The Role of CSR Activities on Building Corporate Image and Customer Loyalty*

Dae-Hee Lee\textsuperscript{a}

Ph.D Student, Seoul School of Integrated Sciences & Technologies, Korea

Chang-Joong Kim\textsuperscript{b}

Assistant Professor, Department of Jewelry & Metals, Dongyang University, Korea

Chang-Hyun Jin\textsuperscript{c}

Assistant Professor, Department of Business Administration, Kyonggi University, Korea

Contents

Abstract

I. Introduction
II. Conceptual Framework
III. Conceptual Model and Hypotheses
IV. Methods
V. Results
VI. Discussion
References

Abstract

The purpose of this study is to explore the impact of corporate social responsibility (CSR) on corporate image and customer loyalty, in the light of CSR activities such as marketing communications, increasing corporate philanthropy, donations and sponsorship, and volunteering. Overall, the evidence suggests that CSR activities had a positive effect on corporate image and customer loyalty at both t1 and t2. Marketing communication activity and corporate philanthropy activity had a stronger influence on customer loyalty than other CSR activity at both times. The results of the study have important implications for managers who are responsible for improving corporate image or for building customer loyalty through CSR activities. Based on the study’s results, marketing communications activity was shown to be the most important factor than other factors in customer evaluations of company image and customer loyalty.

Keywords: Corporate Image, CSR, CSR Activities, Customer Loyalty, Multi-group Analysis

JEL Classifications: F19, F23, M31

\* This research was supported by Seoul School of Integrated Sciences & Technologies Research Grant.

\textsuperscript{a} First Author, E-mail: davidlee1006@naver.com

\textsuperscript{b} Corresponding Author, E-mail: chjin@kgu.ac.kr

\textsuperscript{c} Co-Author, E-mail: boracorp@naver.com

© 2015 The Korea International Trade Research Institute. All rights reserved.
I. Introduction

The paradigm of today’s new business management approach is achieving successful management performance by building a respected business enterprise that contributes to the greater good of society by considering the interests of all stakeholders and employees and creating or increasing social value. Enterprises now understand that they can accept responsibility for their effects on the social order without compromising business success. Sustainable management practices are now seen as part of the solution to the problems caused by a poor corporate image that is tarnished by accounting fraud, unethical management practices, environmental pollution, and other negative corporate behaviors.

Scholarly and practical interest in corporate social responsibility (CSR) has spawned a considerable body of literature on the economic and ethical objectives of CSR activity (Driver, 2006; Joyner and Payne, 2002; Smith, 2003; Soloman, 2004), the effectiveness of CSR activity, and factors such as suitability, product fitness, and familiarity that might be required for CSR to make an impact (Becker-Olsen et al., 2005; Dyer and Whetten, 2006; Ellen, Webb and Mohr, 2006; Menon and Kahn, 2003; Peres and Bosque, 2015). Previous research has found that CSR activity has positively enhanced attitudes related to corporate image, increased firm competitiveness, and improved stock market performance (Klein and Dawar 2004, 203). Research on the effects of CSR should be extended to enhance our understanding of how CSR is related to corporation management performance and the persistence of high levels of performance over the long term (Porter and Kramer, 2006). From the perspective of previous studies, CSR has come to be seen as a crucial element in corporate communications that enhance a company’s continuous growth and business activity outcomes.

A burgeoning literature examines the role of CSR activity in enhancing corporate image and loyalty and weighs the effects of such activities on building loyalty. The use of CSR as an effective marketing communication tool for improving corporate image and loyalty should be studied in a way that compares perceptions of corporate image over time. Many studies related to CSR have been cross-sectional. The continuity with service carriers is important for the analysis of customer loyalty because it makes it possible to capture the evolution of loyalty for just such a group as well as the carryover effects in the consumption system (Johnson, Herrmann and Huber, 2006). The issue should be explored through the longitudinal study. That is the best way to attempt the effect of CSR on consumer’s response toward corporation.

Corporate Social Responsibility (CSR) has become a focus in academicians, consultants and practitioners. It is because CSR is closely linked to the sustainable development in business. Despite its importance, previous studies related to the effect of CSR only focused on its link to the financial performance (D’Aprile and Mannarini, 2012; Peres and Bosque, 2015; Xueming and Bhattacharya, 2006). However, there is relative less detail discussion or strong evidence in proving its vital in the corporate and customer relationship aspect. Companies will gain more reputation and better image in the market which helps to develop a better relationship with consumers (Ahmad and Buttle, 2001). Therefore, the research will try to serve as an attempt to prove and support
the relationship between perceived CSR activity and attitude towards a company by examining its moderating effect in the corporate image and trust-loyalty link. The purpose of this study is to identify how CSR activity influences image and customer loyalty. It is also to examine the moderating effects of corporate image in the relationships between CSR and customer loyalty. The study attempts to demonstrate how the drivers of CSR activities evolved among a panel of loyal customers who used the real company through the introduction and implementation of CSR activity following a corporate ethics crisis.

By contrast, this study focuses on how CSR activities affect corporate image and loyalty by measuring customer perceptions prior to the expansion of CSR activity by a corporation and after such expansion. Thus, the goals of this study are to understand how CSR activities affect customer perceptions towards a corporation and mediate corporate image effects. The empirical results of the study should help marketers and managers develop guidelines for improving corporate image to achieve competitive advantage. This study used corporate social responsibility activities (marketing communications, increasing corporate philanthropy, donations and sponsorship, and volunteering) as endogenous variables and corporate image and customer loyalty is as exogenous variables.

II. Conceptual Framework

1. Corporate Social Responsibility (CSR), Image and Loyalty

Although many research works have been conducted the effect of CSR, the more deeply discussion or strong evidence in proving CSR effectiveness vitals in the corporate reputation, image and loyalty building aspect. Customer perception of CSR activities of a company has also shown to influence behavioral attitude, and purchase intentions has shown to influence customer loyalty (Ali et al., 2010). So far, the effect of CSR on customer loyalty has been shown through moderating and mediating effects via competitive positioning, brand identification and brand advocacy (Du et al., 2007). CSR is expected to enhance loyalty. However, Bhattacharyya and Sen (2004, 19) argue that loyalty is an outcome of the consumer-company identification concept. It is important to consider that loyalty through consumer company identification is influenced by personal support of the CSR issue.

Therefore, it is supposed that only CSR activities that match the target consumers’ personal support can trigger customer-corporate identification and with that increase loyal behavior. Corporate image can have a positive or negative influencing effect on the customers’ perception of the product offerings (Peres and Bosque, 2015; Zeithaml et al., 1996). Perception, awareness and image of a corporation of the product influences the buyers’ purchasing decision, where a good image stimulates purchase by simplifying decision rules (Liu et al., 2010). Customer loyalty has been studied intensively; trust is found to be a key factor in maintaining relationships (Doney and Cannon, 1997). Some study points out that customers will trust in a firm quickly when satisfaction is high, without other evidence of whether the corporate image is good. Furthermore, it is found that a strong record of CSR creates a
favorable context that positively boosts consumers' evaluations of and attitude toward the firm (Brown and Dacin, 1997; McKnight, 1998; Bhattacharyna and Sen, 2004).

The marketing literature, exploring the role of CSR activity in building customer loyalty as well as the customer decision-making process, has shown that CSR has the potential to provide or enhance competitive advantage (Luo and Bhattacharyya, 2006; Piewa and Quester, 2011). CSR is a broad concept, demonstrating a range of perspectives. Brown and Dacin (1997, 68) defined CSR as the aggregate of an organization's status and activities that are relevant to its perceived societal reputation. CSR has also been characterized as a citizenship function based on moral, ethical, and social obligations that support mutually beneficial exchanges between an organization and its constituencies (David, Kline and Dai, 2005, 293). Based on this definition, an enterprise's CSR activity, including its social, ethical, economic, and environmental relationships with stakeholders and shareholders, can boost business over the long run and build trust and goodwill by meeting customers' needs and expectations regarding sustainability and social value.

