish participants. According to the results, a HC communication style is not always the most effective one in a HC country. Correspondingly, a LC communication style shows not always the highest effectiveness in a LC country. This paper provides evidence that LC adverts generate cross-culturally a better attitude towards the brand and a higher purchase intention. On the other hand, HC adverts provoke a better corporate image, also among cultures. Consequently, this study also provides evidence that cultural values could lie more on the individual level than on the country level. In addition, apart from the theory-related contributions, this paper provides managerial implications for business professionals.

Keywords: CSR, culture, individualistic, collectivistic, the Netherlands, Spain, high context, low context, message effectiveness, corporate image, purchase intention, attitude towards the brand.

1. Introduction

Corporate Social Responsibility

Corporate Social Responsibility (CSR) has gained interest from academics and managers in recent years because of its numerous benefits; as it creates a favourable corporate image and the development of a beneficial relationship with customers and other stakeholders (Yoon, Gühan-Canli & Schwarz, 2006). For these reasons, it is something that still needs further research in order to know how to increase its effectiveness. CSR can be defined as actions of activities that a company carries out that are not completely related to its economic activity.

CSR is very important because it can also create awareness in the consumer about the company and its activities. Businesses want to have a successful CSR management so this is a field to be researched, and every company wants to be in the client's mind. However, not every study confirms the assumption that CSR provokes consumer awareness. Prior research (Auger et al., 2003) found evidence of a lacking consumer awareness of CSR. By contrast, in subsequent years, Dawkins (2004) found evidence that around 38% of consumers find the company's social responsibility important, and around 46% find it fairly important. It is worth mentioning as well, that consumers are

paying more attention to companies' actions due to their effect on society (Marquina and Morales 2012). For instance, a negative ecological impact or on the other hand, a positive empowerment of local communities. In other words, consumers want to know what is the company doing for the society. In addition, consumer awareness brings also more positive effects for the company.

Researching CSR is also necessary because it can provoke a more positive reaction to the company (Marquina & Morales, 2012) and a better corporate image. Furthermore, an effective CSR strategy can create a more positive attitude towards the company or brand and thus, a higher turnover for the company (Sen & Bhattacharya, 2001) since customers would purchase its products more. CSR has a positive influence on consumer's intention to purchase (Marquina & Morales, 2012), supporting previous studies, CSR was also found to be an excellent intangible asset that companies can use to generate a competitive advantage. Marquina and Morales (2012) conducted surveys in their study, and they found evidence that consumer's beliefs and behaviours are connected. According to the findings, the purchasing probability increases with a good combination of CSR and Corporate Ability (company expertise in producing and commercialization of its services or products). In accordance with these results, Bhattacharya, Korschun, and Sen (2008) also found evidence that the CSR activities of a company positively affect the relation with their intention to purchase the company's products. Therefore, it is important to investigate how to maximize the effectiveness of the CSR messages taking into account the attitude towards the brand, the purchase intention and the corporate image. Also, the employment of CSR can bring further benefits.

Apart from the increased awareness and the higher purchase intention, an effective CSR communication can diminish the negative impact that a company faces during a crisis. Businesses can at any time face negative publicity and CSR is a tool to proactively protect themselves. Companies with a long and effective history of CSR are perceived better by consumers than the ones without it (Vanhamme & Grobben, 2009). They rank significantly higher in company perception, product perception and perceived integrity. This is particularly important because nowadays a company's image can be seriously damaged by a publication in the media concerning an important crisis. Thus, a company with an effective CSR communication can count with an extra tool to face it (Vanhamme & Grobben, 2009). This is explained because CSR also builds corporate image.

Therefore, as corporate image is built through CSR activities, it was investigated in this research. However, its importance relies also on numerous advantages as well. First, CSR and corporate image have both a positive effect on productivity, consumer perception and employee morale (Brammer & Pavelin, 2006). Second, it positively affects consumer loyalty and satisfaction (Chung, Yu, Choi & Shin, 2015). In other words, the higher the corporate image, the better chances to maximize returns for the company because costumers would purchase its products more. Third,

international companies with a good corporate image enjoys a global reputational advantage (Fombrun, 2015) that can also help them to differentiate from competitors. Thus, due to all these important effects of corporate image, it has to be taken into account when measuring the effectiveness of CSR.

Several studies have found evidence of the numerous benefits of CSR. However, little research has measured the effectiveness of different types of CSR communication messages measuring purchase intention, attitude towards the brand and corporate image. Therefore, this study aims to fill this gap. In addition, it has been encountered that consumers do pay attention to company's impact and they would develop a stronger affinity with the firm if it shows a positive impact on society. For this reason, international companies invest many resources in CSR communication, and since they are present in several countries, they should consider culture in order to gain effectiveness.

Culture

Companies perform in international contexts and therefore they face different cultural areas. Thus, culture is another important aspect to be researched by this paper. We can define culture as the collective way of life, the beliefs and general customs that differentiates some individuals or groups from others (Hofstede, 2011). It is possible to distinguish one culture from another according to conceptual dimensions (Hofstede, 2011). This is important because when a company performs in an international scenario, it also performs in a multicultural field.

Taking culture into account is important because each country has its own cultural specificities and they determine the effectiveness of one CSR communication strategy or another. There are two culture approaches taken into consideration in this research (Hofstede,2011; Hall,1976) that are also the most widely assumed in the current literature: Hofstede's and Hall's cultural dimensions. Below, the main characteristics of each culture are described first and then, their influence on communication is explained.

According to Hofstede (2011), there are individualistic and collectivistic cultures and they refer to the degree to which the habitants are integrated as part of a group. The main characteristics of an individualistic culture are: great "I" consciousness, everybody is supposed to take care of him- or herself or the immediate family, speaking one's mind is healthy and others are classified as individuals. Instead, in collectivistic cultures, there is a "We" consciousness, people are born into extended families which protect them, the harmony should always be maintained and others are classified as in-group or out-group. The Hofstede's dimensions can be measured using a CVSCALE (Yoo, Donthu & Lenartowicz). It is a 26-item scale that can assess individual's culture orientations

that has exhibited reliability and validity (Yoo, Donthu & Lenartowicz). This research will use this scale in order to measure the Hofstede's culture dimensions.

