

A Conceptual Framework for Corporate Social Responsibility Initiatives for Casinos

Malome Prince Shai*

Department of Hospitality Management, Tshwane University of Technology, Pretoria, South Africa, Email, shaimp@tut.ac.za

Carina Kleynhans

Department of Hospitality Management, Tshwane University of Technology, Pretoria, South Africa, Email, kleynhansic@tut.ac.za

Joseph Robert Roberson

Department of Hospitality Management, Tshwane University of Technology, Pretoria, South Africa, Email, robersonjr@tut.ac.za

**Corresponding Author*

How to cite this article: Shai, M.P., Kleynhans, C. & Roberson, J.R. (2021). A Conceptual Framework for Corporate Social Responsibility Initiatives for Casinos. African Journal of Hospitality, Tourism and Leisure, 10(4):1169-1181. DOI: <https://doi.org/10.46222/ajhtl.19770720-155>

Abstract

Corporate Social Responsibility (CSR) initiatives play an important starring role in changing the livelihoods of community members close to casinos around Gauteng. In addition, a contested industry such as gaming needs to ensure CSR initiatives are in place and communicated. The specific objective was to develop a CSR conceptual framework with guidelines for implementation in the casino industry using an Exploratory Factor Analysis (EFA). The study used quantitative research approach which involved eight casinos in Gauteng province, South Africa. Accidental sampling was used with a sample size of 385 with adjacent community members. Structured questionnaires were used as data collection instrument. The results indicated that social aspects and involvement, business and socio-environment, financial contribution, community basic services and food and nutrition are the basic initiatives to be incorporated in casino's strategies and communicated to different stakeholders in order to improve community satisfaction, ideal public relations and gaining competitive advantage. Findings offer valuable cognizance in helping community members, Gauteng Gambling Board, CSR managers in casinos, employees and other interested stakeholders to review and evaluate the casinos' CSR policies and implementation strategies.

Keywords: CSR, community perceptions, initiatives, conceptual framework, implementation guidelines

Introduction

Hospitality industry sectors such as gambling, food, hotel, and lodging face increasing pressure to engage in corporate social responsibility (CSR) (Kim, 2017; Dell'Atti, Trotta, Lannuzzi & Demaria, 2017). An additional imperative and key CSR drivers in the South African content is state's strict position on transformation, Black Economic Empowerment (BEE) policies, and national goals in addressing poverty, unemployment and inequality (Malcolm & Skinner, 2016). The South African government is proposing active involvement of citizens in partnerships with the private sector in developing human competencies and the redeployment, production, protection, and advancement of human wellbeing and economic growth (Patel & Mushonga, 2014). These could be achieved by inclusive development through the promotion of societal wellbeing and the empowerment of marginalised communities (Kolk & Lenfant, 2018). The political landscape of South Africa had a deep impact and influence on the

development of CSR in other industries such as mining, manufacturing, agriculture, and state-owned enterprises (SOEs) (Patel & Mushonga, 2014).

It is well documented that gambling institutions are the biggest creators of employment and show steady growth in gambling revenue and taxes paid to the government (National Gambling Policy, 2016). There have been global pressure on big corporations in South Africa to be socially responsible to the surrounding communities and there are reports that companies receive huge benefits from participating in CSR activities (Ndhlovu, 2011). The gambling industry specifically is known to be more socially harmful than socially responsible (Oh, Bae & Kim, 2017) and represents a special case in the CSR literature in South Africa (Han, 2011). CSR research in the gambling industry is scarce (Vong & Wong, 2013). CSR research describes the relationships between casinos and community members as diverse with many angles and features, however, the relationship accounts for the fiscal, social, ethical, and environmental impacts of gambling activities in developing countries such as South Africa (Jamali, Lund-Thomsen & Jeppesen, 2017). There is subsequent increase in CSR attentiveness in the gambling industries and it is now viewed as predominant and representing a vital topic for academic research (Sweeney, 2009). CSR in gambling institutions needs to be analysed in the context of political history and national regulations (Jamali et al., 2017); hence moving beyond casinos' CSR guidelines is important to gain a grounded understanding of how CSR vocabularies are facilitated by institutional and contextual factors. Therefore, this paper reports on development of a holistic CSR initiatives framework for implementation that could be integrated in casino's CSR strategies and communicated to different stakeholders. It is vital for casinos to engage with the main stakeholders such as employees, suppliers, government departments and the community in addressing the CSR matters (Moisescu, 2015). In order to develop a holistic conceptual framework for casinos' CSR initiatives, the benefits of CSR and communication to all the stakeholders is of paramount importance.

Benefits of CSR to stakeholders

Most casinos consider CSR to be an important corporate strategy for achieving a competitive advantage (Santhosh & Baral, 2015b; Dell'Atti et al., 2017), continuity, and credibility (Han, 2014). The new millennium CSR is characterised by a shift from CSR as an obligation to a business strategy (Zhowa, 2010). The implementation of CSR strategies could benefit an organisation by satisfying the interests of its stakeholders such as consumers (Luo, Lam, Chau, Shen & Wang, 2017), communities (Aksak, Ferguson & Duman, 2016), the government, and shareholders (Lee et al., 2013:406); better attraction and retention of employees (Moisescu, 2015; Leung & Snell, 2015); and long-term sustainability (Luo, Lam & Shen, 2016). CSR benefits organisations in terms of attracting and retaining sponsors and talents, and strengthening positive beliefs about the organisation (McGehee, Wattanakamolchai, Perdue and Calvert, 2009), which lead to increased loyalty, trust, satisfaction (Aminu, Chiroma, Shehu, Ojobo, Abdullahi, 2016) and commitment (Youn, Lee & Lee, 2018). It is also an important PR strategy that can be used to attract customers (Aksak et al., 2016) and brand value (Luo et al., 2017).