Maignon and Ferrell (2004) analyzed CSR as a function of four concepts: obligations to society, obligations to stakeholders, ethics, and managerial processes, indicating the need for conceptualizations that go beyond a myopic view of CSR. Heikkurinen and Ketola (2012) suggest that CSR is more than simply legally complying with regulations that apply to environmental, sociocultural, and economic responsibilities. They explore three points of view regarding CSR based on implications for consumer decision behavior. The neoclassical view supports CSR on instrumental and economic grounds, promoting straightforward efforts to enhance sales and gain competitive advantage. The institutional economics view concentrates on the role of human-made institutions in shaping economic behavior. The developmental economics and ecological economics view, which Heikkurinen and Ketola term conscience economics, supports CSR on political and ethical grounds.

According to Heikkurinen and Ketola (2012), then, a firm's CSR strategy is to use its resources to pursue activity that is not inherent to its role in society as a supplier of goods or services. Rather, CSR activity is more closely related to communication functions that focus less on profits and more on a firm's long-term image. CSR activity is therefore intended not only to enhance, or at least not to diminish, a company's profits, but more importantly to express the company's philosophy, vision, management ethics, and economic contribution to the development of society—that is, to benefit society beyond supplying its goods or services. Previous studies indicated that CSR defined as social obligation, distinguishing economic obligations, legal and ethical obligations, and philanthropic obligations. From perspective of literature and discussions (Carroll, 1991; Han Eun-Kyung, 2003; Maignon and Ferrell, 2004), CSR activities are classified into four sub-categories: marketing communications, corporate philanthropy, donating to or sponsoring social causes, and volunteering. The measurement tools used in the study and based on the literature review are related to CSR activity. The previous study already verified the reliability and validity of the constructs. For this purpose a multi-method approach to confirming the reliability and validity of the constructs was applied. These activities in turn affect the formation of
the company's image and help to build customer loyalty. The study therefore also posits that corporate image mediates the relationship between CSR activities and customer loyalty. From the perspective and discussion above, many research works have been focused on the study of CSR, especially from a management perspective and trying to determine how CSR investments and performance imply larger benefits for companies (D’Aprile and Mannarini, 2012; Melo and Garrido, 2011; Peres and Bosque, 2015).

Corporate image has attracted growing scholarly interest and there is a significant body of theoretical and empirical research that is designed to develop a corporate image construct and understand the relationship between customer perception of CSR activities, corporate image, and customer loyalty. The creation of a strong corporate image is critical to achieving competitive advantage (Balmer, 2008; Melewar and Karaosmanoglu, 2006) and generates positive attitudes towards an organization (Dowling, 2001; Van Riel and Balmer, 1997). Thus, if CSR activities generate positive consumer attitudes, they are likely closely related to the formation of a strong corporate image and customer loyalty.

2. Corporate Image

Scientists and marketing professionals emphasize the importance of CSR in the consumer decision-making process. Because social responsibility is becoming more popular on a global scale, CSR is seen as crucial in creating an attractive corporate image, providing competitive advantage and differentiation, thereby leading to business success. Many scholars agree that CSR is an important factor in the creation of a corporate image (Abratt and Mofokeng, 2001; Green and Peloza, 2011; Lindgreen and Swaan, 2010). It is crucial to emphasize that a lack of theoretical and empirical research on causality between CSR and corporate image over time provides the scientific problem examined in this study.

Kotler (2001, 273) noted that an image in the sense that this applies to corporate image is a set of beliefs, ideas, and impressions that a person holds regarding a particular object. The object could be a company, a product, a brand, a place, or a person (Barich and Kotler, 1991, 95). According to Keller (1993), the benefits of a corporate image can be functional, experiential, or symbolic. Functional benefits are produced by the intrinsic advantages that consuming a product or service provides and typically correspond to product-related attributes. Experiential benefits are associated with that it like to use product or and usually correspond to the product related attributes while symbolic benefits, which correspond to non product related attributes, reflect the underlying need for social approval or personal expression and outer-directed self-esteem (Sondoh et al., 2007, 87). Keller (1998) says that an image reflects the product attributes, benefits and attitudes that people associate with a firm, including the values, programs, and corporate credibility it projects as a corporate brand. This is particularly important in light of the fact that Keller defines social responsibility as an image association. Winters (1986) classifies corporate image-building factors into business conduct and marketing factors, social conduct factors, and contributions factors. Business conduct marketing attributes include providing good service and making high-quality products,
social conduct attributes concern issues such as protecting the environment, and contributions attributes are associated with efforts to meet the health, education, and social welfare needs of a community.

Corporate image typically influences customers, stakeholders, and organizational members through increased organizational commitment and identification (Ashforth and Mael, 1989; Dutton, Duluerich and Harquil, 1994), through immediate mental perceptions of the organization held by individuals, forming the current perception of the organization (Balmer, 2001). On the customer side, corporate image emerges from customers' net consumption experiences; hence, perceptions of service quality affect corporate image (Aydin and Ozer, 2005). Some researchers have argued that corporate image is also derived in part from customers' perceptions of a firm's capability to meet its social responsibility (Brown and Dacin, 1997). In addition, several empirical studies have confirmed that a favorable image will lead to greater customer loyalty (Koo, 2003; Kandampully and Suhartanto, 2000).

3. Customer Loyalty

The vast majority of work on one of the ultimate goals of any company, building customer loyalty, has emphasized that it is a critical marketing activity (Eakuru and Mat, 2008; Oliver, 1999). Firms with more loyal customers than their competitors generally take a higher market share and reduce operating costs (Aaker, 1997). Tu et al. (2012, 25) emphasized that marketing exists to deliver more value to satisfy customers as well as to build a long-term and mutually profitable relationship with customers. It is generally agreed that customer loyalty is a prime determinant of long-term financial performance in competitive markets (Kim Young-Ei and Lee Jung-Wan, 2010). However, in spite of the attention paid to the importance of customer loyalty in the marketing literature, there clearly are gaps in our knowledge of the antecedents of loyalty (Kim Young-Ei and Lee Jung-Wan, 2010).

Several factors (e.g., product quality, service, image, and satisfaction) play important roles in generating customer loyalty and seem to be among its antecedents. Marketing scholars have been seeking empirical links between antecedents and customer loyalty. According to Andreassen and Lindestad (1998), customer loyalty is based on the following attribute-performance evaluation path: quality → disconfirmation → satisfaction; and the following image paths: corporate image → service quality, corporate image → customer satisfaction, and corporate image → customer loyalty (Hart and Rosenberger, 2004, 88).

Customer loyalty has been defined as both an attitude and as a behavior (Ball, Coelho and Vileares, 2006) as well as a relationship between an attitude towards an entity and behavior that represents patronage (Dick and Basu, 1994). It is no wonder companies seek to capture loyal customers, as such customers have firmer purchase intentions and tend to purchase products or services more frequently, spend money on new products or services, recommend products or services to others, and offer sincere suggestions regarding products or services to companies (Reichheld and Sasser, 1990).

Most particularly in competitive markets, companies must focus on building and maintaining customer loyalty. As a strategy for
building customer loyalty, CSR has become a critical marketing tool. If so, then CSR activities may be closely related to corporate image building, and we have seen that there is considerable evidence that corporate image plays an important role as an antecedent to building customer loyalty.

III. Conceptual Model and Hypotheses

Our conceptual model (Fig. 1) posits that corporate image builds customer loyalty directly through the perception of CSR activity and that, in turn, the perception of CSR activity is closely related to the formation of corporate image and customer loyalty. In the model, corporate image mediates the relationship between CSR activity and building customer loyalty.

Tu, Wang and Chang (2012) observed that corporate image has been assessed as an important antecedent of customer satisfaction and loyalty (Wu, 2011). Davies et al. (2003) found a positive relationship between corporate brand image and satisfaction, supporting their theory. Martineau (1958) stated that if consumers favor a store’s image, they will probably develop a certain degree of loyalty, and Selnes (1993) also confirmed the influence of corporate brand image on brand loyalty.

Brown and Dacin (1997) claim that corporate image is derived from customers’ perceptions of CSR as a company’s ability to manage social issues. Thus, it can be said that corporate image (in) directly affects a customer’s evaluation of a corporation (Andreassen and Lindstad, 1998; Zins, 2001).