Next to Hofstede there are the Hall's culture dimensions (1976). According to the author, we can differentiate cultures between high and low context. The most important characteristics for HC cultures are that the group welfare is more important than the individual and the family has a strong influence (Würtz, 2003). Personal accomplishments are not very important and they tend to be more collectivistic. In addition, individuals show strong interdependences among them and, because of deep-rooted relationships, loyalty plays a big role. People are highly involved between them, the existence of hierarchy is very common, and the information is communicated using simple messages with deep meanings (Kim, Pan & Park, 1998). In HC cultures, the communication is implicitly inferred and most of the meaning relies on the context. The messages are not direct and explicit. On the other hand, for LC cultures the personal accomplishments are more important than the group ones. They are normally more individualistic, they are expected to take care of themselves or the immediate family and to be independent (Würtz, 2003). In this culture, people are fragmented so there is no big involvement among them. As a result, the presence of hierarchy is not very common and the communication is normally non personal and explicit (Kim, Pan & Park, 1998). In addition, the communication tends to be very direct and clear to make sure that the counterpart is correctly receiving the message. Little of the meaning of the message can be inferred from the context so all of it relies on the message. Therefore, as culture affects communication heavily it is something that needs to be part of the research. In addition, the Hall's (1976) culture approach is assumed to be highly related to Hofstede's dimensions (2001) and this is another assumption that this research aims to test.

Hofstede's (2001) and Hall's (1976) dimensions have been found to be highly correlated with each other. HC would correlate with collectivistic cultures and LC cultures with the individualistic ones. In other words, for instance, an individualistic society would show similar characteristics as a low context one: a more direct communication, little interdependence between individuals or a great "I" consciousness. This correlation has been assumed and hypothesized by numerous previous research (Gudykunst & Ting-Toomey, 1988; Gudykunst et al., 1996, p. 511). More evidence supporting this correlation was found in the research conducted by Kapoor, Hughes, Baldwin and Blue (2003). The study aimed to examine the validity of the dimensions of high/low context and individualism/collectivism comparing India and the United States. Participants had to score different communication statements and cultural values in relation to how much they agreed with each of the statements. According to the findings, and as expected, Indian participants scored high in collectivism

and in high context. On the other hand, and again as expected, Americans scored high in individualism and low context.

Societies can be distinguished according to Hofstede (2011) among individualistic and collectivistic cultures, and this classification seems to correlate with Hall's classification of HC and LC (1976). Nevertheless, a closer approach to how these dimensions can affect CSR communication can be taken. This paper aims to check, as well the CSR communication style effectiveness, this correlation too.

CSR and culture communication style

Cultural differences and CSR communication are closely related as the communication style depends on culture. Therefore, these cultural differences should be taken into account in order to gain effectiveness in the CSR messages. Previous research has shown evidence that the cultural values of a society affects CSR (Waldman, De Luque et al., 2016). The authors found out that culture is the most powerful predictor of CSR values. They conducted the research using surveys in approximately 561 companies from 15 countries. In addition, they studied some cultural dimensions but they did not include individualism and collectivism as cultural specificities proposed by Hofstede (2011) and they also did not study the effectiveness of the CSR communication regarding culture, so this is a gap that this research wants to fill. Therefore, conducting this research is important because it includes these cultural dimensions that affect each CSR communication style. Since culture affects the communication style, differences can be found between HC and LC communications style and it is important to know how they both can differ.

In LC cultures the communication is direct, explicit and shows an analytic thinking (Hall, 1976). The message tends to have an explicit approach to make sure that it is understood (Würtz, 2003). In addition, the communication can be more precise and based on true intentions or feelings. On the other hand, in a HC culture a CSR message in a HC communication style, it is expected to reach a higher effectiveness. In HC cultures the communication is more indirect, reserved, ambiguous (Hall, 1976) and shows a more holistic thinking (Monga & John, 2008). In addition, an individual from HC culture would set the context (situation or background) and let the message evolve without mentioning it clearly (Würtz, 2003). In other words, a big meaning of the message relies on the context and situation. These characteristics of HC and LC communication style bring some expectations that this study aims to check.

This research expects to find that in a LC country, a LC communication style would logically show a higher effectiveness. In turn, in a HC communication style would be more effective in a HC country. However, previous research found contradictory results regarding the preferred

communication style in the corresponding country. For instance, assumed HC participants did not prefer a HC communication style. The research conducted by van Hooft (2011) did not find differences in communication style between HC and LC. No significant difference was found among Mexican (collectivistic culture) and US Americans (individualistic culture) participants concerning their preference for different communication styles, but the effectiveness of each communication was not analysed. In the study, four communicative business-related situations were presented to the participants. Two of the situations were monocultural (same cultural background) and the other two multicultural (different cultural background). In addition, in the dialogues one speaker used HC communication style and the other LC. Participants were asked to rate different professional dialogues in each communication styles. However, another study found significant differences concerning these communication styles in HC/LC societies (Nishimura, Nevgi & Tella, 2008). Authors compared Finland (low context), Japan and India (both high context) and according to their findings, there are significant differences among them. For instance, in Japan, an indirect and digressive communication is preferred, in Finland a clear and attentive conversation and in India the purpose of communication is to preserve harmony. Therefore, it is necessary to conduct this research in order to provide more evidence to the assumption that in a HC country a HC communication would be more effective and that in a LC one a LC communication would be better.

Carrying out this investigation is important because culture affects communication, and therefore the context of CSR communication. For this reason, it is necessary to conduct further research that can provide support or contrast what kind of message would be more effective depending on the individual's culture. This paper will test the effectiveness of both communication styles comparing two differentiated cultures: Dutch and Spanish.

The Netherlands and Spain

According to Hofstede (2010) and Hall (1976) the Netherlands and Spain are countries that differ culturally. The Netherlands are placed as an individualistic and LC country. On the other hand, Spain is a collectivistic and HC culture. Recent research also supports that these countries rank significantly different in their cultural values (Waldman, De Luque et al., 2016). The authors researched CSR cultural variables in 15 countries and they took all the data from GLOBE (a multi-phase research program). Their objective was to measure CSR cultural values and they did it through surveys to employees from every company. Differences have been found between the Netherlands and Spain but there is a lack in the research comparing specifically these two countries and the effectiveness of CSR messages. It is important to conduct this research because several gaps have been encountered in the current literature.

First, some studies have ignored the cultural values when investigating CSR. For instance, Marquina and Morales (2012) compared Spain and Peru (Marquina & Morales, 2012) but only in CSR parameters, ignoring cultural values that, as seen before, affect the effectiveness of a CSR strategy. Another study (Blanco, Delgado, Sá & Sousa, 2014) analysed the CSR communication in Sweden and Spain but the research was just focused on how it was communicated in the companies' websites, without taking into account culture either.

Second, little research has been done concerning the effectiveness of the different CSR communication style messages in the high/low culture context. For instance, Anso Kim, Pan and Park (1998) found evidence of cultural differences between Korea, China and the United States but the research was not focused on the CSR communication context. The authors conducted the study using surveys that measured the HC/LC cultural dimension of the individual. Another study (Hornikx & le Pair, 2017) found evidence that Dutch people scored higher in LC culture than the Belgian counterparts. The authors presented different ads to the participants, but no CSR messages. In conclusion, as far I am aware, no studies have compared The Netherlands and Spain regarding the effectiveness of HC/LC CSR communication style on each country. It is important to know because, finding evidence of which messages would have a higher effectiveness, companies and organizations could enjoy a better impact of their communication strategies.