CSR can shape a status of kind-heartedness and giving for an organisation (Hildebrand, Demotta, Sen & Valenzuela, 2018) and enhance its integrity, image (Han, 2014), employee motivation (Sweeney, 2009), productivity, consumer satisfaction, good relations with the government and communities (Luo *et al.*, 2016). CSR can also reduce the turnover rate of employees (Han, 2014). Evidence suggests that CSR also leads to higher profits (Boluk, 2013) and builds positive brand image (Serra-Cantalops, David, Miranda, Ramon-Cardona & Martorell-Cunill, 2018). Consumers and other stakeholders prefer organisations that embrace social responsibility (Dawkins & Ngunjiri, 2008).

Communicating CSR

CSR emphasises the significant role of communication between the casino and community members in planning and implementing of CSR policies in order to promote the principled and socially responsible actions of casinos (Lim & Greenwood, 2017). Within the casino context, the real challenge lies in communication strategy rather than CSR activities (Santosh & Baral, 2015a). Kim and Ferguson (2018) contend that CSR communiqué remains the missing link between casinos' CSR initiatives and its consequences. In consumers' perspective, CSR communication is more appealing advertising and promotes a trustworthy and credible identity (Kollat & Farache, 2017). Most CSR pundits criticise organisations using corporate social responsibilities initiatives as a public relations tool to increase an organisation's attractiveness and sales (Sweeney, 2009). This strategy is illustrated in the case with gambling institutions such as in the largest gambling city in the world, Macau, in China (Luo et al., 2017). They emphasise their CSR initiatives in their annual reports to gain organisational legitimacy (Oh et al., 2017) and create trust and brand loyalty (Scandeliu & Cohen, 2016). However, companies that are committed to CSR create stakeholder awareness and manage their designations towards an organisation's CSR initiatives as a significant fundamentals for earning CSR's strategic benefits (Moiescu, 2015). The casino's top administration office plays an important role in drafting CSR policies and translating those policies into corporate values and in creating an identity of an organisation (Schmeltz, 2014); therefore, casino management need to have a clear understanding of important topics relating to CSR communication. Organisations need to focus on the impact of their CSR participation in solving social distress rather than ticking the box of its CSR events (Du et al. 2010). However, the input should be consistent and durable in changing the quality of life of society.

Stakeholder type

Stakeholder is defined "any individual or group who can affect or is affected by the achievement of the organization's objectives" (Govindan, 2018). One important stakeholder group that is influenced by casinos' CSR initiatives is local community members (Lee et al., 2018). Harilal and Tichaawa (2020) asserts that local communities are the relevant stakeholders entitled for all the benefits arising from local economic development. The communication of CSR initiatives has potential spectators ranging from industry legislators, the business media, investors, NGOs, communities, suppliers, trade unions, business associates, customers, to employees (Ndhlovu, 2011). All these potential viewers differ in terms of their expectations of the organisation and may respond or react contrarily to the numerous communication medium of CSR activities. It is important for casinos to alter their CSR communications and initiatives' in order to cater the needs of the community members (Du et al., 2010), as they can be used to foster stakeholder engagement and relationships (Steenkamp & Rensburg, 2019). Organisations' communication frameworks should move from information giver to stakeholders to involvement in the CSR initiatives (Schmeltz, 2014) and should cultivate a culture of connections (Steenkamp & Rensburg, 2019). The basic foundation of CSR is that companies must be concerned with society's development when participating in CSR activities, instead of seeming to be more profit orientated (De Jong & Van der Meer, 2017).

Issue support

The support of stakeholders such casinos' employees, government departments and community members to casinos' CSR initiatives is very pivotal in erasing the ineffectiveness of CSR communication. CSR data on initiatives that community members thinks is essential are more likely to be communicated well as it resonates with their personal needs and values (Du et al. 2010). De Jong and Van der Meer (2017) postulate that the media often take a negative

approach when reporting CSR activities and reflecting bias or lack of consultation with other stakeholders. Therefore, collaboration and engaging with stakeholders in social initiatives, and soliciting different stakeholders' input in selecting which social issue to support will increase issue support and improve CSR communication (Scandellius & Cohen, 2016). To obtain social legitimacy in sin industries such as casinos, organisations need to manage good relationships with different stakeholders and possibly involve them in the CSR implementation phase (Oh et al. 2017). Lee et al. (2017) postulate that public engagement with community members is essential in the CSR implementation phase as members of the public are either needed as supporters or the target audience in CSR programmes. Ndhlovu (2011) alludes that community members are sceptical to support the casino's CSR intentions as they are unsure whether the casinos are improving their acceptance and profitability or are genuinely concerned of addressing the social ills of the community. Therefore, Casino's CSR initiatives should serve both the needs of community members and the management hierarchy of organisations. CSR fit is the first key consideration into the company's CSR strategies (Mirvis & Googins, 2018). Community members expect organisations to support social issues that have a very good fit with their core commercial activities, such as that the gambling industry should donate some of its proceeds to responsible gambling initiatives. Hildebrand et al. (2018) assert that a company's CSR fit influences consumers' and the community's evaluations and perceptions of the company's brand positioning.