Signaling theory provides a framework for explaining the empirical link between corporate image and customer loyalty (Erdem and Swait, 2004). Customers who develop a positive mental schema of an organization and their brands will veer towards higher satisfaction and loyalty (Brodie, Whittome and Brush, 2009; Hartman andSpiro, 2005). Therefore, a positive corporate image that is built through a company’s CSR activity appears to encourage customer loyalty to the organization (Kim Young-Ei and Lee Jung-Wan, 2010).

CSR is a critical factor in corporate marketing strategies because of its proven ability to strengthen corporate reputation and image (Maignan and Ferrell, 2004; Marin and Ruiz, 2007; Pomering and Johnson, 2009). CSR activities have been shown to improve corporate image and build strong customer relationships (Forehand and Crier, 2003; Kim Kyung-Jin and Park Jong-Chul, 2009). Although many previous studies related to CSR activities have suggested that these activities influence the evaluation of corporate products, brands and images (Kim Kyung-Jin and Park Jong-Chul, 2009), there is a need for studies that conduct longitudinal analysis comparing customer perceptions of corporations over time.

Various CSR activities have been classified as being undertaken with CSR-specific motives, including sponsorship of social or environmental causes, philanthropic donations, partnering with non-profit agencies or charities, and programs that support underrepresented minorities (Ellen, Webb and Mohr, 2000; Smith and Westerbeek, 2007). CSR activities of enterprises are derived from the initial motivation to make a positive contribution to society (Kim Kyung-Jin and
Park Jong-Chul, 2009). Some scholars have argued that CSR helps preserve the ecosystem and meet life-sustaining social needs (Shrivastava, 1995; Swanson, 1995), particularly through various social support programs.

The CSR activities (e.g. provision of high-quality goods, donations and environment protection, among others) can help create a good image and reputation for the firm (Dyer and Whetten, 2006). CSR activity positively influences corporate image and improves corporate reputation and customer loyalty as well as relationships with all stakeholders (Navickas and Kontautiene, 2011). Companies that perform CSR activities earn a positive image in society through mass media attention and also generate positive employee attitudes towards those companies (Green and Peloza, 2011). Many studies have found that CSR contributes to a positive image of a company and such a perception of a company as socially responsible enforces competitive advantage and enhances customer loyalty (Chattananon et al., 2007; Lindgreen and Swaen, 2010; Ward and Lewandowska, 2006).

The structural model employed here accentuates that CSR is an important factor in influencing and forming corporate image and customer loyalty. The expression of CSR in forming CI was not examined before. Corporate individuality such as CSR activates (service, reliability, imagination, integrity, value for money, CSR, Technical innovations, quality of product, and additional services) important play in forming corporate image (Chattananon and Lawley, 2007; LeBlanc and Nguyen, 1995; van Riel and Balmer, 1997). The discussion accentuates that CSR is an important factor influencing and forming corporate image and building loyalty.

Corporate image has been assessed as an important antecedent of customer satisfaction and loyalty (Wu, 2011). Knowing the positive relationship between corporate image and customer satisfaction, this can induce customer loyalty (Davies et al., 2003). If consumers favor the image of an object such as the company and store, they will probably develop a certain degree of loyalty (Martineau, 1958). The corporate brand image is closely related to customer brand loyalty building (Selnes, 1993). The novelty of this structural model is based on its positing causality between CSR and corporate image and customer loyalty. The model shows the direction in which influence paths run and takes into consideration a company's purposeful image-forming activities as well as stakeholders' assessments and translations of it in their environment.

**H1:** Marketing communication (H1a), increasing corporate philanthropy (H1b), donation and sponsorship (H1c), and volunteering activity (H1d) have direct, positive effects on corporate image that increase as CSR activity expands.

**H2:** Marketing communication (H2a), increasing corporate philanthropy (H2b), donation and sponsorship (H2c), and volunteering activity (H2d) have direct, positive effects on customer loyalty that increase as CSR activity expands.

**H3:** Corporate image has a direct, positive effect on customer loyalty that increases as CSR activity expands.

This study is designed to identify and measure the effects of CSR activities by examining changes, over time, in customer perceptions of corporations that pursue CSR.
activity. Thus, this study also seeks to answer the following research question:

RQ: Will the values generated by the suggested conceptual model in the early stages of CSR activity differ from what they are in the growth stage of CSR activity?

IV. Method

1. Data Collection and Data Collection

According to the Korea Communications Commission (2013), over 90% of Koreans have at least one mobile phone. SK Telecom, KT, and LG U+ are the three main mobile operators in Korea. SK Telecom held just over 50% of the mobile market, KT about 30% and LG U+ almost 20% in 2013. The telecommunications market has witnessed dramatic growth and an increase in competition in the recent past and is expanding swiftly, almost to the point of saturation. SK Telecom expects to remain a dominant player in the market.

The study tests the hypotheses using data from a panel of consumers who have used SK Telecom in the Korean market. The study was fielded at two points in time that were 20 months apart: March 2012 and November 2013. There was a crisis in SK Telecom in early 2012 because prosecutors had indicted the SK Group chairman on charges of embezzlement. After that, consumer perceptions of SK Telecom as well as the parent chaebol (the conglomerate) became increasingly negative. In response, SK Telecom executed an emergency management strategy and embraced CSR activity in order to turn
consumer attitudes toward the company in a positive direction. SK Telecom has focused on five CSR areas: environmental management, win-win growth, customer satisfaction, social responsibility, and ethics and compliance. The company increased its CSR investment costs and expanded its CSR activity as well as reinforced its corporate image through advertising and public relations (SK Telecom, 2014).

The survey indicated that 58% of the respondents had a negative image of the company after the crisis and 42% of the respondents reported no change in their image of the company. The 2012 and 2013 surveys coincide with the period immediately after the SK Telecom situation and the period of growth in CSR activity. Measuring perceptions corresponding to two points in time is appropriate for assessing the long-term effects of publicity about an event because there could be a strong correlation between forgetting and the passage of time (Nebenzahl and Jaffe, 1991). A total of 3,000 users who use or have used SK Telecom as their mobile operator were surveyed about their perceptions of the company prior to the situation that occurred in 2012, and then were surveyed again, during November 2013, about the same company after it expanded its CSR activity.

The sample size was reduced due to panel mortality to 1636 respondents in 2012 and to 1703 respondents in 2013. Another 136 respondents were removed from the sample because they reported not using mobile phones and another 203 were also deleted due to high levels of missing data and outliers. This left a sample of 1500 respondents with usable responses in each period. Each respondent owned a mobile phone and was interviewed in person.

Among all respondents at both points in time, 1569 (or 52.3%) respondents were loyal to the same telecommunications brand, individually and combined. This continuity with service carriers is important for the analysis of customer loyalty because it makes it possible to capture the evolution of loyalty for just such a group as well as the carryover effects in the consumption system (Johnson, Herrmann and Huber, 2006). Of these 1569 customers who stayed with their service carrier, 51% were male (49% were female), over 58% of respondents were your groups, 52% had an educational background that included at least some college-level instruction, and 53% earned 3,000~4,000 dollars in monthly income. In terms of occupation, 35% of the respondents were salaried workers and 24% had specialized jobs or ran their own businesses. Income and age information are available only by ranges in the survey, but in each case the distributions in the two groups were almost identical (Johnson, Herrmann and Huber, 2006, 126).

2. Instrument Construction

2.1. Exogenous Variables

The activities and decisions taken by a socially responsible company are at least partially determined by non-economic and non-legal reasons as well as CSR as company’s self-regulation (Carroll, 1991; Wood, 1991). The research used previously developed scales, modified when necessary, to measure the following exogenous variables: a) marketing
communication, b) corporate philanthropy, c) donation and sponsorship, and d) volunteering (Carroll, 1991; Han Eun-Kyung, 2003; Maignan and Ferrell, 2004).

The items used in this study were selected based on factor loadings, item total correlation, and item difficulty, while maintaining a multi-faceted scale. Four items designed to measure marketing communication activity were degree of contribution to the economy, offering high quality products and services, upgrading customer quality of life, and employee satisfaction (Carroll, 1991; Han Eun-Kyung, 2003). Corporate philanthropy was measured using the following items: degree of environmental protection, supporting education, supporting culture and the arts (e.g., cultural heritage preservation and cultural business), and developing the regional community (Carroll, 1991; Han Eun-Kyung, 2003; Maignan and Ferrell, 2004). The four scale items for donation/spONSORSHIP were disaster relief aid, sponsorship of social development programs, sponsorship of senior leisure centers, and sponsorship of after-school programs for adolescents (Carroll, 1991; Han Eun-Kyung, 2003). Volunteering activity included four items: health services volunteer work, volunteer work at a hospital for seniors, volunteering to support child heads of household, and volunteering at orphanages (Carroll, 1991; Han Eun-Kyung, 2003). All variables are rated by means of a five-point Likert scale, and ranged from 1 (strongly disagree) to 5 (strongly agree).