Research question/hypothesis

This research aims to study several assumptions. First, the main purpose is to study the effectiveness of a LC/HC CSR communication style in a HC/LC country. It remains unknown if a HC CSR communication message would have a higher effectiveness in a HC and collectivistic country, or if a LC CSR communication message would be more effective in a LC and individualistic country. The effectiveness will be studied through the consumer's purchase intention, the attitude towards the brand and the corporate image. Therefore, the following research question is proposed:

RQ 1: Does a difference exist regarding the purchase intention, attitude towards the brand and corporate image when using HC/LC CSR communication style between The Netherlands and Spain?

In addition, the next hypothesis is formulated with the purpose to discover whether a corresponding communication style (HC/LC) would be more effective in a corresponding HC/LC country:

Hypothesis 1: *A low context communication style would create a better attitude towards the brand, a higher purchase intention and better corporate image among Dutch participants (low context culture) and a high context communication style would create a better attitude towards the brand, higher purchase intention and better corporate image among Spanish participants (high context culture).*

2. Method

An experimental study was conducted for this research. CSR messages (in HC and LC communication style) from fictional companies and was presented to Dutch and Spanish participants. Subsequently, they rated each message using a questionnaire. The questionnaire measured their cultural dimensions (HC/LC and individualism/collectivism) and the effectiveness of the message, taking into account for this purpose the purchase intention, the attitude towards the brand and the corporate image.

Materials

In this study the independent variables were the communication style (high context-collectivistic and low context-individualistic) and nationality (Dutch and Spanish). Eight CSR communication messages (four HC and four LC) from eight fictional brand names were presented to the participants. Having these eight messages examples helps to be more confident about the generality of the findings and all of the messages were seen for its evaluation. In addition, the brand's names were fictional and no business sector was mentioned with the purpose to avoid any other possible bias. The images that accompanied the CSR messages were taken from a database without copyright, Pexel. The final CSR adverts were created using the application Canva. In addition, the chosen CSR domain was the environmental performance, as this is one area of concern of previous research in the field (Nyilasy, Gangadharbatla & Paladino, 2014). Also, the importance of this domain has been proven to be firmly established in the current CSR management (Martin and Schouten 2012; Dahlstrom, 2010; Kotler, 2011). This is explained because sustainable production and consumption have become one of the most important imperatives nowadays (Kotler, 2011).

The messages depicted HC communication standards; highlight the community ("we" consciousness), message implicit and not completely clearly stated, and from the context can be inferred the purpose of the it. Second, the LC messages showed a clear and direct message, little or nothing can be inferred from the context of it and the information provided would be analytical, following the standards of the LC communication style. In order to make sure that the messages were according to the characteristics of HC/LC culture a pre-test was conducted. The purpose was to check that the messages would match HC/LC standards before using them in the complete research (see

below). As the current literature about HC/LC adverts is quite vague providing images that relate to each culture standards, the pre-test also aimed to check that adverts that would be used in the final survey actually adhere to high and low context communication standards. The appendix contains the eight CSR adverts employed.

Pretest

The eight CSR messages (four LC and four LC) were shown to six Dutch and five Spanish respondents to make sure a balance in the participation. The average age was 27.27 years old (SD = 3.90). Regarding gender, the participants were six female and five male.

The respondents had to score each message according to the extent to which they agree with each statement on a 5 point Likert scale, where 1 corresponded to totally disagree and 5 totally agree. From the total statements, three measured high context communication style and the other three low context communication style. These were the statements employed:

1. The context of the image is important for the message. (HC)
2. The message is clearly stated. (LC)
3. The approach of the message is implicit. (HC)
4. The message contains a lot of information. (LC)
5. The business message can be ambiguous and indirect. (HC)
6. The text is more important for the message than the image. (LC)

In order to check that every CSR advert corresponded to the correct communication style, it was checked that HC and the LC messages significantly differed from each other.

Two paired-samples t-test were conducted to compare ratings of adverts on high communication statements and ratings of advert on low communication. There was a significant difference in the scores of HC statements between the intended HC messages (M = 3.25, SD = .52) and LC messages (M = 2.27, SD = .51); $t(10) = 3.73$, $p = .004$. There was another significant difference in the scores of LC statements between the intended HC messages (M = 2.56, SD = .58) and LC messages (M = 4.04, SD = .34); $t(10) = -7.65$, $p < .001$.

Each CSR message corresponded as expected in each HC/LC communication style statements. Therefore, they were used in the final survey.

Subjects

200 participants (102 Dutch and 74 Spanish and 24 with another nationality) took part in the study. The average age of the participants was 28¹ years old, with a standard deviation of 7.5. Regarding gender, 61.5% of the participants were women (123) and 38.5% were men (77).

¹ The age of one participant is missing due to an incorrect output

Concerning the level of studies, the most common was Bachelor Degree (102 participants), followed by Master Degree (79), 18 Undergraduate and finally one Doctor.

No further participants discrimination was established because the focus of this study was the cultural and communication style differences and no gender, age, or level of studies, for instance.

Design

For this study, a 2x2 mixed design was conducted (H/L context message x Spanish/Dutch nationality). It was within subjects because all the messages (HC and LC style) were presented to every participant and between subjects because nationalities (Dutch, Spanish) were compared. No control group was part of the design.

Instruments

The dependent variables were the purchase intention, the attitude towards the brand and the corporate image, both measuring the effectiveness of the different CSR communications styles between Spain and the Netherlands. Following prior research, the dependent variables were measured using individual surveys (Yoo, Donthu & Lenartowicz, 2011; Kim, Pan & Park, 1998; Hooft, 2011; Rivera, Bigne & Curras-Perez, 2016). The questionnaire had in total 24 questions. The number and distribution of the questions is motivated to fit in a certain time and, naturally, provide enough evidence for the results.

First, four general personal questions about each participant (age, education, gender, etc.). After viewing each individual advert, five questions measured the dependent variable attitude towards the brand. The seven-point likert scale questions were adapted from the previous research (Rivera, Bigne & Curras-Perez, 2016) and rated from 1 (not at all likely) to 7 (extreme likely). The reliability of 'attitude towards the brand' comprising four items was acceptable for each of the eight CSR adverts: $\alpha = .88- .93$. These are some examples of the questions that measured the variable attitude towards the brand:

- I think it is a brand that offers products with good performance.
- I find it is a brand that offers a good value for money.