Internal and external outcomes

The attitudes and behaviours of stakeholders such as customers, employees, and the community are shaped by the communication they receive from organisations (Santosh & Baral, 2015a). The following framework (see Figure 1) summarises the internal and external outcomes of effective CSR communication with different stakeholders.

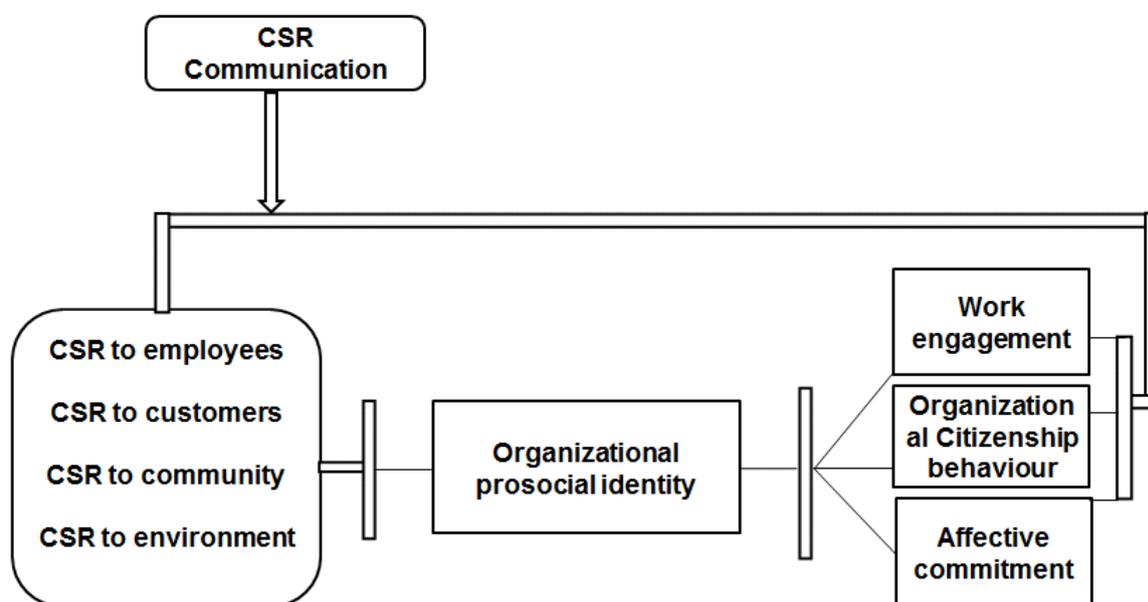


Figure 1: A theoretical framework for discovering the effects of CSR communication on stakeholder attitudes and behaviour
 Source: Santosh and Baral (2015a)

Figure 1 indicates that effective CSR communication to all the employees, customers, community, and the environment leads to organisational effectiveness through work engagement, effective commitment, and organisational citizenship behaviour. Santosh and Baral (2015a) state that employees who know about their organisation's CSR initiatives

identify their organisation as pro-social and it promotes their trust in the organisation. Employees should therefore be involved in drafting CSR policy (Maas & Reniers, 2014). Organisations that create CSR awareness among its employees, consumers, and community can gain more benefits from CSR initiatives (Rhou, Singal & Koh 2017) and greater commitment from the workforce (Maas & Reniers, 2014), which translate into more consumer purchases (Mueller & Remaud, 2013) and higher intention to participate in CSR activities (Lee et al., 2017). Effective CSR communication leads to greater levels of purchase intent among consumers and generates positive assessments by various stakeholders, which then improves the organisation's image and reputation in the long run (Kollat & Farache, 2017).

Research methods

Creswell (2009) defines a research design as a plan of how to conduct the research, which includes the linking of viewpoints, specific approaches and strategies of enquiry. Quantitative data was collected using a survey approach to develop a CSR framework for implementation in casinos. The study was undertaken at various casinos around Gauteng, as the economic heartland of South Africa (Patel & Mushonga, 2014). There are eight casinos in Gauteng and all these casinos were sampled in this study. The population used was community members from adjacent casinos in Gauteng province. The CSR committee members helped the researcher to identify the beneficiaries of CSR initiatives in surrounding communities. Accidental non-probability sampling was used to distribute the questionnaires to community members. A total of 385 questionnaires were completed by members of the communities in the vicinity of the eight casinos. Two research aides were trained to help in distributing the questionnaires to community members.

An extensive literature review on Carroll's CSR pyramid (1979) was conducted in order to develop a questionnaire. The CSR domains involved are economic, environmental, socio-cultural, ethical, philanthropy, and health and food issues. Six point Likert scale used with responses ranging from 1 representing extremely dissatisfied, 2 denoting dissatisfied, 3= slightly dissatisfied, 4 = slightly satisfied, 5= satisfied and 6 = extremely satisfied. Cronbach's alpha index was calculated to test the reliability analysis of the measuring instrument, whereby, all the dimensions recorded values near 0.7 to 0.9. Ferraz and Gallardo-Vazquez asserts that Cronbach's alpha values of 0.6 and above indicates consistency. The other forms of reliability and validity in this quantitative approach include descriptive analysis of data, reports of statistical significance testing, and exploratory factor analysis (EFA). The questionnaires were distributed to community members in eight adjacent communities between March 2017 and November 2017. Most of the community members refused to complete the questionnaire and reasoned that they were unaware of the casinos' CSR initiatives, and were not interested in the casinos' activities as these were in conflict with their religion. It is asserted by Mertens and Hesse-Biber (2013) that many members of marginalised communities are suspicious when researchers arrive in their midst to study them, because they have experienced harm at the hands of previous researchers who believed that they were doing what was best for these communities.