2.2. Endogenous Variables

To measure corporate image and customer loyalty, previously developed scale items were used and modified when necessary. Corporate image is defined as a set of beliefs, ideas, and impressions that a person holds regarding a particular object (Kotler, 2001). As shown in Table 1 relative to the measurement of corporate image, various researchers considers corporate image as a single dimension, while others considers it as a multi-dimensional construct consisting of different dimensions such as corporate innovativeness, corporate success, persuasiveness, and responsiveness to customers (Dowling, 1988; Minkiewicz et al., 2011).

Customer loyalty is a strategy that creates mutual rewards to benefit firms and customers (Reichheld and Detrick, 2003). Thus, loyalty links the success and profitability of a firm (Eakuru and Mat, 2008). Customer loyalty included the following items: intention to use the product or service offered by the corporation again, willingness to recommend to others (Kim Kung-Jin and Park Jong-Chul, 2009; Tu, Wang and Chang, 2012), the product or service is offered only by this company, the company offering the technology is overtaking its competitors, and having high regard for the company’s technology (Reichheld and Sasser, 1990; Tu, Wang and Chang, 2012). These four items (customer loyalty) were selected from previous studies. Items were scored on a 5-point Likert scale with 1 indicating “strongly disagree” and 5 indicating “strongly agree.” The reliability of the measurement was assessed by using Cronbach’s alpha and the internal consistency of the measures was evaluated with Cronbach’s alpha. All met the norm of .70.
V. Result

1. Descriptive Statistics

As seen in Table 1, all mean scores were greater than 3.0, ranging from a low of 3.1 to a high of 3.9. This indicates an overall positive response to the constructs. The standard deviations for all variables were less than 1 and this indicates that the item scores were close to the mean scores. Significant differences were detected between the earlier and later time periods for all constructs. Because maximum likelihood estimation procedures were used in this study, it is important that the normality assumption not be severely violated (Curran, West and Finch, 1996). It has been suggested that the mean of skewness and kurtosis should fall within a range of ±1.96 (Hair et al., 1998) and the guidelines of severe nonnormality (i.e., skewness > 3; kurtosis > 10) proposed by Kline (2005). The data collected for this study can be regarded as fairly normal for further analysis.

2. Reliability and Validity Tests

We tested the scales for dimensionality, reliability, and validity using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) (Bentler, 1995) before assessing the hypothesized relationships. Although the measurement tools used in the study and based on the literature review are related to CSR activities, it is important to test them for reliability and validity. For this purpose a multi-method approach to confirming the reliability and validity of the constructs was applied. As seen in Table 2 and Table 3, scale reliabilities were estimated using Cronbach's alpha. For all six constructs, Cronbach's alpha exceeded the standard acceptance norm of .70. Fornell and Larcker (1981) listed three procedures to assess convergent validity: the item reliability of each measure, the composite reliability of each construct, and average variance extracted (AVE) (Bagozzi and Yi, 1988; Hair et al., 1998). Hair et al. (1998) suggested that an item is significant if its factor loading is greater than 0.50. For composite reliability to be adequate, a value of .70 or higher has been recommended (Nunnally and Bernstein, 1994). The final indicator of convergent validity is the AVE, which measures the amount of variance captured by the construct.

| Constructs | Prior (n=1500) | Following (n=1500) | t   |
|------------|---------------|--------------------|-----|
| MC         | Mean | S.D | Mean | S.D |   |
| CPA        | 3.80 | .55 | 3.91 | .51 | -5.73** |
| DS         | 3.58 | .54 | 3.80 | .53 | -5.85** |
| VA         | 3.73 | .51 | 3.80 | .55 | -3.31** |
| CI         | 3.10 | .77 | 3.65 | .64 | -22.4** |
| CL         | 3.41 | .65 | 3.77 | .62 | -16.6** |

Notes: MC: Marketing Communication Activity, CPA: Corporate Philanthropy Activity, DS: Donation and Sponsorship Activity, VA: Volunteering Activity, CI: Corporate Image, CL: Corporate Loyalty.
Table 2. Initial Factor Analysis

| Items                        | F 1   | F 2   | F 3   | F 4   |
|------------------------------|-------|-------|-------|-------|
| MCA1                         | .790  | .147  | .004  | -.093 |
| MCA2                         | .751  | .227  | .073  | .266  |
| MCA3                         | .823  | .159  | .028  | .180  |
| MCA4                         | .794  | .122  | -.091 | .081  |
| Marketing Communication Activity (Eigenvalue=8.4, Variance after rotation=27%) |       |       |       |       |
| CPA1                         | .115  | .752  | -.014 | .050  |
| CPA2                         | .212  | .796  | -.056 | -.115 |
| CPA3                         | .249  | .819  | -.072 | -.047 |
| CPA4                         | .285  | .759  | -.007 | .021  |
| Corporate Philanthropy Activity (Eigenvalue=3.9, Variance after rotation=13%) |       |       |       |       |
| DSA1                         | .005  | .073  | .730  | -.114 |
| DSA2                         | -.014 | .053  | .841  | -.127 |
| DSA3                         | .068  | -.100 | .804  | -.016 |
| DSA4                         | .040  | -.057 | .848  | -.042 |
| Donation Sponsorship Activity (Eigenvalue=2.7, Variance after rotation=9%) |       |       |       |       |
| VA1                          | .053  | .056  | .111  | .783  |
| VA2                          | .055  | -.016 | .026  | .798  |
| VA3                          | .241  | .166  | .029  | .710  |
| VA4                          | .332  | -.048 | -.013 | .753  |
| Volunteering Activity (Eigenvalue=2.0, Variance after rotation=6%) |       |       |       |       |

in relation to the amount of variance that is attributable to measurement error (Fornell and Larcker, 1981). The AVE also satisfies the standard of 0.5, which means the measurement indexes exhibit convergent validity.

In order to test for discriminant validity, the AVE of each of the two potential factors was compared with the square of the correlation between the two potential factors. As seen in <Table 4>, the means of the squares of the correlation coefficients ($r^2$) are lower than the AVE. The AVE should be greater than the means of the squares for all correlation coefficients (Fornell and Larcker, 1981). The extracted AVE falls between .61 and .87, and the means of the squares of the correlation coefficients fall between .09 and .26, which indicates that the AVE is greater than the means of the squares of the correlation coefficients ($r^2$). This also satisfies the requirement of discriminant validity for research hypothesis model verification (Bagozzi and Yi, 1988; Fornell and Larcker, 1981). It also means that the data collected for verification ensure discriminant validity.
Table 3. The Results of Exploratory/Confirmatory Factor Analysis

| Construct | \( \alpha \) | CR | AVE | FL | Survey Measures (n=3,000) |
|-----------|-------------|----|-----|----|------------------------------|
| MC        | .85         | .84 | .71 | .86 | I think that the company contributes to the domestic economy with the creation of employment and revitalization of small business. |
|           |             |    |     | .79 | The products and services offered by the company are of high quality. |
|           |             |    |     | .87 | The company contributes towards upgrading the customer’s quality of life through high quality products and services. |
|           |             |    |     | .83 | The company provides employees a high level of welfare, safety and satisfaction. |
| CPA       | .87         | .85 | .79 | .93 | The company contributes to protect against environmental problems. |
|           |             |    |     | .86 | The company contributes to culture and the field of arts. |
|           |             |    |     | .91 | The company contributes towards developing educational business. |
|           |             |    |     | .85 | The company contributes towards developing the regional community. |
| DS        | .85         | .83 | .76 | .85 | The company donates to senior leisure programs. |
|           |             |    |     | .88 | The company donates to after school programs for adolescents. |
|           |             |    |     | .89 | The company positively participates in disaster relief aid. |
|           |             |    |     | .86 | The company sponsors social development programs. |
| VA        | .86         | .84 | .72 | .84 | The company does volunteer work for medical service activities everywhere. |
|           |             |    |     | .82 | The company does volunteer work for senior hospitals. |
|           |             |    |     | .84 | The company does volunteer work for a child head of household. |
|           |             |    |     | .88 | The company does volunteer work for orphanages. |
| CI        | .81         | .79 | .68 | .78 | The company is innovative and pioneering. |
|           |             |    |     | .92 | The company is successful and confident. |
|           |             |    |     | .79 | The company is persuasive and shrewd. |
|           |             |    |     | .80 | The company is open and responsive to consumers. |
| CL        | .93         | .91 | .84 | .89 | I will definitely use the product and services offered by the company again. |
|           |             |    |     | .84 | I recommend the company to other people. |
|           |             |    |     | .83 | The new technology is only offered by the company that I used to patronize. |
|           |             |    |     | .86 | The company which offers the new technology is overtaking its competitors. |
|           |             |    |     | .85 | I have a high regard for the company’s technology. |