Consequently, three seven-point likert scale questions were included in the questionnaire in order to measure the perception of the corporate image. They were based on the research conducted by Planken, van Mierlo and van Meurs (2006). In the study, they researched the negative impact from product recalls. Therefore, their measurement was a good resource to add to this research because it provided a tool to measure the corporate image after seeing CSR messages. Participants had to indicate to what extent they agreed with some adjectives describing the company. Not all questions from the questionnaire were included because some of them were related to product recalls. The reliability of 'corporate image' comprising three items was not always acceptable for each of the eight

CSR adverts: $\alpha = .75$, $\alpha = .73$, $\alpha = .75$, $\alpha = .72$, $\alpha = .68$, $\alpha = .74$, $\alpha = .73$, $\alpha = .67$. However, a lower Cronbach's alpha can be accepted in the case of using fewer items to measure a dependent variable (Briggs & Cheek, 1986). This is an example of the questions employed:

- I think that the company that placed the message is:

Honest	Dishonest
Unprofessional	Professional

Subsequently, one seven-point likert scale question measured the variable purchase intention asking the participants how likely would they buy the product from the company (David, Kline & Dai, 2009). The purchase intention was rated from 1 (not at all likely) to 7 (extreme likely) and this was the question in the questionnaire:

- How likely is it that you would buy products from this company?

To measure the collectivistic and individualistic values, five seven-point likert scale questions were used (Yoo, Donthu & Lenartowicz, 2011). These questions, and the next ones corresponding to HC/LC communication style, aimed to check the countries assumption. Some examples of the questions employed are:

- Individuals should stick with the group even through difficulties.
- Group success is more important than individual success.

Finally, seven questions measured the HC/LC communication style perception. The questionnaire measured the preferred communication style of each participant. Depending on the given scores, the preference for a HC or LC way of communication could be observed. The questions were adapted from the research of Richardson and Smith (2006). In their research, they analysed the influence of HC/LC culture in the communication media using a five point likert scale questionnaire. Some examples of questions from the survey are:

- It is more important to state a message efficiently than with great detail.
- Intentions not explicitly stated can often be inferred from the context.

The survey was only in English as this is the lingua franca in the international business environment and so that the stimuli were comparable between the two countries. The stimuli were the CSR messages in HC/LC communication style and the pre-test checked that, even when the message is not in their mother language, both communication styles are enough differentiated. The complete questionnaire employed can be found in the Appendix.

Procedure

Participants were obtained through personal and University contacts. The survey to measure the dependent variable was created in Qualtrics and spread online. The questionnaire link was shared using social networks, the surveyswap application and personal contacts. The motivation for participation was the presentation of a study about business message perception and the experiment was conducted on an individual basis.

Once the participants started the survey, they were greeted and explained about how the experiment was going to be. It was clearly stated that it was anonymous and that there were no correct or incorrect answers but just personal perceptions. They were also told that the experiment's purpose was to assess how people perceive different corporate messages and they did not know anything about any manipulation of the experiment (HC/LC communication style). All questions for each CSR advert were randomized.

After answering the initial personal questions, they saw the eight CSR messages from the fictional companies: four in HC style and another four in LC style. Then, the participants answered the questions measuring the attitude towards the brand, the corporate image and intention to purchase for each CSR advert. In addition, they answered the questions regarding individualistic/collectivistic values and HC/LC communication preferences. After filling in the survey, participants were thanked for taking part in the experiment and they were also invited to know the results once they were finished.

Finally, there was not any specific motivation or incentive to participate in the experiment. In addition, no difficulties or external factors that could have played a role were identified. On average, the time to fill in the survey was seven minutes.

Statistical Treatment

In this research, 2 x 2 mixed ANOVAs (Dutch/ Spanish and HC/LC communication) were conducted. It was between subjects because the Dutch and the Spanish population were compared, and repeated measures because all participants evaluated every condition. The independent variables were type of communication (HC/LC) and nationality (Dutch/Spanish). The dependent variables were attitude towards the brand, corporate image and purchase intention. The independent variables were nominal, each of them with two levels: Dutch and Spanish, or High and Low Context communication style. The dependent variables were interval, as they will be scored by the participants from one to seven using a seven-point Likert scale.

Regarding the complementary analysis, a correlation was employed in order to check whether an individualistic country would correlate to a low context country and a collectivistic country to a high context country. For this, the means of the scores from the individualistic/collectivistic questions were compared to the scores obtained from the HC/LC communication style questions.

3. Results

High/Low Context – Individualism/Collectivism Correlation

In order to check whether a collectivistic individual would correlate to high context standards as expected in the theory a correlation analysis was conducted. The ratings for this analysis were taken from the scores of the questions measuring individualistic/collectivistic values and their communication preference; High Context or Low Context.

A significant positive correlation was found between the individualistic/collectivistic scores and the high/low context ratings ($r(176) = .15, p = .043$). According to the results, a positive relationship exists between individualistic/collectivistic and high/low context values. Meaning that these values tend to increase together. Therefore, this provides evidence that supports the theory that a person who would score high in collectivistic values would correlate also high in low context values and, on the other hand, a person who scores high in individualistic values would do the same in low context values.

Mixed ANOVA – Nationality

In order to analyse the three dependent variables concerning nationality, three mixed ANOVAs were conducted. One for attitude towards the brand, another for corporate image and a last one for purchase intention. The following table shows the descriptive values for each condition.

Table 1. Means and standard deviations (between brackets) for the attitude towards the brand, corporate image and purchase intention (1 = totally disagree or negative attribution, 7 = totally agree or positive attribution).

Dutch		Spanish	
HC advert n = 102	LC advert	HC advert n = 74	LC advert
<i>M (SD)</i>	<i>M (SD)</i>	<i>M (SD)</i>	<i>M (SD)</i>

Attitude towards the brand	4.24 (1.03)	4.57 (1.01)	4.41 (.94)	4.71 (.98)
Corporate image	3.50 (.86)	3.31 (.85)	3.40 (.83)	3.02 (.85)
Purchase intention	3.95 (1.04)	4.05 (1.09)	4.19 (.93)	4.48 (1.03)

The mixed ANOVA analysis for attitude towards the brand with communication context (HC/LC CSR adverts) as within-subject factor and nationality (Dutch and Spanish) as between-subject factor showed a significant main effect of context ($F(1,174) = 17.85, p < .001$). LC adverts, irrespective of the other factors, were rated higher ($M = 4.63$) than the HC adverts ($M = 4.31$). Furthermore, the main effect of nationality was found to be not significant ($F(1, 174) = 1.32, p = .25, \eta_p^2 = .008$), indicating that ratings from Dutch and Spanish participants were not different. In addition, the interaction of context and nationality was also not significant ($F(1, 174) = .03, p = .845, \eta_p^2 = .000$). In other words, LC adverts generated a better attitude towards the brand than the HC ones, while nationality did not play a significant role.

Regarding corporate image, there was a significant main effect of context ($F(1,174) = 17.97, p < .001, \eta_p^2 = .094$). HC adverts, irrespective of the other factors, were rated higher ($M = 3.46$) than the LC adverts ($M = 3.19$). Again, the main effect of nationality was found to be not significant ($F(1, 174) = 3.18, p = .076, \eta_p^2 = .018$), indicating that scores from Dutch and Spanish participants did not have a significant difference. As in attitude towards the brand, the interaction of context and nationality was also not significant ($F(1, 174) = 1.98, p = .161, \eta_p^2 = .011$). To sum up, HC adverts created a better corporate image than the LC ones, while nationality did not play a significant role.