Considering the nature of this research study, ethical permission was sought and obtained from Institutional Research and Innovation Ethics committee in Tshwane University of Technology. The casinos that participated in this study were located in Gauteng and the researcher took note that it is important that the image, reputation and privacy of these institutions, their employees, and the members of the surrounding communities be protected by not revealing their trade names and locations. The respondents were given informed consent which indicates their willingness to participate in the research project as well as assuring their anonymity and confidentiality. Statistical analysis was performed using the Statistical Package

for the Social Sciences (SPSS) version 24. The completed questionnaires were subjected to inferential statistics in a form of Exploratory Factor Analysis (EFA). The specific aim of the data analysis employing EFA was to develop CSR conceptual framework for implementation from the data collected from casino communities.

Results and discussion

EFA was conducted to establish the construct validity of CSR domains and as a process in developing CSR framework for implementation. Struwig and Stead (2001) state that EFA is a technique associated with construct validity whereby it determines which variables are correlated with or independent of one another; therefore, those variables that are strongly correlated to one another form a factor. Factor Analysis (FA) was conducted on the 37 items of all CSR domains in order to find out the community members' perception on preferred CSR initiatives.

Development of CSR framework for implementation

The first step was to access the correctness of data from the completed questionnaires for EFA, Bartlett's test of sphericity and Kaiser-Meyer-Olkin (KMO) was conducted before the process of extracting the factors. To be suitable for factor analysis, the Kaiser-Meyer-Olkin index, should ranges from 0 to 1, with the minimum criteria of 0.5 (Field, 2014), and Bartlett's test for sphericity should be significant with a p-value of less than 0.05 (Williams, Onsmann & Brown, 2010). This means that the correlations between variables are significantly different from zero (Field, 2014). Table 1 shows a KMO measure of 0.891. Field (2014) indicates that a value of close to 1 shows the patterns of associations and FA should yield different and reliable factors. Bartlett's tests of sphericity was significant ($p < 0.000$), which indicates sampling adequacy. This indicates that the pattern matrix of variables was related and suitable for FA.

Table 1: Kaiser-Meyer-Olkin and Bartlett's test (SPSS output)

KMO measure of sampling adequacy		0.891
Bartlett's test of sphericity	Approx. chi-square	9101.891
	Df.	666
	Sig.	0.000

Thirty-seven variables of CSR domains were exposed to the PAF analysis. The Kaiser criterion suggests that the eigenvalues must be greater than 1 to be considered in determining the number of factors. (Williams et al., 2010). Table 2 demonstrates a total of five factors having an eigenvalue greater than 1, which explain a total of 56.898% of variance in the data.

Table 2: Total variance explained (SPSS output)

No.	preliminary eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %	Total
1	14.025	37.907	37.907	14.025	37.907	37.907	8.952
2	2.432	6.572	44.479	2.432	6.572	44.479	6.234
3	1.766	4.772	49.251	1.766	4.772	49.251	9.790
4	1.523	4.117	53.368	1.523	4.117	53.368	8.332
5	1.306	3.530	56.898	1.306	3.530	56.898	3.200

Factor loadings of 0.30 and above were considered. New descriptive labels were given to the factors that emerged, namely social aspects and involvement, business and socio-



environmental responsibility, financial contributions, community basic services, and food and nutrition. The labelling of factors was done based on the context of the theory and on the advice of CSR experts. Only 36 items were therefore retained with a variance greater than 1 as indicated in table 3 below.

Table 3: Principal axis factoring (PAF) with Kaiser normalisation rotation on CSR dimensions

CSR INITIATIVES DIMENSION FACTORS AND ITEMS	FACTOR LOADINGS
FACTOR 1: SOCIAL ASPECTS AND INVOLVEMENT	
Casino's ability to accounts to the initiatives made to the society.	0.740
The casino partners with the government on community interests.	0.621
No under-age gambling in the casino	0.584
The casino promotes a healthy lifestyle in the community.	0.524
The casino helps to solve societal problems such as lack of water.	0.480
The casino is determined to address all the societal problems	0.470
The casino creates awareness on responsible gambling.	0.442
The casino is committed to address gender inequalities in the workplace	0.434
The casino supports local talent.	0.416
The casino is involved in charitable giving.	0.385
The casino preserves cultural heritage in the community.	0.360
The institution supports the educational projects in the society	0.315
FACTOR 2: BUSINESS AND SOCIO-ENVIRONMENTAL RESPONSIBILITY	
The casino buys products produced within our community.	0.662
The casino mentors local businesses.	0.643
The casino does not waste water.	0.595
The casino encourages locals to recycle waste products.	0.580
The casino supports NPOs in our community.	0.560
The casino provides financial support to local businesses.	0.545
The casino prevents air pollution.	0.522
The institution protects the natural resources in the community	0.406
FACTOR 3: FINANCIAL CONTRIBUTIONS	
The casino offers free entrepreneurship conferences to the community.	-0.740
The casino is involved in providing shelter to the poor	-0.729
The casino supports community food projects.	-0.725
The casino helps the orphanages in the community.	-0.633
The casino offers rehabilitation for problem gamblers.	-0.608
The casino is involves in financial charitable giving	-0.571
The casino offers lessons on food safety and handling to the community.	-0.389
FACTOR 4: COMMUNITY BASIC SERVICES	
Ability to provide support to local schools	-0.754
Ability to help the community with basic services such as water	-0.741
Ability to donates food to the poor in the community	-0.538
Ability to help in cleaning the parks and the streets	-0.538
Ability to support the local health care facilities	-0.490
Ability to provide support to natural disasters	-0.393
FACTOR 5: FOOD AND NUTRITION	
The casino offers healthy food to customers.	0.431
The casino provides detailed nutritional information on menu items.	0.367
The casino runs awareness campaigns on the importance of eating healthily.	-0.433
Extraction Method: PAF. Rotation method: Oblimin with Kaiser normalisation. a. Rotation converged in 24 iterations.	