Notes: MC: marketing communication, CPA: Corporate Philanthropy Activity, DS: donation sponsorship, VA: volunteering activity, CI: corporate image, CL: customer loyalty, FL: Factor Loadings, CR: Composite Reliability, AVE: Average Variance Extracted.

Table 4. AVE and Squared Correlations among Constructs

| AVE | MC | CPA | DS | VA | CI | CL |
|-----|----|-----|----|----|----|----|
| MC  | .71| 1.00|     |    |    |    |
| CPA | .79| .15*|1.00|    |    |    |
| DS  | .76| .18 |.17 |1.00|    |    |
| VA  | .72| .13 |.13 |.13 |1.00|    |
| CI  | .68| .12 |.20 |.20 |1.00|    |
| CL  | .84| .16 |.11 |.17 |.17 |.21 |

Notes: * squared correlation coefficients, p<.05, MC: marketing communication, CPA: Corporate Philanthropy Activity, DS: donation sponsorship, VA: volunteering activity, CI: corporate image, CL: customer loyalty.
3. Measurement Model

The study conducted CFA for the overall, prior, and following groups individually in order to test for construct validity and eliminate factors with low loadings or loadings of multiple constructs (Bentler, 1995). The model's goodness of fit was verified by subjecting measurement variables to assessment of reliability, convergent validity, and discriminant validity which, as reported above, are all adequate.

Invariance tests were conducted before testing the hypothesized model, including a chi-square difference test for initial and final CFA. Lagrange Multiplier (LM) Tests for final CFA were used to improve significance by adding the correlated error terms (error covariances), and to decrease significance of fit by applying a theoretical structural model (Bentler, 1995; Byrne, 1994). There were significant differences in chi-square values between the initial model and the final model at t1 (Δ $\chi^2 = 582.7$, Δ df = 103, p<.001), and t2(Δ $\chi^2 = 499.9$, Δ df = 93, p<.001). The causal model's goodness of fit for each measurement model satisfied the criterion. Thus, the results show that the study assumptions remained within acceptable boundaries.

4. Hypotheses Tests

As shown in <Table 5> the hypothesized model was estimated for each of the two groups individually. As H1a and H2a predicted, marketing communication activity influenced corporate image at both t1($\beta =0.514$, z=26.4, p<0.05) and t2($\beta =0.571$, z=30.6, p<0.05). The effect of marketing communication activity on customer loyalty was significant at both t1($\beta =0.370$, z=13.6, p<0.05) and t2($\beta =0.374$, z=14.2, p<0.05). As H1b and H2b predicted, increasing corporate philanthropy activity influenced corporate image at both t1 ($\beta =0.321$, z=11.7, p<0.05) and t2($\beta =0.331$, z=12.6, p<0.05). The effect of corporate philanthropy activity on customer loyalty was significant at both t1($\beta =0.322$, 11.4, p<0.05) and t2($\beta =0.358$, z=13.9, p<0.05). As H1c and H2c predicted, donation and sponsorship activity influenced corporate image at both t1 ($\beta =0.254$, 9.32, p<0.05) and t2($\beta =0.412$, 23.5, p<0.05). Also, the effect of donation and sponsorship activity on customer loyalty was significant at both t1($\beta =0.182$, 5.87, p<0.05) and t2($\beta =0.325$, z=17.7, p<0.05). As H1d and H2d predicted, volunteering activity influenced corporate image during at t1($\beta =0.215$, 7.65, p<0.05) and t2($\beta =0.323$, z=17.4, p<0.05). Also, the effect of volunteering activity on customer loyalty was significant at both t1($\beta =0.187$, z=5.89, p<0.05) and t2($\beta =0.270$, z=10.7, p<0.05). As H3 predicted, corporate image influenced customer loyalty at both t1($\beta =0.055$, z=1.99, p<0.05) and t2($\beta =0.089$, z=2.12, p<0.05). Thus, all hypotheses were supported.

5. Multi-group Analysis

Multi-group CFA analysis with covariance structure analysis was conducted using EQS6b (Bentler, 1992) and the MLE (Maximum Likelihood Method). Multi-group analyses follow the steps suggested by Byrne (1994) and Kline (1998) by examining the statistical difference across the two groups. The values of selected fit indexes for the multi-sample analysis of the path model with equality-constrained direct effects are reported in <Table 5>. Generally, standardized path
coefficients are used to compare paths within groups. The basic rationale for a multiple-group path analysis is the same whether the model is recursive or non-recursive (Bentler, 1992; Byrne, 1994; Kline, 1998). The model for CSR activity at t1 exhibited goodness of fit as follows: $\chi^2 = 782.8$ (df=196), CFI=.948, GFI=.912, NFI=.922, RMSEA=.054. The model for CSR activity at t2 exhibited goodness of fit as follows: $\chi^2 = 693.5$ (df=180), CFI=.959, GFI=.965, NFI=.946, RMSEA=.044. The model for the combined times exhibited goodness of fit as follows: $\chi^2 = 2511.1$ (df=375), CFI=.956, GFI=.926, NFI=.903, RMSEA=.052. These figures indicate acceptable goodness of fit, which means that the measurement methodology of this study is sufficiently reliable.

The objective of multi-group simultaneous path analysis is to determine whether the path coefficients for the relationships between marketing communication, increasing corporate philanthropy, donation and sponsorship, and volunteering activity with corporate image and customer loyalty were equal across the two groups. We first constrained one path to be invariant across the two groups and then freely estimated this path. The LM method in EQS was used to determine which paths were different.

The tests show that interaction between the influence of marketing communication activity on corporate image and customer loyalty was significant, but the result was completely opposite of the predicted effect ($\chi^2=27.37$, p<0.05 for marketing communication activity on corporate image and $\chi^2=15.65$, p<0.05 for marketing communication activity on customer loyalty). From t1 to t2, the effect of marketing communication activity on corporate image and customer loyalty increases. There is a significant increase in the direct effect of marketing communication on corporate image (from .514 to .571) and customer loyalty (from .370 to .374).

The interaction effect of increasing corporate philanthropy activity and corporate image on customer loyalty was significant, but again the result was completely opposite of the predicted effect ($\chi^2=25.90$, p<0.05 for increasing corporate philanthropy activity on corporate image and $\chi^2=4.86$, p<0.05 for corporate philanthropy activity on customer loyalty). From t1 to t2, the effect of increasing corporate philanthropy activity on corporate image and customer loyalty increases. There is a significant increase in the direct effect of corporate philanthropy on corporate image (from .321 to .331) and customer loyalty (from .322 to .358).

Interaction between donation and sponsorship activity and corporate image on customer loyalty was significant, but once again the result was completely opposite of the predicted effect ($\chi^2=10.69$, p<0.05 for donation and sponsorship activity on corporate image and $\chi^2=14.07$, p<0.05 for donation and sponsorship activity on customer loyalty). From t1 to t2, the effect of donation and sponsorship activity on corporate image and customer loyalty increases. There is a significant increase in the direct effect of donation and sponsorship on corporate image (from .254 to .412) and customer loyalty (from .182 to .25).