The mixed ANOVA analysis for purchase intention with context as within-subject factor and nationality as between-subject factor showed a significant main effect of context ($F(1,174) = 5.68, p = .018, \eta_p^2 = .032$). LC adverts, irrespective of the other factors, generated a higher purchase intention ($M = 4.23$) than the HC adverts ($M = 4.05$). However, in this case the main effect of nationality was found to be significant ($F(1, 174) = 6.20, p = .014, \eta_p^2 = .034$), indicating that ratings from Dutch and Spanish participants were significantly different. In other words, Spanish participants ($M = 4.47$) were more willing to purchase the company products after viewing the adverts than the Dutch counterparts ($M = 4.05$). In addition, the interaction of context and nationality was also not significant ($F(1, 174) = 1.27, p = .262, \eta_p^2 = .007$). In other words, LC adverts provoked a higher purchase intention than the HC ones, while Spanish participants were significantly more willing to buy the product than the Dutch counterparts.

Mixed ANOVA – Individual values

For this analysis nationality was not taken into account. Instead, participants were categorized in individualistic or collectivistic according to their scores. The purpose for this categorization was

to investigate whether a difference regarding the effectiveness of the message exists when the CSR adverts are presented to individualistic or collectivistic participants. The categorization was done using the following process. First, the median was calculated. After it, each participant was categorized with 1 (collectivistic), if his score was above the median, and with 0 (individualistic) if the score was below it. In order to analyse the three dependent variables, three mixed ANOVAs were conducted. One for attitude towards the brand, another for corporate image and a last one for purchase intention In Table 2, the means and standard deviations can be observed.

Table 2. Means and standard deviations (between brackets) for the attitude towards the brand, corporate image and purchase intention (1 = totally disagree or negative attribution, 7 = totally agree or positive attribution).

	Individualistic		Collectivistic	
	HC advert n = 73 <i>M (SD)</i>	LC advert <i>M (SD)</i>	HC advert n = 103 <i>M (SD)</i>	LC advert <i>M (SD)</i>
Attitude towards the brand	4.08 (.99)	4.34 (1.09)	4.47 (.99)	4.84 (.88)
Corporate image	3.55 (.84)	3.30 (.85)	3.43 (.86)	3.10 (.86)
Purchase intention	3.79 (.99)	3.95 (1.14)	4.23 (.97)	4.43 (.99)

The mixed ANOVA analysis for attitude towards the brand with communication context (HC and LC) as within-subject factor and individual group (Individualistic and Collectivistic) as between-subject factor showed a significant main effect of context ($F(1,174) = 17.05, p < .001, \eta_p^2 = .089$). LC adverts, irrespective of the other factors, generated a better attitude towards the brand ($M = 4.63$) than the HC adverts ($M = 4.31$). Furthermore, the main effect of individuals group was found to be also significant ($F(1, 174) = 11.88, p < .001, \eta_p^2 = .064$), indicating that ratings from individualistic and collectivistic participants were significantly different. Collectivistic participants ($M = 4.84$) showed a better attitude towards the brand than the individualistic ones ($M = 4.34$). However, the interaction of context and individuals score was not significant ($F(1, 174) = .975, p = .325, \eta_p^2 = .006$). To sum up, LC adverts generated a better attitude towards the brand than the HC ones, while the collectivistic or individualistic profile of the participants played a significant role. Collectivistic individuals showed a significant higher attitude towards the brand than the individualistic counterparts did.

Regarding the corporate image, the mixed ANOVA analysis with communication context (HC and LC) as within-subject factor and individual group (Individualistic and Collectivistic) as between-subject factor showed a significant main effect of context ($F(1,174) = 14.65, p < .001$). HC adverts, irrespective of the other factors, generated a better corporate image ($M = 3.46$) than the LC adverts ($M = 3.18$). However, the main effect of individuals group was found to be not significant ($F(1, 174) = 3581.21, p = .247, \eta_p^2 = .008$), indicating that scores from Dutch and Spanish participants did not have a significant difference. In addition, the interaction of context and individuals group was also not significant ($F(1, 174) = .975, p = .325, \eta_p^2 = .006$). In other words, HC adverts evoked a better corporate image than the LC ones, while the collectivistic or individualistic profile of the participants did not play a significant role.

The mixed ANOVA analysis for purchase intention with communication context (HC and LC) as within-subject factor and individual group (Individualistic and Collectivistic) as between-subject factor showed a significant main effect of context ($F(1,174) = 5.58, p = .034$). LC adverts, irrespective of the other factors, generated a higher purchase intention ($M = 4.23$) than the HC adverts ($M = 4.05$). Furthermore, the main effect of individuals group was found to be also significant ($F(1, 174) = 11.95, p < .001, \eta_p^2 = .064$), indicating that ratings from individualistic and collectivistic participants were significantly different among them. Nevertheless, the interaction of context and individuals score was not significant ($F(1, 174) = .975, p = .758, \eta_p^2 = .001$). To sum up, LC adverts generated a higher purchase intention than the HC ones, while the collectivistic or individualistic profile of the participants also played a significant role. Individualistic participants were more willing to purchase the product than the collectivistic counterparts were.

Mixed ANOVA – Communication Style Preference

For this analysis, the nationality was not taken into account, but only the communication preference of each participant. The participants were categorized in HC or LC according to their communication style preference. A median was calculated from all the scores of the questions measuring the communication preference. After that, all the participants with scores above the median were categorized as 1 (HC) or 0 (LC) in case the score was below the median. In order to analyse the three dependent variable, three mixed ANOVAs were conducted. One for attitude towards the brand, another for corporate image and a last one for purchase intention. In Table 3, the means and standard deviations can be observed:

Table 3. Means and standard deviations (between brackets) for the attitude towards the brand, corporate image and purchase intention (1 = totally disagree or negative attribution, 7 = totally agree or positive attribution).

	HC Communication		LC Communication	
	HC advert n = 91 <i>M (SD)</i>	LC advert <i>M (SD)</i>	HC advert n = 85 <i>M (SD)</i>	LC advert <i>M (SD)</i>
Attitude towards the brand	4.43 (.93)	4.63 (.99)	4.19 (1.06)	4.63 (1.01)
Corporate image	3.35 (.84)	3.18 (.94)	3.58 (.85)	3.20 (.77)
Purchase intention	4.21 (.92)	4.26 (1.09)	3.88 (1.06)	4.19 (1.08)

The mixed ANOVA analysis for attitude towards the brand with communication context (HC and LC) as within-subject factor and communication style preference (High Context and Low Context) as between-subject factor showed a significant main effect of context ($F(1,174) = 19.34, p < .001$). LC adverts, irrespective of the other factors, generated a better attitude towards the brand ($M = 4.63$) than the HC adverts ($M = 4.31$). However, the main effect of communication style was found to be not significant ($F(1, 174) = .88, p = .349, \eta_p^2 = .005$), indicating that ratings did not significantly differ whether the participants preferred a HC or LC communication style. In addition, the interaction of context and communication style preference was not significant ($F(1, 174) = 2.75, p = .099, \eta_p^2 = .016$). In other words, LC adverts evoked a better attitude towards the brand than the HC ones. On the other hand, it did not matter if the individual preferred a HC or LC communication style.