Table 3 above shows that 36 items yielded five factors that can assert the conclusion regarding the construct validity of CSR variables of the questionnaire. The next step was to validate the factor labels, it is imperative to compare the factor labels with the literature as shown in table 4.

Table 4: Comparison of CSR factors found in this study with similar studies

CSR factors in this study	Similar studies				
	Hildebrand et al. (2017:)	Ardito et al. (2018)	Serra-Cantalops et al. (2018)	Feng et al. (2017)	Kirwan et al. (2017)
Social aspects and involvement	Monetary contributions	Economic development	Socio-environmental	Environment-orientated CSR	Contribution to economic development
Business and socio-environmental responsibility	In-kind contributions	Social inclusion	Socio-economic	Employee-orientated CSR	
Financial contributions	Company CSR involvement	Environmental protection	Social dimension	Market-orientated CSR	
Community basic services					
Food and nutrition				Nutrition and food safety	

The next step was to determine reliability to yield consistent results. This study considered the internal consistency method to be appropriate, as it requires only one administration and is rated as most effective for social research studies. Therefore, the trustworthiness of the questionnaire was established using Cronbach’s alpha as a measure of internal consistency. Table 5 below presents the Cronbach’s alpha coefficient for each factor solution identified after conducting an FA on CSR domains of the questionnaire.

Table 5: Reliability statistics for five extracted factors (EFA)

1. Factor no.	2. No. of items per factor	3. Factor name	4. Average inter-item correlation	5. Cronbach’s alpha
1	12	Social aspects and involvement	0.476	6. 0.909
2	8	Business and socio-economic environment	0.400	7. 0.842
3	8	Financial contributions	8. 0.505	9. 0.891
4	6	Community basic services	10. 0.526	11. 0.869
5	3	Food and nutrition aspects	12. 0.461	13. 0.731

According to Table 5, Cronbach’s alpha ranged from 0.731 to 0.909 for the five CSR factors. Field (2014) indicates that a value of 0.7 to 0.8 is an acceptable value for Cronbach’s alpha; therefore, it implies that FA factors consistently reflect the factors that are being measured. The average inter-item correlation factors ranged from 0.400 to 0.526. This implies that all the items in the scale related well with the scale overall. Field (2014) indicates that inter-item correlations should be above 0.3 as items below 0.3 need to be released. Therefore, based on the results of the factor analysis and the literature review, the following conceptual framework on the implementation guidelines has been proposed.

Implementation guidelines for CSR framework

This framework could be used as CSR implementation guidelines for casinos and provide insight for all interested stakeholders such as Gauteng Gambling board, community members, CSR managers in casinos and their employees on how to CSR initiatives should be implemented. The framework will be discussed in phases as there are all interrelated (see figure 2).