The interaction effect of volunteering activity and corporate image on customer loyalty was significant, but again the result was completely opposite of the predicted effect ($\chi^2=9.26$, p<0.05 for volunteering activity on corporate image and $\chi^2=35.87$, p<0.05 for volunteering activity on customer
Table 5. Results of Multi-group Analysis

| H     | Path          | Path coefficients from separate sample analyses | Change from t1 to t2 | Multi-group | Modification Index χ² | Significant Change? t1 to t2 |
|-------|---------------|-------------------------------------------------|----------------------|-------------|------------------------|-----------------------------|
| H1a   | MC→CI         | 0.514** 0.571** t1**<t2** 0.057 27.37*** Yes |                      |             |                        |                             |
| H1b   | CPA→CI        | 0.321** 0.331** t1**<t2** 0.010 25.90*** Yes |                      |             |                        |                             |
| H1c   | DS→CI         | 0.254** 0.412** t1**<t2** 0.158 10.69** Yes  |                      |             |                        |                             |
| H1d   | VA→CI         | 0.215** 0.323** t1**<t2** 0.108 9.26** Yes   |                      |             |                        |                             |
| H2a   | MC→CL         | 0.370** 0.374** t1**<t2** 0.004 15.65*** Yes  |                      |             |                        |                             |
| H2b   | CPA→CL        | 0.322** 0.358** t1**<t2** 0.036 4.86** Yes   |                      |             |                        |                             |
| H2c   | DS→CL         | 0.182** 0.325** t1**<t2** 0.143 14.07*** Yes  |                      |             |                        |                             |
| H2d   | VA→CL         | 0.187** 0.270** t1**<t2** 0.083 35.87*** Yes  |                      |             |                        |                             |
| H3    | CI→CL         | 0.055** 0.089** t1**<t2** 0.034 77.10*** Yes  |                      |             |                        |                             |

Note: t1: Early stage in the implementation of the CSR Activity, t2: Later stage in the implementation of the CSR Activity, a Standardized, and ***p<.0001, **p<.05.

Data analysis to compare customer perceptions of a telecommunications company over time. The study classified CSR activity in four sub-categories: marketing communication, increasing corporate philanthropy, donation and sponsorship, and volunteering. The results of the analyses indicate that CSR activities have a positive effect on corporate image and customer loyalty at both times, while corporate image in turn also has a positive effect on customer loyalty. Marketing communication activity had a stronger effect on corporate image building than other CSR activities at both times. Marketing communication activity and corporate philanthropy activity had a stronger influence on customer loyalty than other CSR activity at both times.

As indicated by the results of multi-group simultaneous path analysis, interaction effects between CSR activities and corporate image on customer loyalty were significant. Moving from t1 to t2, the direct effects of CSR activities such as marketing communication, increasing corporate philanthropy, donation, and sponsorship, and volunteering on corporate

VI. Discussion

The objective of the study was to explore the influence of CSR activity on corporate image and customer loyalty, using longitudinal data analysis to compare customer perceptions of a telecommunications company over time. The study classified CSR activity in four sub-categories: marketing communication, increasing corporate philanthropy, donation and sponsorship, and volunteering. The results of the analyses indicate that CSR activities have a positive effect on corporate image and customer loyalty at both times, while corporate image in turn also has a positive effect on customer loyalty. Marketing communication activity had a stronger effect on corporate image building than other CSR activities at both times. Marketing communication activity and corporate philanthropy activity had a stronger influence on customer loyalty than other CSR activity at both times.

As indicated by the results of multi-group simultaneous path analysis, interaction effects between CSR activities and corporate image on customer loyalty were significant. Moving from t1 to t2, the direct effects of CSR activities such as marketing communication, increasing corporate philanthropy, donation, and sponsorship, and volunteering on corporate
image and customer loyalty increased. This implies that there are carryover effects from the time of the first survey to the time of the second survey for all the latent variables. In particular, the positive effect of donation and sponsorship and volunteering activity on corporate image and customer loyalty grew more than other effects between t1 and t2.

1. Managerial Implications

Many studies on the effects of CSR have been published, as corporate CSR activity has been growing consistently on a global scale. Research suggests that CSR activities help companies establish strong relationships with customers and improve the corporate image of those companies. Given the increasing popularity of CSR activity among corporations and organizations, this study explored the effects of such subcategories of CSR activities as marketing communication, increasing corporate philanthropy, donation and sponsorship, and volunteering activity on corporate image and customer loyalty. The study also explored the mediating of corporate image in the relationship between CSR activity and customer loyalty. Thus, the goals of this study were to understand how CSR activities affect customer perceptions toward corporations and mediate corporate image effects. In order to improve external validity, the study used a real corporate situation and a longitudinal data analysis to compare perceptions of corporate image over time. The study provides several important contributions to the understanding of the dynamics underlying the impact of CSR activities on corporate image and the evolution of customer evaluation of CSR activities.

First, the study demonstrated how the drivers of CSR activities evolved among a panel of loyal customers who used the same telecommunications service provider through the introduction and implementation of CSR activity following a corporate ethics crisis. Thus, the study suggests that CSR activities improve corporate image and build customer loyalty. Second, the study suggested that the four subcategories of CSR activities under study mediate the effects of CSR activity on loyalty over time, a relationship which has not been included in previous studies. The results indicated that perceptions of CSR activities drive positive image building and corporate loyalty as CSR activity increases. That is, as CSR activity increases and customer experiences with it accumulate, the resulting positive perceptions of the corporation drive loyalty.

Our predictions and findings are consistent with attitude theory: performance beliefs have more direct effects on behavioral intentions when experience is low, whereas attitudes come to mediate the effects of performance beliefs on intentions as experience increases. An important theoretical implication is that affective commitment and brand equity are effective ways to operationalize the affect-based mediators of perceived value on intentions. Another important finding is that both the corporate image and customer loyalty constructs exhibit significant carryover effects. Moreover, corporate image mediates the effects of CSR activity on customer loyalty over time.

The four types of CSR activities influence building corporate image and customer loyalty. The empirical research reveals that CSR is the most important element which forms corporate image and customer loyalty. The study suggests that marketing communication
activity is the most important factor to influence building image and loyalty. The results have important implications for managers who are responsible for improving a company's image and those who are responsible for building customer loyalty through CSR activity. Insofar as the results indicate that marketing communication activity is the most important of the hypothesized factors in customer evaluations of a company, managers should note that when such communication informs customers of a company's CSR activities, their perceptions of the company become more favorable because they see such activities as contributing to the domestic economy, increasing employment, elevating the quality of products and services, contributing to upgrading the quality of life, and leading to high levels of welfare, safety, and satisfaction. Another important CSR activity-increasing corporate philanthropy—also influences customer perceptions of companies that embrace CSR.

Managers should base the expansion of CSR activity at their companies on what they know about how the company is currently engaging in CSR activity. Managers should also consider environmental, cultural-educational, and regional community issues when they develop CSR activities and develop effective e-marketing communication strategies that provide potential customers with details about how their companies have expanded their CSR activity. The findings suggest that customer perceptions of volunteering activity were more favorable after expansion of CSR activity. In order to improve a company's image and maintain loyalty with its customers, it is critical that the company must do volunteer work.

The results of the study suggest that contributing to the well-being of society is important as part of a long-run strategy for supporting corporate image building and relationships with customers (Spitzesk, 2009). In other words, managers should recognize how customers in modern society evaluate CSR as a concurrent part of a modern company's activity, an activity that meets customer wishes and consumer demand, supports the employees welfare system, drives changing social values, helps to develop new products and services, and enhances the local community. CSR has become the expectation of customers in a modern competitive market where demand for CSR has increased. Most people now expect a company to behave like a responsible citizen and be a vital part of the local community.

The most important contribution of this study is that it improves the basic understanding of how CSR activities influence corporate image and customer loyalty over time and also how expanding CSR activity could positively affect customer relationships with a company.

The study's main limitation is that it concentrated on the IT/telecommunications industry rather than a broader set of product and service sectors because the perception of CSR and attitudes towards companies that embrace it could differ in other industries that offer other products and services. Although most of such studies make the theoretical case that CSR should positively affect corporate marketing performance, it has been suggested that these results might not apply in the real business environment because they were not obtained in experimental situations and might therefore lack external validity (Sen et al., 2006).
Finally, while the study indicates that CSR activity enhances customer perceptions of a company, and some studies emphasize that CSR expenditures may be consistent with firm and market value (Barnea and Rubin, 2010; Luo and Bhattacharya, 2006), economic analysis of CSR is needed to explore the relationship between CSR investments and corporate performance. New research should explore how CSR activities affect the continuous growth and financial performance of a company.