Regarding corporate image, the mixed ANOVA analysis with communication context (HC and LC) as within-subject factor and communication style preference (High Context and Low Context) as between-subject factor showed a significant main effect of context ($F(1,174) = 16.99, p < .001$). HC adverts, irrespective of the other factors, created a better corporate image ($M = 3.46$) than the LC adverts ($M = 3.19$). However, the main effect of communication style was found to be not significant ($F(1, 174) = 1.22, p = .270, \eta_p^2 = .007$), indicating that ratings did not significantly differ whether the participants preferred a HC or LC communication style. In addition, the interaction of context and communication style preference was not significant ($F(1, 174) = 2.38, p = .270, \eta_p^2 = .014$). To sum up, HC adverts evoked a better corporate image than the LC ones. On the other hand, if the individual preferred a HC or LC communication style did not play a significant role.

The mixed ANOVA analysis for purchase intention with communication context (HC and LC) as within-subject factor and communication style preference (High Context and Low Context) as between-subject factor showed a significant main effect of context ($F(1,174) = 5.27, p = .023$).

LC adverts, irrespective of the other factors, generated a higher purchase intention ($M = 4.23$) than the HC adverts ($M = 4.05$). However, the main effect of communication style was found to be not significant ($F(1, 174) = 2.14, p = .145, \eta_p^2 = .012$), indicating that ratings did not significantly differ whether the participants preferred a HC or LC communication style. In addition, the interaction of context and communication style preference was found to be not significant ($F(1, 174) = 2.60, p = .109, \eta_p^2 = .015$). In other words, participants were more willing to spend money on the company products after seeing the LC adverts than the HC adverts. On the other hand, it did not matter if the individual preferred a HC or LC communication style.

4. Conclusion

From the results obtained through this research it is possible to draw some conclusions. The effectiveness of the message was measured in this research through three variables: attitude towards the brand, corporate image and intention to purchase.

Effectiveness of the message

There is evidence of certain differences regarding the effects of each CSR advert. Low Context adverts seem to be the most effective ones. They provoke a better brand attitude and a higher purchase intention. On the other hand, the High Context ones can generate a better corporate image. Therefore, the answer to the research question of this paper would be no:

RQ: Does a difference exist regarding the purchase intention, attitude towards the brand and corporate image when using HC/LC CSR communication style between The Netherlands and Spain?

The results showed that there was a not significant effect of nationality regarding the attitude towards the brand and corporate image and also did not interact with message context. In other words, the adverts had the same effect in Dutch and Spanish participants. Therefore, the answer to the research question is no. As according to the results, the CSR adverts had the same effects on all the participants regardless of nationality. The same CSR advert would be equally effective in Spain or the Netherlands when the company pursues to improve its corporate image, attitude towards the brand or purchase intention.

According to the findings of this paper, the hypothesis 1 can be also rejected, as LC context adverts are not always the most effective message to approach Dutch people. HC adverts are also not always the best ones for the Spanish population.

Hypothesis 1: A low context communication style would create a better attitude towards the brand, a higher purchase intention and better corporate image among Dutch participants (low context culture) and a high context communication style would create a better attitude towards the

brand, higher purchase intention and better corporate image among Spanish participants (high context culture).

The hypothesis 1 is rejected according to the results of this research. As previously mentioned, a low context communication style would create a better attitude towards the brand and a higher purchase intention regardless nationality. On the other hand, a high context communication style would create better corporate image, again, regardless if the participant were Dutch or Spanish. From the results of this paper, some similar overall effects regarding the effectiveness of the different CSR adverts were found. Consistent with the results reported before, LC adverts are always the most effective ones to improve the attitude towards the brand and the purchase intention. This evidence is also consistent when participants are categorized in individualistic/collectivistic or according to their communication style preference. The results of this study showed no difference regarding the effectiveness of the message when taking the communication style preference into account or when analysing any possible interaction.

Correlation between individualism/LC and collectivism/HC

According to the results, there is a correlation between individualism and low context values and between collectivistic and low context values. An individualistic individual would score high in low context values. Moreover, a collectivistic individual would correspondingly score high in high context values. This is consistent with previous findings in the literature (Gudykunst & Ting-Toomey, 1988; Gudykunst et al., 1996, p. 511), where the authors assumed and hypothesized the correlation. In addition, these results are also consistent with the research conducted by Kapoor, Hughes, Baldwin and Blue (2003). In their study, they also found evidence of a correlation between these cultural values.

The not strong but significant correlation found in this research contradicts some previous research. The previously mentioned study conducted by van Hooft (2011) alerts of the general assumption of this correlation. In addition, also Cardon (2008, p. 411) warns about the existence of a lack of empirical evidence that could support the correlation and the classification of countries corresponding to it. The contradictions regarding this correlation can be explained by several reasons. First, they might have not measured general HC or LC communication preferences to be compared with collectivistic/individualistic values. For instance, Merkin (2015) focused his research on how collectivistic and individualistic participants would prefer to have a face to face communication, instead of an overall preference. Therefore, it is possible that not always the same results from the correlation can be found. Second, they might have used different questionnaires to measure the same values. Not every research used the questionnaire employed by Hofstede (2011), Hall (1976) or Gudykunst et al. (1996) to measure each cultural value.

To sum up, an overall effect of the communication context has been shown. There is evidence that LC adverts generate a better attitude towards the brand and a better purchase intention regardless of nationality, individual values or communication style preference. Surprisingly, another overall effect was encountered for HC adverts. They evoke a better corporate image, again, regardless of nationality, individual values or communication style preference. Regarding nationality, it had a stronger effect only on purchase intention. Spanish people were more willing to buy the company products than the Dutch participants. According to the results from the individual values analysis, collectivistic participants showed a better attitude towards the brand after viewing LC adverts. On the other hand, individualistic participants showed a stronger intention to purchase. The communication style preference was never found to be significant. In addition, none of the interaction was found to be significant.