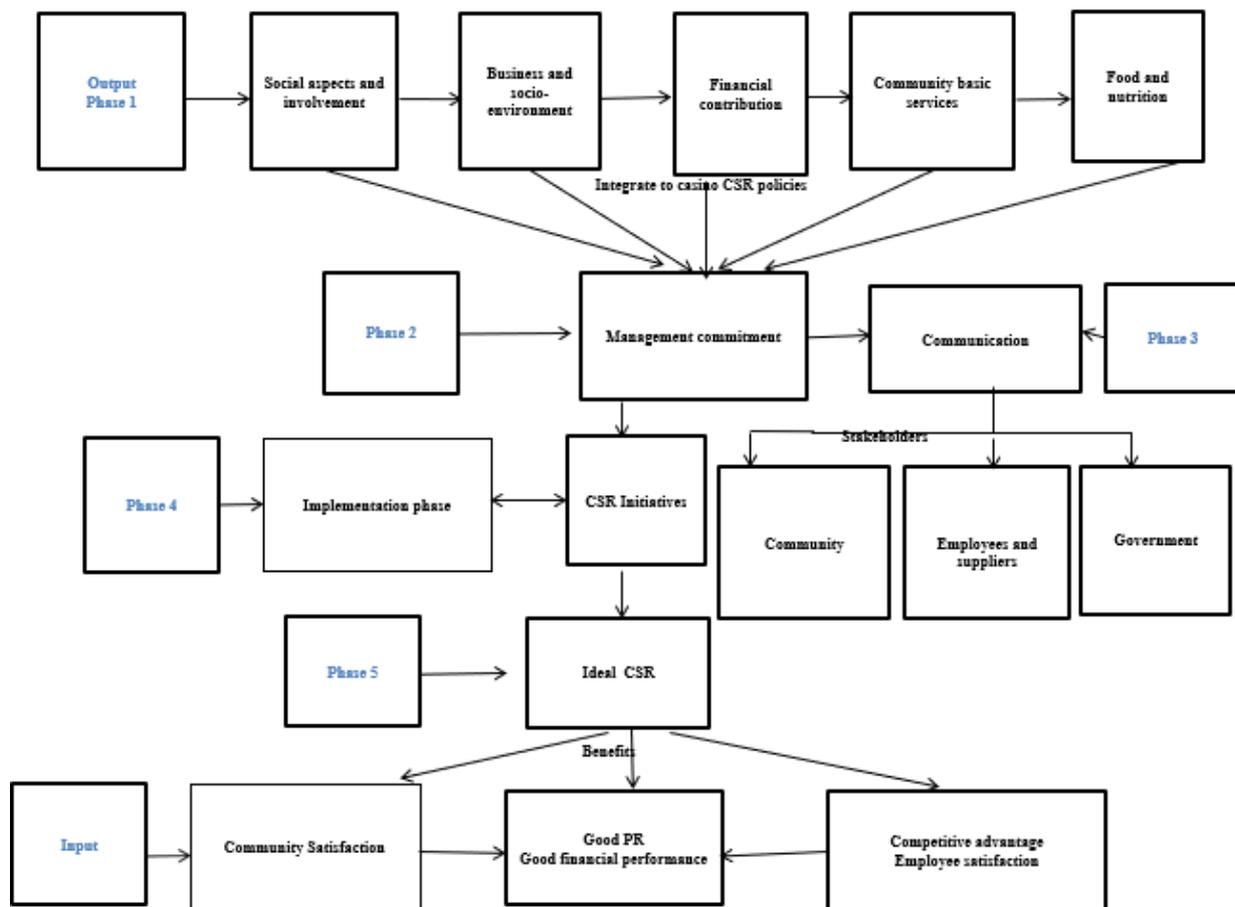


Figure 2: Conceptual framework for implementation

Phase one: Community members’ perceptions of CSR initiatives and their level of acquaintance about CSR issues have a vital role as a driver or barrier of CSR implementation. Therefore, it is very crucial that the casinos initiates a very open communication channel with community members in the society to identify their societal needs. The five factors (solutions) were found during the FA process used as a baseline needs assessment of initiatives in local communities around casinos in Gauteng. All those initiatives will be in vain if the casinos’ management does not integrate them into the casinos’ strategies. Hildebrand et al. (2018) agree that in executing CSR strategies, organisations need to decide on the issues to support, how much to contribute, and in what ways to contribute; it can be in the form of cash, products, organisation know-how, and employee volunteerism. **Phase two:** It requires a great deal of management commitment and communication with different stakeholders for a CSR project to become a group or community project. This will counteract the stakeholders’ low responsiveness of CSR initiatives and understand the complete value of strategic CSR in casinos and their benefits to the community at large. **Phase three:** The essential part of the framework is communication with different stakeholders for successful implementation. Cook and Glass (2018) agree that CSR’s first step is consultation with the casino’s employees as they are regarded as the most important stakeholders in the organisation, the community, suppliers and the state-owned entities such as National Gambling Board in the process of determining the community’s needs. Therefore, the first point of communication starts with employees’ suggestions, inputs, and willingness to engage in CSR initiatives. Bearing in mind that the casinos recruit majority of their employees from the surrounding area, therefore, they know the state of their communities and needs. **Phase four:** During the implementation phase of CSR

initiatives, employees are among the key stakeholders of CSR (Serra-Cantallops et al., 2018) and they should be afforded the opportunity to deliver pro bono problem-solving services to communities, government agencies, NGOs and SMEs (Mirvis & Googins, 2018). The more management engages with employees on CSR matters, the more employees will feel motivated, committed, offer inputs and they will feel valued by the casino management. The study findings of Jamali and Karam (2018) support the sentiments that engaged employees are more satisfied and committed to the organisation. It is also imperative to consult with other stakeholders such as creditors and the government in terms of possible donations or partnerships. In the process of implementation, it is important for casinos to report their CSR activities to different stakeholders for accountability purposes. **Phase five:** To experience the greatest advantage from CSR contribution, casino management should be aware and understand of how a specific CSR contribution has improved the brand, financial statements and competitive advantage of the casino (Feng et al., 2017). Implementing initiatives that community members deem more important in order to improve their livelihoods will bring benefits to the casinos; not only in fulfilling legal obligations, but also greater outputs such as casinos' public image, financial performance (Jamali & Karam, 2018), employee satisfaction (Boluk, 2013), consumers' loyalty, and community satisfaction (Feng et al., 2017) and competitive advantage (Santhosh & Baral, 2015b).

Managerial implications and conclusion

As currently casinos are doing CSR haphazardly, the aim of the study was to provide guidelines for CSR communication and implementation. The findings of this study provide an indication of current CSR practices of casinos in Gauteng province. The findings also provide a comprehensive understanding of community members' perceptions of casinos' CSR initiatives. It is evident that the community members' expectations and casinos' CSR policies are not in congruence, and this might be the result of poor communication or consultation with stakeholders such as community leaders and employees. From the managerial perspectives, it is important to note that casino management has the responsibility to integrate those CSR guidelines in the casino's CSR's policies and communicate these effectively to different stakeholders for their input before implementation. CSR personnel in casinos need constant education and training on the latest issues of CSR to successfully implement social interventions in communities. For National Gambling Regulators (NGR), this guideline is a tool for monitoring and evaluation of casinos' CSR initiatives for accountability purposes. From the academic perspectives, the research provides insights of CSR implementation guidelines for casinos with results and theory driven conceptual framework. Future researchers can therefore test the conceptual model and may investigate the perceptions of casino management and community members regarding post-Covid-19 CSR responsibilities, strategies and practices in the gambling industry. Casino's CSR initiatives could help alleviating some of the South Africa challenges such as ailing economy, xenophobic attacks and high youth unemployment rates. Therefore, some of the casino contributions improves the economic status of the country and promotes social unity in the communities. With the use of proposed CSR implementation guidelines, challenges in the context of casinos can be counteracted with more sustainable people-orientated initiatives that will have a lasting impact on society.

