*Figure 1*. CSR fit X partnership stage on attitudes toward the company



|  |  |  |  |
| --- | --- | --- | --- |
| *Table 1.* Collaboration Continuum | | |  |
| Relationship Stage | Philanthropic | Transactional | Integrative |
| Level of engagement | Low | →→→→→→→→→→→ | High |
| Importance to mission | Peripheral | →→→→→→→→→→→ | Strategic |
| Magnitude of resources | Small | →→→→→→→→→→→ | Big |
| Scope of activities | Narrow | →→→→→→→→→→→ | Broad |
| Interaction level | Infrequent | →→→→→→→→→→→ | Intensive |
| Managerial complexity | Simple | →→→→→→→→→→→ | Complex |
| Strategic value | Modest | →→→→→→→→→→→ | Major |

Source: Austin, 2000

*Table 2*.Two-way ANOVA

| **Dependent Variables** | **Factors and Interactions** | **df** | ***F*** | ***p*** |
| --- | --- | --- | --- | --- |
| Attitudes (company) | CSR fit | 1 | 8.16 | <.05∗ |
| Stage of partnership | 1 | 2.58 | >.05 |
| CSR fit x stage of partnership | 1 | 14.04 | <.05∗ |
| Attitudes (NPO) | CSR fit | 1 | 6.44 | <.05∗ |
| Stage of partnership | 1 | 1.26 | >.05 |
| CSR fit x stage of partnership | 1 | .73 | >.05 |
| Level of skepticism | CSR fit | 1 | .58 | >.05 |
| Stage of partnership | 1 | 7.35 | <.05∗ |
| CSR fit x stage of partnership | 1 | 3.36 | =.07 |

*Note.* ANOVA: analysis of variance; df: degrees of freedom.

∗ denotes statistical significance at *p* < .05.

*Table 3*. Unstandardized model coefficients (standard errors in parentheses)

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | | |  | | **Dependent Variables** | | | |  | |
|  | | | Attitudes (Company) | | | | Attitudes (NPO) | | Skepticism |  |
|  |
|  |
| Stage of partnership | | | | .13 (.012) | | | .42 (12) | | .37 (13)∗∗ |  |
| Activism | | | | .33 (.09)∗∗∗ | | | .29 (.03)∗ | | .39 (.10)∗∗∗ |  |
| Stage x Activism | | | | .08 (.14) | | | .04 (.18) | | .29 (.15)∗ |  |
| Model | | | | *R*2 =.12 | | | *R*2 = .07 | | *R*2 = .21 |  |
|  | | *F*(3, 236) = 10.63\*\*\* | | | *F*(3, 236) = 6.29\*\*\* | | | *F*(3, 236) = 20.94\*\*\* | |  |

*Note.* Partnership was coded with philanthropic = 0 and strategic = 1

∗*p* < .05. ∗∗*p* < .01. ∗∗∗ *p* < .005.

| *Table 4*: Simple Slope Estimates | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |
|  | | **Estimate** | | **SE** | | **Z** | | **p** | |
| Average |  | 0.3934 |  | 0.136 |  | 2.883 |  | 0.004 |  |
| Low (-1SD) |  | 0.0594 |  | 0.192 |  | 0.309 |  | 0.758 |  |
| High (+1SD) |  | 0.7273 |  | 0.192 |  | 3.782 |  | < .001 |  |
| ***Note.*** Partnership was coded with philanthropic = 0 and strategic = 1. Table shows the effect of the predictor (Stage of partnership) on the dependent variable (Skepticism) at different levels of the moderator (Activism) | | | | | | | | | |