5. Discussion

The results of this research are not fully consistent with previous findings regarding the country categorization of Hall (1976) and Hofstede (2011). There is evidence that a LC advert could be more effective in a HC country than a HC advert. However, the findings of this research seem to be problematic to apply taking into account the encountered results. Nationality does not play a big role regarding the effectiveness of the CSR advert when they were shown to Dutch and Spanish participants. Nevertheless, more differences arise when the participants are categorised between individualistic and collectivistic individuals. However, the message context had the same effect on the participants regardless their categorization. Therefore, it is possible that countries cannot be taken into consideration as just one culture dimension, but it is among the individuals where the difference lies. In addition, it is possible that the differences between them are not that significant as expected. This assumption is consistent with the results of previous research. Fischer and Schwartz (2011) compared the cultural values of 67 countries and their analysis showed small country differences in the average cultural values. This makes complicated to affirm that the national cultural is the determinant aspect of individual's priorities. There is evidence of a very weak national culture influence on individuals, but on the other hand, a stronger effect of personal individual preferences and characteristics. It is between the individuals of a country where the stronger differences lie. Therefore, it can be expected that Spain and the Netherlands did not showed more differences regarding the effectiveness of the adverts, as they are not so culturally different. This comparison finds also support in the research from Fischer and Schwartz (2011). A separate analysis comparing European countries showed that they were less cultural diverse than the rest of the countries worldwide. Hence, also according to the results from this paper, there is more evidence that a high

cultural similarity can be expected between European countries. In other words, the same CSR advert would probably have a similar effectiveness in different European countries.

The main finding of this paper is that LC CSR adverts evoke a better attitude towards the brand and a higher purchase intention regardless of the origin of the participant: Spain or the Netherlands. On the other hand, HC CSR adverts generate a better corporate image again regardless of the two countries. These results were always consistent when comparing nationality, the individual group (collectivism or individualism) and the communication style preference (HC/LC). Therefore, it could be assumed that a relationship between attitude towards the brand and purchase intention can exist. There are some possible explanations for this assumption. First, there are previous findings that support this interpretation. Previous research has positively related CSR and Corporate Ability with an increase purchase intention (Bhattacharya, Korschun, & Sen, 2009) but, corporate image was not included. Second, consumers' attitude towards the brand is built when they feel confidence evaluating the brand and they find supportive arguments about it (Ten & Laroche, 2007). LC adverts can have in this aspect a very important influence. These adverts include more detailed, direct and extent information and figures about the company that can help customers' ability to evaluate the brand. Therefore, and opposite to HC adverts which include less information, customers who observe LC adverts can have more confidence with their assessment of the brand because they can remember and know the brand attributes (Ten & Laroche, 2007). Third, the evidence that HC adverts always evoke a better corporate image can be explained by the nature of these adverts because images have a very important presence in HC adverts. The viewing of this imagery can generate a collective sentiment or collective ethos that has a function of a predictor of corporate image (Wei, 2002). In addition, these pictures can create a common image that connects with the public and society, as corporate image is essentially a projection of what is being expected by a society or community (Wei, 2002). These several explanations can clarify the different results between HC and LC CSR adverts. LC messages generate a better attitude towards the brand because they provide more information to the customer. Customers with more information can have a better assessment of the brand, what brings a higher purchase intention. On the other hand, HC CSR messages can help to connect with the society through the imagery and common sentiments, which creates a better corporate image.

The assumed correlation between HC/individualistic and LC/collectivistic values was supported in this research. This is consistent with previous findings. Previous literature has found that these values correlated (Gudykunst & Ting-Toomey, 1988; Gudykunst et al., 1996, p. 511) but as the correlation found in this research was not very strong ($r = .153$), it could also explain why in the literature contradictory findings can be also encountered (Cardon, 2008). As a possible explanation for this phenomenon, the culture values among a society or country might change over time.

Individualism is expected to keep rising as a global phenomenon (Santos, Warnum & Grossman, 2017). 34 of 41 countries studied in recent research showed an increase in individualistic practices. For instance, the researchers compared data from the different populations that showed tendencies towards collectivistic or individualistic values. For instance, the time spent with friends vs time spent with family, the importance to teach children to be independent or how important it is for people to prioritize self-expression. In addition, socioeconomic development was found to be the stronger predictor for a country to become more individualistic (Santos, Warnum & Grossman, 2017). Therefore, the more developed a country is, the stronger individualistic values would be shown. Generally, as every country tends to develop socioeconomically, it makes sense that culture values change over time in favour of the individualistic ones. Hence, it can explain that, even though there is still a correlation between HC/individualistic and LC/collectivistic values, contradictory results can be also easily found due to this tendency to individualism.

Limitations and suggestions for future research

This research has some limitations to be taken into account. First, the vast majority of participants were young and highly educated, as no discrimination was conducted regarding level of studies, age or gender. Therefore, it can be queried if this would be the target group where the CSR adverts would be aimed. Different results could be obtained when the adverts are focused on other demographic segments. Future research could contrast the encountered results in this research by aiming the CSR messages to, for instance, a lower educated population group.

Another possible limitation to this study is the level of English of the participants. Despite English being the business lingua franca, the language knowledge differs among the Dutch and Spanish population. According to one of the most popular country rankings, the EF English Proficiency Index (2017), the Netherlands ranked as the country with the highest English proficiency worldwide. On the other hand, Spain ranked 28 with a “moderate proficiency”. It is still a good domain of English, but not as good as their Dutch counterparts. This could have affected the results because maybe some Spanish participants did not completely understand every question. For example, they could have misunderstood the meaning of some words or did not know it. Therefore, some given scores might be not as accurate as desired. A suggestion for future research would be to a similar study but with questionnaires in different languages. Each questionnaire would be in the mother language of each participant guaranteeing the accuracy through back translations.

The presentation of the eight CSR adverts, one after the other, was not the natural way in which CSR messages would be showed. Hence, maybe when they are in a more natural context (as in a billboard on the street or in a banner on a website) the effect of the adverts could be different. In addition, after seeing so many adverts, the participant could lose some attention, affecting the answers

of the questions. Another proposal would be to provide the participants with extra information about the history or activities of the company. Therefore, it could help them to judge the company and answer the questions. For future research, it could be considered to display the adverts in a more natural context to check whether this could bring different results. Then, after the participants have seen the adverts, they could be interviewed to measure the effectiveness of the different CSR messages.

Concerning the categorization of the participants, maybe the number of questions employed was not enough to have a more solid evidence. Even though it was a complementary analysis in this research, increasing the number of questions could provide more support for the categorization in individualistic/collectivistic or regarding the preferred communication style. Hence, future research could analyse deeper the cultural values of the Spanish and Dutch participants, so more evidence can be obtained in order to contrast the current correlation (HC/collectivistic, LC/individualistic) assumption.

This paper compared two western European countries: Spain and the Netherlands. As western European countries can share some common values, it is possible that both of the countries could show some cultural similarities. Therefore, another suggestion for future research would be to conduct a similar study comparing countries that could be more culturally different. For instance, an Asian and a Latin-American country. Then, the evidence that LC adverts generate cross-culturally a better attitude towards the brand and a higher purchase intention could be contrasted. In addition, the study could also find more support that HC adverts are the ones that have a better impact on corporate image.

