

## Research Paper

## The effect of CSR on corporate image, customer citizenship behaviors, and customers' long-term relationship orientation

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## ARTICLE INFO

## Keywords:

Long-term relationship orientation  
 Corporate social responsibility  
 Corporate image  
 Customer citizenship behavior

## ABSTRACT

With the expansion of corporate social impact, corporate social responsibility (CSR) activities have been regarded as a critical factor for corporate management. There is a need to understand customers' perception of CSR activities for future corporate profitability. Thus, this study investigates the effect of multidimensional CSR activities on customers' corporate image, customer citizenship behavior (CCB), and long-term relationship orientation (LRO). The results indicate that CSR (economic, ethical, legal, and philanthropic) had a positive effect on corporate image and on CCB (making recommendation, helping other consumers, and providing feedback). It also appears that CCB had a positive effect on LRO with firms. This study provides empirical implications for companies by verifying the effect of CSR activities as a focal factor in building long-term relationships as an organizational goal in the foodservice industry.

## 1. Introduction

In today's competitive business environment, the importance of corporate social responsibility (CSR) cannot be overstated. Socially responsible behavior is synchronized with a society's economic, ethical, and moral expectations (O'Connor and Meister, 2008); CSR is regarded as voluntary and closely linked to corporate citizenship and willingness to fulfill its social responsibility. Customers expect a company to work on behalf of society or the environment. Living up to social and ethical responsibilities has become an expectation rather than a differentiating tactic to gain organizational legitimacy.

With the globalization of business and the expansion of corporate social impact, companies that fulfill their corporate social responsibilities have gained a greater long-term advantage (Lee et al., 2013). The expanding perception and understanding of CSR activities have motivated CSR activities among firms as a competitive strategy. Companies regard CSR practice as central in establishing managerial tactics for improving corporate profitability and image with acknowledging the necessity and importance of CSR behaviors (Perez and Rodriguez-del-Bosque, 2015). Consumers are more favorable to companies that actively promote their CSR programs than to those that do not (Tian et al., 2011). Companies' CSR practices have had a positive influence on their image and reputation, and they have seen the greatest increases in market share (Kim et al., 2017; Porter and Kramer, 2006). For this

reason, many firms have used CSR activities as a differential management strategy.

Starbucks, Yum! Brands, and McDonald's are good examples of companies that engage in CSR. Starbucks has provided support services, such as donating compost made from leftover coffee grounds to farms (Businessgreen, 2018). Yum! Brands offer its employees six weeks of fully paid parental leave (Yum! Brands, 2017). McDonald has donated part of the sale of some products or special promotions to programs that facilitate youth development (McDonald, 2019). Despite its own philanthropy, youth development programs, and the reduced use of disposable containers, McDonald's is still accused of exploiting underage workers by shortening their shifts as they grow older, following a practice called "learn and churn" (news.com.au, 2018). This case gives the impression that the company does not consider its staff an internal customer. Such unflattering publicity tarnishes the image of the corporation and alienates customers. A firm's CSR performance can, therefore, have either a positive or a negative effect.

As CSR becomes more imperative as both an important academic subject and a part of the corporate agenda, customers are paying even closer attention to corporations' engagement in CSR. The corporate image that results from CSR practices could improve customer citizenship behavior and the relationship between customers and the firm (Plewa et al., 2015). Customer citizenship behavior is a positive activity. Customers who have a positive image of the corporation tend to

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be more active in partial service, like an employee of the firm (Bowen and Schneider, 1985; Yi and Gong, 2013). When customers have a good awareness of a company, their relationship with that company will endure, and customers are inclined to support the company's development (Chang and Chieng, 2006). That is, corporations' ethical and legal reputation results in a positive corporate image that leads to CCB. In addition, customers expect firms to take part in socially responsible activities, and to repay that behavior through their purchases (Becker-Olsen et al., 2006).

Some researchers have argued that customers who think well of corporations are the most likely to have long-term relationships with those corporations (Barry et al., 2008; Ganesan, 1994). Thus, firms need to treat CCB as a positive involvement activity, and establish long-term relationships with their customers. Identifying the antecedents of CCB therefore helps to create a positive corporate image and improve long-term relationships with customers for long-term business competitiveness. So, taken together, it is necessary to analyze the CSR as an antecedent affecting corporate image and sequentially, customer citizenship behavior having an effect on long-term relationship orientation between firm and customers as a consequence.