References

Aaker, J. L. (1997), “Dimensions of Brand Personality”, Journal of Marketing Research, 34(3), 347-357.

Abratt, R. and T. N. Mofokeng (2001), “Development and Management of Corporate Image in South Africa”, European Journal of Marketing, 35(3/4), 368-386.

Andreassen, T. W. and B. Lindestad (1998), “The Effect of Corporate Image in the Formation of Customer Loyalty”, Journal of Service Research, 1(1), 82-92.

Argandona, A. (1998), “The Stakeholder Theory and the Common Good”, Journal of Business Ethics, 17(9/10), 1093-1102.

Ashforth, B. E. and F. Mael (1989), “Social Identity Theory and the Organization”, Academy of Management Review, 14(1), 20-39.

Aydin, S. and G. Ozer (2005), “The Analysis of Antecedents of Customer Loyalty in the Turkish Mobile Telecommunication Market”, European Journal of Marketing, 39(7/8), 910-925.

Bagozzi, R. P. and You-Jae Yi (1988), “On the Evaluation of Structural Equation Models”, Journal of the Academy of Marketing Science, 16(1), 74-94.

Ball, A. D., P. S. Coelho and M. J. Vilaes (2006), “Service Personalization and Loyalty”, Journal of Service Marketing, 22(6), 391-403.

Balmer, J. M. T. (2001), “Corporate Identity, Corporate Branding and Corporate Marketing: Seeing through the Frog”, European Journal of Marketing, 35(3/4), 248-291.

Balmer, J. M. T. (2008), "Identity Based Views of the Corporation: Insights from Corporate Identity, Organisational Identity, Social Identity, Visual Identity and Corporate Image", Journal of Advertising 42 (9/10), 879-906.

Barich, H. and P. Kotler (1991), "A Framework for Marketing Image Management", Sloan Management Review, 32(2), 94-104.

Barnea, A and A. Rubin (2010), "Corporate Social Responsibility as a Conflict between Shareholders", Journal of Business Ethics, 97(1), 71-86.

Becker-Olsen, K. L., R. B. Cudmore and R. P. Hill (2005), "The Impact of Perceived Corporate Social Responsibility on Consumer Behavior", Journal of Business Research, 59(1), 46-53.

Bentler, P. M. (1992), EQS: Structural Equation Program Manual, Los Angeles, CA: MDP Statistical Software.

Brodie, R. J., J. R. M. Whittome and G. J. Brush (2009), "Investigating the Service Brand: A Customer Value Perspective", Journal of Business Research, 62(3), 345-355.
Brown, T. J. and P. A. Dacin (1997), "The Company and the Product: Corporate Associations and Consumer Product Responses", Journal of Marketing, 61(1), 68-84.

Byrne, B. M. (1994), Structural Equation Modeling with EQS and EQS/Windows: Basic Concepts, Application, and Programming. Thousand Oaks, CA: Sage Publications, Inc.

Caceres, R. C. and G. N. Paparoidamis (2007), "Service Quality, Relationship Satisfaction, Trust, Commitment and Business to Business Loyalty", European Journal of Marketing. 41(7/8), 836-867.

Carroll, A. B. (1991), The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders, New York, NY: Business Horizons.

Chattananon, A. and M. Lawley (2007), "Developing a Model of the Impact of Societal Marketing on Corporate Image", Society and Business Review; (3), 230-253.

Chattananon, A., M. Lawley, J. Trimetsoontorn, N. Supparerchaisakul and L. Leelayouthayothin (2007), "Building Corporate Image through Societal Marketing Programs", Society and Business Review; 2(3), 230-253.

Chaudhuri, A. and M. B. Holbrook (2001), "The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty", Journal of Marketing. 65(4), 81-93.

Curran, P. J., S. G. West and J. F. Finch (1996), "The Robustness of Test Statistics to Nonnormality and Specification Error in Confirmatory Factor Analysis", Psychological Methods, 1(1), 16-29.

D'Aprile, G. and T. Mannarini (2012), "Corporate Social Responsibility: A PsychoSocial Multidimensional Construct", Journal of Global Responsibility, 3(1), 48-65.

David, P., S. Kline and Y. Dai (2005), "Corporate Social Responsibility Practices, Corporate Identity, and Purchase Intention: A Dual-process Model", Journal of Public Relations Research, 17(3), 291-313.

Davies, G., R. Chun, R. daSilva and S. Roper (2003), Corporate Reputation and Competitiveness, London: Routledge.

Dick, A. and K. Basu (1994), "Customer Loyalty: Towards an Integrated Framework", Journal of the Academy of Marketing Science. 22(2), 99-113.

Dowling, G. (2001), Creating Corporate Reputations: Identity, Image, and Performance. New York, NY: Oxford University Press.

Driver, M. (2006), "Beyond the Stalemate of Economics versus Ethics: Corporate Social Responsibility and the Discourse of the Organizational Self", Journal of Business Ethics. 66(4), 337-356.

Dutton, J. E., J. M. Dukerich and V. V. Harquil (1994), "Organizational Images and Member Identification", Administrative Science Quarterly. 1(2), 239-263.

Dyer, W. G. Jr. and D. A. Whetten (2006), "Family Firms and Social Responsibility: Preliminary Evidence from the S and P 500", Entrepreneurship Theory and Practice, 30(6), 785-802.

Eakuru, N. and N. K. N. Mat (2008), "The Application of Structural Equation Modeling (SEM) in Determining the Antecedents of Customer Loyalty in Banks in South Thailand", The
Ellen, P., D. Webb and L. Mohr, (2006), "Building Corporate Associations: Consumer Attributions for Corporate Socially Responsible Programs", *Journal of the Academy of Marketing Science*, 34(2), 147-157.

Erdem, T. and J. Swait (2004), "Brand Credibility, Brand Consideration, and Choice", *Journal of Consumer Research*, 31(1), 191-198.

Forehand, M. R. and S. Grier (2003), "When Is Honesty the Best Policy? The Effect of Stated Company Intent on Consumer Skepticism", *Journal of Consumer Psychology*, 3(3), 349-356.

Fornell, C. and D. Larker (1981), "Evaluating Structural Equation Models with Unobservable Variables and Measurement Errors", *Journal of Marketing Research*, 18(2), 39-50.

Green, T. and J. Pelozzo (2011), "How does Corporate Social Responsibility Create Value for Consumers?", *Journal of Consumer Marketing*, 28(1), 48-56.

Gwinner, K. and S. Swanson (2003), "A Model of Fan Identification: Antecedents and Sponsorship Outcomes", *Journal of Services Marketing*, 17(3), 275-294.

Gwinner, K. P. and J. Eaton (1999), "Building Brand Image Transfer through Event Sponsorship: The Role of Image Transfer", *Journal of Advertising*, 28(4), 47-57.

Hair, J. F., R. E. Anderson, R. L. Tatham and W. C. Black (1998), *Multivariate Data Analysis*, Englewood Cliffs, NJ: Prentice-Hall.

Han, Eun-Kung (2003), "A Study on the Indexation of Corporate Social Responsibility", *Korean Journal of Broadcasting and Telecommunication Studies*, 17(3), 274-303.

Hart, A. E. and P. J. Rosenberger (2004), "The Effect of Corporate Image in the Formation of Customer Loyalty: An Australian Replication", *Australasian Marketing Journal*, 12(3), 88-96.

Hartman, K. B and R. L. Spiro (2005), "Recapturing Store Image in Customer Based Store Equity: A Construct Conceptualization", *Journal of Business Research*, 58(8), 1112-1120.

Heikkurinen, P. and T. Ketola (2012), "Corporate Responsibility and Identity: From a Stakeholder to an Awareness Approach", *Business Strategy and the Environment*, 21(5), 326-337.

Johnson, D. and K. Grayson (2005), "Cognitive and Affective Trust in Service Relationships", *Journal of Business Research*, 58(4), 500-507.