This study has contributed to support more evidence concerning the business communication, especially in the increasingly important CSR field. It has contrasted the main culture assumptions regarding communication providing more findings to the theory. It has shown that a HC communication style is not always the most effective one in an assumed HC society and that there is a positive effect of LC adverts on attitude towards the brand and intention to purchase. In addition, it has provided support to the HC/Collectivism and LC/Individualism correlation and also a hint about why there might be some contradictions in the literature. Lastly, it contributes with some managerial implications for professionals apart from the theory contributions. From this research, managers can obtain evidence to support their business actions depending on what they would like to achieve; a better attitude towards the brand, an improved corporate image or a higher purchase intention.

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Appendix

1. CSR adverts employed in the research:

The four adverts in low context communication style:

Tlahves Int.

We are making the difference!★

More than 70.000€ has been invested in purchasing solar panels following Tlahves's environmental values.

This provides energy security, less consumption and reduces the ecological impact.



NIIWENDRA

WATER MANAGEMENT

Independent auditors from TLM have certified our improvements in water consumption in our facilities.

We are using 20% less water compared with 2017.

In his way, Niiwendra fights local water scarcity.



ECOLOGICAL IMPACT

The improvements in energy efficiency have reduced the pollution generated last year by 4,3% ▼

Smaller amounts of carbon monoxide and hydrocarbons in the atmosphere will slow down the effect of global warming.

LUAPUR



Oqtle Ltd.

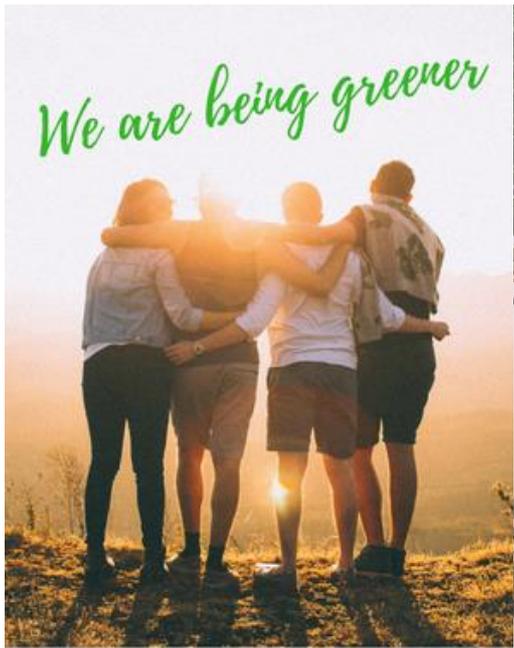
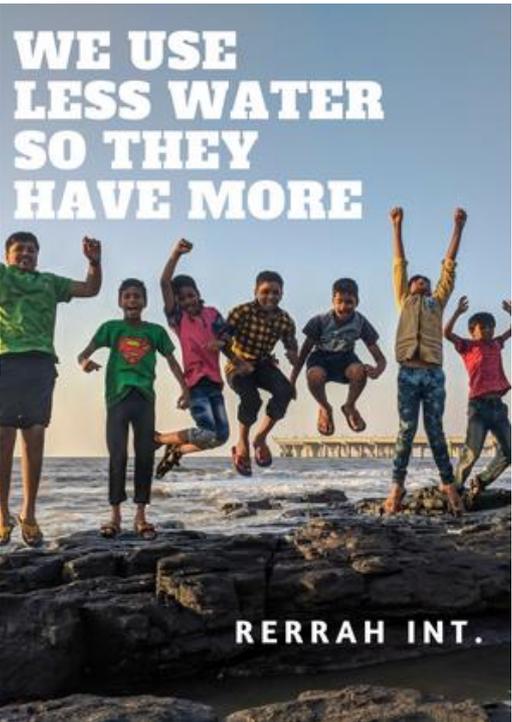
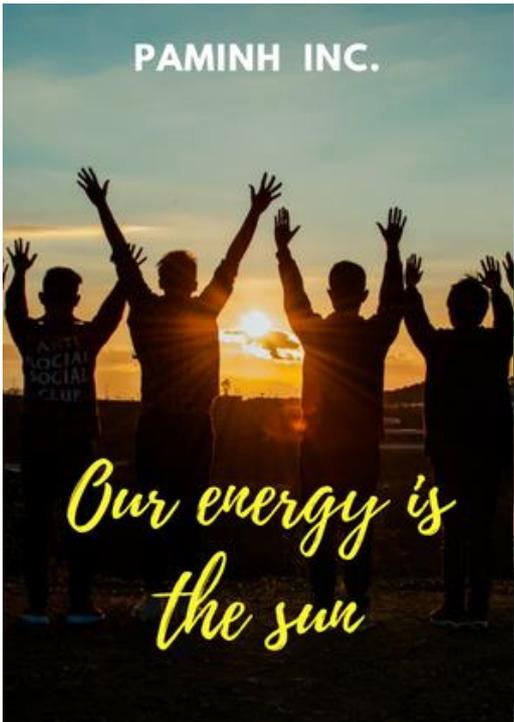
Oqtle works only with suppliers that come with the certification ISO 14001 in Environmental management.

The ISO 14001 is an international quality standard that makes sure that high-demanding environmental requirements are met.

In this way, we assure that our suppliers are as committed to the environment as Oqtle is.



The four adverts in high context communication style:



AYHLOXX

Noillth Corp.

2. Questionnaire of this study:

What is your gender?

- Male
- Female

How old are you? Please type the number.

- (open response)

What is your nationality?

- Spanish.
- Dutch.
- Other.

What is your highest level of studies? Please write it below.

- (open response)

Please indicate to which extent do you agree or disagree with the following statements:

- I think it is a brand that offers products with good performance
- It is a brand I can rely on
- I find it is a brand that offers a good value for money
- I think it is a brand with a good image

I think that the company that placed the message is:

- Honest Dishonest
- Unprofessional Professional
- Attractive Unattractive

How likely is it that you would buy products from this company?

- Not at all likely Extremely likely

Now you will see some statements about individuals and groups in society. Please indicate to which extent you agree with each of them:

- Individuals should sacrifice self-interest for the group.
- Individuals should stick with the group even through difficulties.
- Group loyalty should be encouraged even if individual goals suffer.
- Group success is more important than individual success.
- Individuals should only pursue their goals after considering the welfare of the group.

Lastly, please indicate to which extent you agree with each of the following statements:

- Speakers should not expect listeners will figure out what they really mean unless the intended message is stated precisely.
- It is better to risk saying too much than be misunderstood.

- It is more important to state a message efficiently than with great detail.
- The intended content of the message is more important than how a message is communicated.
- Intentions not explicitly stated can often be inferred from the context.
- Fewer words can often lead to better understanding.
- People understand many things that are left unsaid.