References

- Abdi, T.A., Ruiter, R.A.C. & Adal, T.A. (2015). Personal, social and environmental risk factors of problematic gambling among high school adolescents in Addis Ababa, Ethiopia. *Journal of Gambling Studies*, 31, 59-72.

- Aksak, E.O., Ferguson, M.A. & Duman, S.A. (2016). Corporate social responsibility and CSR fit as predictors of corporate reputation: a global perspective. *Public Relations Review*, 42, 79-81.
- Aminu, A.S., Chiroma, M.A., Shehu, A.I., Ojobo, H. & Abdullah A. (2016). Possible roles of corporate social responsibility (CSR) in promoting sustainable development in Nigeria. *Journal of Advances in Social Sciences-Humanities*, 2(1), 1-5.
- Boluk, K. (2013). Using CSR as a tool for development: an investigation of the Fair Hotels Scheme in Ireland. *Journal of Quality Assurance in Hospitality and Tourism*, 14(1), 49-65.
- Chow, W.S. & Chen, Y. (2012). Corporate sustainable development: testing a new scale based on the mainland Chinese context. *Journal of Business Ethics*, 105, 519-533.
- Cook, A. & Glass, C. (2018). Women on corporate boards: do they advance corporate responsibility? *Human Relations*, 7(7), 897-924.
- Creswell, J.W. (2009). *Research design: qualitative, quantitative and mixed methods approaches*. 3rd ed. London. Sage.
- Dawkins, C. & Ngunjiri, F.W. (2008). Corporate social responsibility reporting in South Africa: a descriptive and comparative analysis. *Journal of Business Communication*, 45(3), 286-307.
- De Jong, M.D.T. & Van der Meer, M. (2017). How does it fit: exploring the congruence between organisations and their corporate social responsibility (CSR) activities. *Journal of Business Ethics*, 143, 71-83.
- Dell'Atti, S., Trotta, A., Iannuzzi, A.P. & Demaria, F. (2017). Corporate social responsibility engagement as a determinant of bank reputation: an empirical analysis. *Corporate Social Responsibility and Environmental Management*, 24(6), 589-605.
- Du, S., Bhattacharya, C.B. & Sen, S. (2010). Maximizing business returns to corporate social responsibility (CSR): the role of CSR communication. *International Journal of Management Reviews*, 12, 8-19.
- Du Plooy-Cilliers, C.D & Bezuidenhout, R.M. (2014). *Research matters*. Cape Town. Juta publishers.
- Feng, Y., Zhu, Q. & Lai, K.H. (2017). Corporate social responsibility for supply chain management: a literature review and bibliometric analysis. *Journal of Cleaner Production*, 158, 296-307.
- Field, A. (2014). *Discovering statistics using IBM SPSS statistics*. 4th ed. London: Sage.
- Govindan, K. (2018). Sustainable consumption and production in the food supply chain: a conceptual framework. *International Journal of Production Economics*, 195, 419-431.
- Han, L.C. (2011). *Corporate social responsibility and gambling industry: an exploratory study*. Paper presented at the Corporate Responsibility Research Conference, Leeds, 12-14 September.
- Han, L.C. (2014). *Corporate social responsibility and gambling industry: an exploration study*. PhD thesis, University of Andrews, Scotland.
- Harilal, V & Tichaawa, T.M. (2020). Community perceptions of the economic impacts of ecotourism in Cameroon. *African Journal of Hospitality, Tourism and Leisure*, 9(6), 959 – 978.
- Hildebrand, D., Demotta, Y., Sen, S. & Valenzuela, A. (2018). Consumer responses to corporate social responsibility (CSR) contribution type. *Journal of Consumer Research*, 44, 738-758.
- Jamali, D. & Karam, C. (2018). Corporate social responsibility in developing countries as an emerging field of study. *International Journal of Management Reviews*, 20, 32-61.