Even though there have been numerous studies of CSR over the last decades, most have centered on the relationships between CSR and either consumer behaviors (Anselmsson et al., 2014; Kang and Namkung, 2018; Kim and Ham, 2016; Liu et al., 2019; Xu, 2014) or corporate financial consequences (Ghaderi et al., 2019; Kang et al., 2016; Lee et al., 2013; Rhou et al., 2016). A few studies have examined the effect of CSR on customers' responses in the hospitality industry. These studies found a positive effect of CSR initiatives on customers' image (Kim and Ham, 2016), and revealed CSR activities as the determining factor in customer loyalty (Liu et al., 2019; Xu, 2014). However, there have been few studies of the relations among CSR, and developing and maintaining long-term relationships between foodservice customers and companies. Most researchers have investigated CCB from the perspective of the comprehension of the worth of customers. CCB has a positive influence on corporations through active consumer behaviors (Zhu et al. (2016), so it is crucial for the long-term sustainability of a corporation (Chan et al., 2017). Developing CCB can help a company establish a relationship with customers and enhance that company's sustainability (Tung et al., 2017). Several studies have examined CCB in the service context, but the relationship between CCB and CSR remains unexplored. Accordingly this study explores relations among CSR, customer perceptions of the corporations, CCB, and development and maintenance of long-term relationships between foodservice customers and companies. This study will be the first investigation of the role of CCB in the CSR influence on LRO.

CSR activities play a significantly positive role in market competition, so it is important to understand how these activities enrich long-term relationships with customers and offer a corporate competitive advantage. The objectives of this research are to examine a series of processes through which CSR activities influence customers' perceived images of corporations, the ways in which corporate perceptions lead to CCB, and voluntary CCB fosters a reliable and continuous long-term relationship between corporations and customers in the foodservice industry. The results of this research will confirm the most influential components of CSR, as well as its effect on corporate image and CCB.

## 2. Conceptual background and hypotheses development

### 2.1. Corporate social responsibility (CSR) and corporate image (CI)

CSR is rooted in Bowen's (1953) definition of social responsibility as "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (p. 6). Since then, this has expressed the relationship between firms and society (D'Aprile and Mannarini, 2012). Dahlsrud (2008) defined CSR as a managerial

process of stakeholder concern for responsible and irresponsible acts related to environmental, ethical, and social phenomena in a way that creates corporate benefits.

A few scholars have conceptualized CSR multi dimensionally. According to Carroll (1979, 1991), the CSR model was conceptualized by four responsibilities: economic (providing desirable goods and services), legal (conforming to regulations), ethical (following codes of conduct of and ethical standards), and philanthropic (taking part in charitable and voluntary activities).

Carroll (1991) added that the benefits of a firm's CSR should also affect its stakeholders. A stakeholder is "any group or individual who can affect, or is affected by, the achievement of the organization's objectives" (Freeman, 1984). CSR activities are the firm's obligations to its stakeholder groups (Maignan and Ferrell, 2004). Corporate image, created by CSR performance, is customers' subjective perception of corporate performance in relation to the societal concerns of stakeholder groups (Lai et al., 2010; Perez and Rodriguez-del-Bosque, 2015). In the foodservice industry, customers are one significant group of stakeholders.

Corporate image (CI) is the customers' impression of the company (Nguyen and Leblanc, 2001). It is stakeholders' perception of corporate response to the stakeholders' social concerns (Lai et al., 2010). As an intangible resource, it can strengthen customers' attitude or behavior intention: customer satisfaction, repurchase intention, and willingness to recommend (Perez and Rodriguez-del-Bosque, 2015). CI is critical for sales advantage, so the importance of social responsibility as a means of creating a positive image of a company is being magnified (Martinez et al., 2014).

CSR embeds CI in consumers and makes a favorable corporate reputation possible. A company's reputation is an important strategic resource for competitive advantage (Keh and Xie, 2009). Conversely, not fulfilling corporate obligations or social responsibilities can ultimately incur negative results to the corporation. Prior studies posited that corporations that sincerely take action with its social responsibilities and give good impressions on its stakeholders were likely to yield healthy financial results (Bhattacharya and Sen, 2004; Mohr and Webb, 2005). CSR performance requires participation of both internal and external stakeholders, so it enables firms to anticipate and take advantage of fast changing social conditions and expectations. Foodservice establishments, like other firms, need to be in accordance with socioeconomic, sociocultural, and environmental actions. By being more socially responsible, a firm will benefit from a more positive image.

Earlier research supports the relationships between CSR and CI by proving that a firm's CSR practices positively influence the firm's perceived image, its reputation and consumer attitudes (Lombart and Louis, 2014; Park et al., 2014; Perez and Rodriguez-del-Bosque, 2015; Plewa et al., 2015). They also improve relations between the firm and its customers (Chung et al., 2015; Kim et al., 2017; Russo and Perrini, 2010). Park et al. (2014) have argued that a firm's fulfillment of economic and legal CSR initiatives had a direct positive effect on corporate reputation, but neither ethical nor philanthropic CSR initiatives did. Plewa et al. (2015) showed that perceived familiarity of consumers with a firm's Corporate Volunteering (CV) program is positively related to consumer perceptions of the CI and consumer attribution of others-centered motivations, and that consumers' perceptions of a firm's CSR image are positively related to the firm's image. In this light, CSR activities can enhance a CI for stakeholders.