Johnson, M. D., A. Herrmann and F. Huber (2006), "The Evolution of Loyalty Intentions", *Journal of Marketing Research*, 70(2), 122-132.

Joyner, B. E. and D. Payne (2002), "Evolution and Implementation: A Study of Values, Business Ethics and Corporate Social Responsibility", *Journal of Business Ethics*, 41(4), 297-311.

Kandampully, J. and D. Suhartanto (2000), "Customer Loyalty in the Hotel Industry: The Role of Customer Satisfaction and Image", *International Journal of Contemporary Hospitality Management*, 12(6), 346-351.

Keller, K. L. (1993), "Conceptualizing, Measuring and Managing Customer-based Brand Equity", *Journal of Marketing*, 57(1), 1-22.
Keller, K. L. (1998), Strategic Brand Management Building, Measuring, and Managing Brand Equity, Upper Saddle River, NJ: Prentice-Hall.

Kim, Kung-Jin and Jong-Chul Park (2009), "The Effects of the Perceived Motivation Type toward Corporate Social Responsibility Activities on Customer Loyalty", Journal of Global Academy of Marketing Science, 19(3), 5-16.

Kim, Young-Ei and Jung-Wan Lee (2010), "Relationship between Corporate Image and Customer Loyalty in Mobile Communications Service Markets", Africa Journal of Business Management, 4(189), 4035-4041.

Klein, J. and N. Dawar (2004), "Corporate Social Responsibility and Consumers' Attributions and Brand Evaluations in a Product Harm Crisis", International Journal of Research in Marketing, 21(5), 203-217.

Kline, R. B. (1998), Principles and Practice of Structural Equation Modeling. New York, NY: Guilford Publications.

Koo, Dong-Mo (2003), "Inter Relationships among Store Images, Store Satisfaction, and Store Loyalty among Korea Discount Retail Patrons", Asia Pacific Journal of Marketing and Logistics, 15(4), 42-71.

Kotler, P. (2001), A Framework for Marketing Management, Upper Saddle River, NJ: Prentice-Hall.

Lantos, G. (2002), "The Ethicality of Altruistic Corporate Social Responsibility", Journal of Consumer Marketing (3), 205-230.

LeBlanc, G. and N. Nguyen (1995), "Cues used by Customers Evaluating Corporate Image in Service Firms", International Journal of Service Industry Management, 2, 44-56.

Lindgreen, A. and V. Swaen (2010), "Corporate Social Responsibility", International Journal of Management Reviews, 12(1), 1-7.

Lorge, S. (1998), "Is Caused-related Marketing Worth It?", Sales and Marketing Management, 150(6), 72.

Luo, X. and C. B. Bhattacharya (2006), "Corporate Social Responsibility, Customer Satisfaction, and Market Value", Journal of Marketing, 70(4), 1-18.

Maignan, I. and O. C. Ferrell (2004), "Corporate Social Responsibility and Marketing: An Integrative Framework", Journal of the Academy of Marketing Science, 32(1), 3-19.

Marín, L. and S. Ruiz (2007), "I Need You Too! Corporate Identity Attractiveness for Corporate Identity Attractiveness for Consumers and the Role of Social Responsibility," Journal of Business Ethics, 71(3), 245-260.

Martineau, P. (1988), "The Personality of the Retail Store," Harvard Business Review, 36(1), 24-36.

Melewar, T. C. and E. Karasmanoglu (2006), "Seven Dimensions of Corporate Identity: A Categorization from the Practitioners Perspectives", 40(7/8), 846-869.

Melo, T. and A. Garrido-Morgado (2011), "Corporate Reputation: A Combination of Social Responsibility and Industry", Corporate Social Responsibility and Environmental Management, 19 (1), 11-31.

Menon, S. and B. Khan (2003), "Corporate Sponsorships of Philanthropic Activities: When Do They Impact Perception of Sponsor Brand?", Journal of Consumer
Psychology, 13(3), 316-327.

Minkiewicz, J., J. Evans, K. Bridson and F. Mavondo (2011), "Corporate Image in the Leisure Services Sector", Journal of Services Marketing, 25 (3), 190-201.

Nebenzahl, I. D. and E. D. Jaffe (1991), "The Effectiveness of Sponsored Events in Promoting Country Image", International Journal of Advertising, 10(3), 223-237.

Nunnally, J. C. and I. H. Bernstein (1994), Psychometric Theory, New York, NY: McGraw-Hill Inc.

Oliver, R. L. (1999), "When Customer Loyalty?", Journal of Marketing, 63(4), 33-44.

Perez, A. and L. Bosque (2015), "How Customers Construct Corporate Social Responsibility Images: Testing the Moderating Role of Demographic Characteristics", BRG Business Research Quarterly, 8(2), 127-141.

Piewa, C. and P. G. Quester (2011), "Sponsorship and CSR: Is There a Link? A Conceptual Framework", International Journal of Sports Marketing and Sponsorship, 12(4), 301-317.

Pomerin, A. and L. W. Johnson (2009), "Advertising Corporate Social Responsibility Initiatives to Communicate Corporate Image", Corporate Communications, 14(4), 420-439.

Porter, M. E. and M. R. Kramer (2006), "Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility", Harvard Business Review, 84(2), 78-92.

Reichheld, F. and C. Detrick (2003), "Loyalty: A Prescription for Cutting Costs", Marketing Management, 12(5), 24-25.

Reichheld, F. and E. J. Sasser (1990), "Zero Defections: Quality Comes to Services", Harvard Business Review, 68(5), 105-111.

Reynolds, T. J. and J. Gutman (1984), "Advertising Is Image Management", Journal of Advertising Research, 24(2), 27-38.

Selnes, F. (1993), "An Examination of the Effect of Product Performance on Brand Reputation, Satisfaction and Loyalty", European Journal of Marketing, 27(9), 19-35.

Sen, S., C. Bhattacharya and D. Korschun (2006), "The Role of Corporate Social Responsibility in Strengthening Multiple Stakeholder Relationships: A Field Experiment", Journal of the Academy of Marketing Science, 34(2), 158-166.

Shrivastava, P. (1995), "The Role of Corporations in Achieving Ecological Substantiality", Academy of Management Review, 20(4), 936-960.

Smith, S. M. and D. S. Alcon (1991), "Cause Marketing: A New Direction in the Marketing of Corporate Responsibility", Journal of Consumer Marketing, 8(3), 19-35.

Solomon, R. C. (2004), "Aristotle, Ethics and Business Organizations", Organization Studies, 25(6), 1021-1043.

Sondoh, S. L., W. N. Omar, A. N. Wahid, I. Ismail and A. Harun, (2007), "The Effect of Brand Image on Overall Satisfaction and Loyalty Intention in the Context of Color Cosmetic", Asian Academy of Management Journal, 12(1), 83-107.

Spitzceck, H. T. (2009), "The Development of Governance Structures for Corporate Responsibility", Corporate Governance, 9(4), 495-505.

Swanson, D. (1995), "Addressing a Theoretical
The Role of CSR Activities on Building Corporate Image and Customer Loyalty

Problem by Reorienting the Corporate Social Performance Model", Academy of Management Review, 20(1), 43-64.

Tu, Ye-Tu, Chih-Ming Wang and Hsiao-Chien Chang (2012), "Corporate Brand Image and Customer Satisfaction on Loyalty: An Empirical Study of Starbucks Coffee in Taiwan", 24-32.

Van Riel, C. B. and J. M. T. Balmer (1997), "Corporate Identity: The Concept, Its Measurement, and Management", 31(5/6), 341-55.

Ward, S. and A. Lewandowska (2006), "Validation of a Measure of Societal Marketing Orientation", Journal of Public Affairs, 16(3/4), 241-255.

Winters, L. C. (1986), "The Effects of Brand Advertising on Company Image: Implication for Corporate Advertising", Journal of Advertising Research, 26(2), 54-59.

Wu, Chao-Chan (2011), "The Impact of Hospital Brand Image on Service Quality, Patient Satisfaction and Loyalty", African Journal of Business Management, 5(12), 4873-4882.

Zins, A. H. (2001), "Relative Attitudes and Commitment in Customer Loyalty Models", International Journal of Service Industry Management, 12 (3/4), 269-294.