- Jamali, D., Lund-Thomsen, P. & Jeppesen, S. (2017). SMEs and CSR in developing countries. *Business and Society*, 56(1), 11-22.
- Kim, S. & Ferguson, M.A.T. (2018). Dimensions of effective CSR communication based on public expectations. *Journal of Marketing Communications*, 24(6), 549-567.
- Kim, Y. (2017). Consumers responses to the food industry's proactive and passive environmental CSR, factoring in the price as CSR tradeoff. *Journal of Business Ethics*, 140, 307-321.
- Kirwan, J., Maye, D. & Brunori, G. (2017). Acknowledging complexity in food supply chains when assessing their performance and sustainability. *Journal of Rural Studies*, 52, 21-32.
- Kolk, A. & Lenfant, F. (2018). Responsible business under adverse conditions: dilemmas regarding company contributions to local development. *Business Strategy and Development*, 1, 8-16.
- Kollat, J. & Farache, F. (2017). Achieving consumer trust on Twitter via CSR communication. *Journal of Consumer Marketing*, 34(6), 505-514.
- Lee, C.K., Song, H.J., Lee, H.M., Lee, S. & Bernhard, B.J. (2013). The impact of CSR on casino employees' organizational trust, job satisfaction, and customer orientation: an empirical examination of responsible gambling strategies. *International Journal of Hospitality Management*, 33, 406-415.
- Leung, T.C.H. & Snell, R.S. (2015). Attraction or distraction? Corporate social responsibility in Macao's gambling industry. *Journal of Business Ethics*, 2015, 1-22.
- Lim, J.S. & Greenwood, C.A. (2017). Communicating corporate social responsibility (CSR): stakeholder responsiveness and engagement strategy to achieve CSR goals. *Public Relations Review*, 43, 768-776.
- Luo, J.M., Lam, C.F., Chau, K.Y., Shen, H.W. & Wang, X. (2017). Measuring corporate social responsibility in the gambling industry: multi-items stakeholder based scales. *Sustainability*, 9(2012), 1-18.
- Luo, J.M., Lam, C.F. & Shen, H. (2016). Corporate social responsibility in Macau's gambling industry. *Journal of Quality Assurance in Hospitality and Tourism*, 17(3), 237-256.
- Maas, S. & Reniers, G. (2014). Development of a CSR model for practice: connecting five inherent areas of sustainable business. *Journal of Cleaner Production*, 64, 104-114.
- Makanyeza, C., Chitambara, T.L. & Kakava, N.Z. (2017). Does corporate social responsibility influence firm performance? Empirical evidence from Harare, Zimbabwe. *Journal of African Business*, 19(2), 1-18.
- Malcolm, G. & Skinner, M.C. (2016). South Africa's bold and unique experiment in CSR practice. *Society and Business Review*, 11(2), 110-129.
- McGehee, N.G., Wattanakamolchai, S., Perdue, R.R. & Calvert, E.O. (2009). Corporate social responsibility within the U.S. lodging industry: an exploratory study. *Journal of Hospitality and Tourism Research*, 33, 417-437.
- Mirvis, P. & Googins, B. (2018). Engaging employees as social innovators. *California Management Review*, 60(4), 25-50.
- Moisescu, O.I. (2015). Communicating CSR in the online environment: evidence from the Romanian tourism distribution sector. *Tourism and Hospitality Management*, 21(1), 79-94.
- Mertens, D.A. & Hesse-Biber, S.N. (2013). Mixed methods and credibility of evidence in evaluation. *New Directions for Evaluation*, 138, 5-13.

- Mueller, S. & Remaud, L.H. (2013). Impact of corporate social responsibility claims on consumer food choices: a cross-cultural comparison. *British Food Journal*, 115(1), 142-166.
- National Gambling Policy, (2016). *Department of Trade and Industry, National Gambling Act 2004*. Available at <http://www.ngb.org.za>. [Retrieved July 24 2018].
- Ndhlovu, T.P. (2011). Corporate social responsibility and corporate social investment: the South African case. *Journal of African Business*, 12, 72-92.
- Oh, H., Bae, J. & Kim, S. (2017). Can sinful firms benefit from advertising their CSR efforts? Adverse effect of advertising sinful firms' CSR engagements on firms' performance. *Journal of Business Ethics*, 143, 643-663.
- Patel, L. & Mushonga, H. (2014). Corporate social responsibility and development: a study of stakeholder perspectives of listed South African companies. *Africanus*, 44(2), 50-63.
- Rhou, Y., Singal, M. & Koh, Y. (2017). CSR and financial performance: the role of CSR awareness in the restaurant industry. *International Journal of Hospitality Management*, 57, 30-39.
- Santhosh, M. & Baral, R. (2015a). A conceptual framework for exploring the impacts of corporate social responsibility on employee attitudes and behaviour. *Journal of Human Values*, 21(2), 127-136.
- Santhosh, M. & Baral, R. (2015b). The moderating role of top management support in the link between CSR and employee engagement: a conceptual framework. *Contemporary Management Research*, 9(2), 1-15.
- Scandellius, C. & Cohen, G. (2016). Achieving collaboration with diverse stakeholders: the role of strategic ambiguity in CSR communication. *Journal of Business Research*, 69, 3487-3499.
- Schmeltz, L. (2014). Identical or just compatible? The utility of corporate identity values in communicating corporate social responsibility. *International Journal of Business Communication*, 51(3), 234-258.
- Serra-Cantallops, A., David, D., Miranda, P., Ramon-Cardona, J. & Martorell-Cunill, O. (2018). Progress in research on CSR and the hotel industry (2006-2015). *Cornell Hospitality Quarterly*, 59(1), 15-38.
- Steenkamp, H. & Rensburg, R. (2019). Utilising an Ubuntu-centred communication management framework to analyse CSR messages on SNS. *South African Journal for Communication Theory and Research*, 44(3), 17-40.
- Sweeney, L. (2009). *A study of current practice of corporate social responsibility (CSR) and examination of the relationship between CSR and financial performance using structural equation modelling (SEM)*. Doctoral thesis, Dublin Institute of Technology, Ireland.
- Vong, F. & Wong, I.A. (2013). Corporate and social performance links in the gaming industry. *Journal of Business Research*, 66, 1674-1681.
- Williams, B., Onsmann, A. & Brown, T. (2010). Exploratory factor analysis: a five-step guide for novices. *Journal of Emergency Primary Health Care*, 8(3), 1-13.
- Youn, H., Lee, K. & Lee, S. (2018). Effects of corporate social responsibility on employees in the casino industry. *Tourism Management*, 68, 328-335.
- Zhowa, T. (2010). *Corporate social responsibility as a competitive advantage strategy by community banks in Tshwane*. Master's dissertation, Tshwane University of Technology, Pretoria.