In the hospitality literature, Kim et al. (2017) revealed that all dimensions of CSR (economic, ethical, legal, and philanthropic) except legal responsibility had a positive effect on corporate image in a casino establishment. Ghaderi et al. (2019) verified that all dimensions of CSR have positive and direct impact on hotel performance. Liu et al. (2019) found that the impact of the social dimension of CSR on the customers is strongest on Chinese customers' brand image of hotels and eventually on behavioral loyalty.

Kang et al. (2016) posited that there is a significant impact of CSR performances on corporate reputation or image in the tourism context. In the foodservice industry, Kim and Ham (2016) found that customers' perception of a restaurant's CSR initiatives influence customer loyalty in the form of the disclosure of nutritional information, while CSR influences brand image and brand trust. According to Kang and Namkung (2018), the ethical, legal, and economic aspects of CSR significantly influenced consumers' perception of brand equity in the restaurant industry. Thus, the theoretical and empirical evidence has indicated that CSR activities that customers perceive more positively lead to a more favorable corporate image. Therefore, based on Carroll's (1991) four CSR dimensions and the prior research, we propose the following hypotheses.

**H1.** Corporate social responsibility (CSR) positively influences corporate image (CI).

**H1a.** Economic responsibility positively influences CI.

**H1b.** Legal responsibility positively influences CI.

**H1c.** Ethical responsibility positively influences CI.

**H1d.** Philanthropic responsibility positively influences CI.

## 2.2. Corporate image (CI) and customer citizenship behavior (CCB)

The relationship between firm and customer is now seen as two-way, in contrast to the one-way relationship of the past when firms offered services and customers purchased them. Proactive customers are co-producers of a firm's service, so many scholars see them as partial employees of the organization (Bowen and Schneider, 1985; Yi and Gong, 2013). CCB has been evaluated as an intrinsic element of co-creation between the customer and the corporation (Schau et al., 2009), so we regard CCB as a positive involvement activity.

CCB was originally an extension of organization citizenship behavior (OCB), an extra role that employees took on to enhance organizational effectiveness (Bove et al., 2009; Katz, 1964; Katz and Kahn, 1978). Organ (1988) introduced OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (p. 4). Employees with positive emotion are more likely to perform OCB as a means of maintaining or extending their good feelings than employees without such emotions (Forest et al., 1979; Isen and Simmonds, 1978; Williams and Shiaw, 1999). Based on the customer perspective, CCB can be considered a voluntary behavior outside of the customer's required role for service delivery, which provides help and assistance, and is conducive to organizational functioning.

Aligning with this definition, Groth (2005) suggested three dimensions of CCB: making recommendations (similar to positive word of mouth), giving feedback to the organization (voluntarily suggesting products and/or services), and helping other customers (customer assistance). Groth (2005) described CCB as voluntary and discretionary behavior that is not required for the production and/or delivery of the service but that in the aggregate, benefits the service organization.

CCB is customers' voluntary actions to help other customers and support the corporations (Nagy and Marzouk, 2018). CCB encourages customers themselves to support other customers, providing feedback to corporations to improve their service, and tolerating an undesirable situation as an advocate of a company. A company's affirmative support of customers encourages other customers to engage in behavior that is beneficial to companies (Zhu et al., 2016). When customers have a good awareness of a company, the relationship between the company and its customers endures, and customers tend to support the company's development (Chang and Chieng, 2006). This kind of citizenship behavior can drive the company's long-term profitability and potential value.

Following this perspective, Zhu et al. (2016) argued that customers

are more likely to have a sense of responsibility for an organization when they have a positive image of it, or trust it. For instance, when customers have a positive image of the firm because of its social contributions or service attributes, they are more likely to engage in voluntary behaviors. Perez and Rodriguez-del-Bosque (2015) found that customers' perceived CSR image increases customer satisfaction and loyalty in terms of repurchase intention or willingness to recommend the firm to others. Chung et al. (2015) likewise revealed that CSR had a significant effect on customer satisfaction with the mediation of CSR image. In other words, customers' perception of CI has consequences for customers' loyalty through satisfaction. Su et al. (2015) demonstrated that in tourism, both CSR and reputation had a significant effect on Chinese customers' satisfaction and, in turn, on customers' repurchase intention and word-of-mouth (WOM) recommendation.

In the foodservice industry, Anselmsson et al. (2014) verified that CSR is a relevant factor in food brand image, significantly influencing price premium and loyalty. Xu (2014) revealed that the CSR of fast food chains in China had a greater effect on customer loyalty than did customer satisfaction with the service, the product, and the total experience. Therefore, based on Groth's (2005) three dimensions of CCB and prior research, the following hypotheses are given.

