

Contents

1	Introduction	1
1.1	Research Background	1
1.2	Research Gap and Research Aims	5
1.3	Structure of the Thesis	10
2	Conceptual Framework: Sociological Neo-Institutionalism, Legitimacy, and Public Relations	13
2.1	The Value of Sociological Neo-Institutionalism for Analyzing Corporate Diplomacy	13
2.2	Principles and Key Concepts of Neo-Institutional Approaches	16
2.2.1	Neo-Institutional Approaches and the Concept of Institution	16
2.2.2	Core Concepts and Key Assumptions	19
2.3	Organizational Legitimacy and the Process of Legitimation	25
2.3.1	The Foundations of Legitimacy Research and the Relevance of Gaining Legitimacy	25
2.3.2	Conceptualizations and Types of Organizational Legitimacy	28
2.3.3	Organizational Legitimacy and the Role of the Mass Media	33
2.3.4	Organizational Legitimation Strategies	37
2.4	Public Relations, Engagement, and Organizational Legitimacy	41
2.4.1	Public Relations and Engagement	41
2.4.2	Public Relations and the Media: The Importance of Media Frames	43
2.4.3	Neo-Institutional Public Relations	44
		ix

3 Corporate Diplomacy at the Intersection of Public Relations and Public Diplomacy	51
3.1 Public Diplomacy and Public Relations	51
3.2 Research Approaches to Corporate Diplomacy	54
3.3 Corporate Diplomacy and CSR	58
3.4 Toward a New Conceptualization of Corporate Diplomacy	64
4 State of Research: Previous Findings on Corporate Diplomacy, the Media, and Organizational Legitimacy	69
4.1 State of the Research on Corporate Diplomacy	69
4.2 State of the Research on Public Relations as a Legitimation Strategy	74
4.3 State of the Research on the Role of Media in Gaining Organizational Legitimacy	76
4.4 State of the Research on the Role of Institutional Relations in Gaining Organizational Legitimacy	81
4.5 State of the Research on Institutional Linkages and Intervening Variables in the Legitimation Process	84
5 Study Context: The Case of the UAE	89
5.1 The Political System and the Governmental Agenda in the UAE	89
5.2 The Economic System and the Relations between the Private and Public Sector in the UAE	91
5.3 The Cultural Heritage of the UAE	93
5.4 The Role of the Media in the UAE	94
6 Method	99
6.1 In-Depth Interviews: The Organizational Perspective on Corporate Diplomacy and Legitimacy	100
6.1.1 Sample	100
6.1.2 Procedure and Data Collection	102
6.1.3 Data Analysis	103
6.2 Content Analysis: The Media Perspective on Corporate Diplomacy and Legitimacy	105
6.2.1 Sample	105
6.2.2 Categories and Coding Procedure	106
6.2.3 Data Analysis	109

6.3	Experimental Survey: The Audience's Perspective on Corporate Diplomacy and Legitimacy	110
6.3.1	Experimental Design, Procedure, and Sample	110
6.3.2	Development of the Stimulus	112
6.3.3	Measurement, Pre-test, and Statistical Measurement Model Validation	113
7	Results	121
7.1	The Perspectives of MNCs on Corporate Diplomacy	121
7.1.1	Engagement with the Government: Alignment with the National Agenda	122
7.1.2	The Role of Relationship Cultivation, Networks, and Strategic Alliances	124
7.1.3	Engagement with the Local Community and Employees	127
7.1.4	The Role of Global Corporate Values and Multiculturalism	130
7.2	Corporate Diplomacy News and the Construction of Organizational Legitimacy	132
7.2.1	Structure of Corporate Diplomacy News Coverage	132
7.2.2	Corporate Diplomacy Frames in the Media and their Link to Socio-Political Legitimacy	134
7.2.3	Corporate Diplomacy Frames in the Media and their Link to Cognitive Legitimacy	139
7.3	Effects of Corporate Diplomacy on Organizational Legitimacy	140
7.3.1	Manipulation Check	140
7.3.2	Hypotheses Testing	140
7.3.3	Indirect Effects	143
8	Discussion	149
8.1	The Organizational Perspective on Corporate Diplomacy and Organizational Legitimacy	149
8.2	The Media Perspective on Corporate Diplomacy and Organizational Legitimacy	156
8.3	The Audience's Perspective on Corporate Diplomacy and Organizational Legitimacy	160
8.4	Overall Discussion of the Findings	164

9 Conclusion	173
9.1 Summary of the Findings	173
9.1.1 Research Questions 1 and 2: Corporate Diplomacy as an Engagement Process to Gain Organizational Legitimacy	174
9.1.2 Research Question 3: Corporate Diplomacy Media Frames and the Construction of Organizational Legitimacy in the Media	174
9.1.3 Research Question 4: The Effects of Corporate Diplomacy on Organizational Legitimacy	175
9.2 Implications for Theory and Practice	176
9.3 Limitations	179
9.4 Research Outlook	183
9.5 Concluding Remarks	184
References	187