**H2.** Corporate image (CI) positively influences customer citizenship behavior (CCB).

**H2a.** CI positively influences making recommendations.

**H2b.** CI positively influences helping other customers.

**H2c.** CI positively influences providing feedback.

## 2.3. Long-term relationship orientation (LRO) between firm and customers

In an intensely competitive situation, the importance of maintaining sustainable relationships between companies and customers has been emphasized. Retaining customers is more significant than creating new ones. Long-term relationship orientation (LRO) consists of interactions over a long period of time and is perceived favorably by the buyer (Kelley and Thibaut, 1978); it generally comprises a long-term cooperative relationship between trading partners.

A one-time transaction between the seller and buyer, depending on factors such as mutual satisfaction, leads to repeated transactions, and evolves into a long-term relationship (Ganesan, 1994). LRO rests with the recognition of interdependence of outcomes in which both a vendor's and the joint outcomes are expected to benefit the vendor in the long run (Ganesan, 1994). LRO is based on the assumption that the relationship is stable, and it is considered with regards to the partner's attitude about future advantages the relationship can give (Ryu et al., 2007). Ganesan (1994) argued that a buyer in a positive emotional state will have a relationship with the supplier, expect a long-term relationship, and seek cooperation and enhancement in transactions. Barry et al. (2008) posited that the relationship improved when the buyer showed behaviors such as the intention of recommendation.

Building customers' LRO is therefore important for successful operations in an increasingly competitive market. The research on LRO has focused on the factors in LRO that determine a firm's survival and success. Claycomb et al. (2001) notes that customers are likely to make repeat purchases and show citizenship behavior, maintaining a long-term relationship when they recognize trust that comes from a positive corporate image. According to Kalwani and Narayandas (1995), it is a smart strategy for corporations to maintain a long-term relationship with a few selected customers without sacrificing profitability; at the same time, it is an essential factor to prevail over rivals in a competitive market.

Meanwhile, from the customer standpoint, LRO can be defined as a repurchase intention based on prior purchase. It is a way to maintain an exchange relationship (Wang, 2004). LRO could also be an intention of

customers' purchasing a service or product while maintaining a long-term relationship with a company (Barry et al., 2008). When applied to customer behavior, LRO could be explained as follows. A customer strives to maximize satisfaction with the purchase through post evaluation and tends to reconfirm making a wise judgment on the purchase by recommending it. After that, as the customer continues to use the service or product, the relationship between company and customer could be extended, eventually forming a long-term relationship.

LRO includes continuance of relationship and interactivity, and especially, customer's attitude and behavioral intention such as repeated purchase, word of mouth, and intention to maintain sustainable relationship are included. This citizenship behavior is the notion beyond customer satisfaction, and can liable to change. LRO is the consequence factor of citizenship behavior in that LRO pursues the partner relationship continuously in the future. Proactive customers, who do citizenship behavior, consider the relationship with company to be important and try hard to maintain the relationship.

According to prior studies, Park et al. (2010) verified that a long-term relationship between firm and customers can be implemented through CCB in marketing. Economic, charity, and environmental CSR activities had a positive effect on both corporate image and LRO in a foodservice context (Jeon and Yoo, 2015). CSR places a positive corporate image in customers' minds, and makes customers behave voluntarily. This leads to the following hypotheses.

**H3.** Customer citizenship behavior (CCB) influences the LRO between firm and customers.

**H3a.** Making recommendations positively influences the LRO between firm and customers.

**H3b.** Helping other customers positively influences the LRO between firm and customers.

**H3c.** Providing feedback positively influences the LRO between firm and customers.

Fig. 1 depicts the research model.

### 3. Methodology

#### 3.1. Measures

The survey measurement instrument was based on a review of the CSR literature, corporate image (CI), customer citizenship behavior (CCB), and long-term relationship orientation (LRO).

CSR. As in previous studies (e.g. Kim et al., 2017), Carroll's (1979) 16-item scale was used to measure subordinates' socially corporate

responsibility. Economic, legal, and philanthropic dimensions were assessed using four items. The "ethical" dimension was measured using three items. The variable causing multi-collinearity with other constructs was deleted. The reliability of these 16 items was very good, with a Cronbach's  $\alpha$  of 0.97 for "economic," 0.89 for "legal," 0.92 for "ethical," and 0.94 for "philanthropic." *Corporate image (CI)*. Perceived corporate image was assessed with a 6-item scale which was modified from the study by Chowdhury et al. (1998). Sample items included "As a company in the public sector, I think the foodservice company is a fair company," "I have good impressions about the foodservice company," and "In my opinion, the foodservice company has a good image in the minds of consumers." The reliability of these six items was also very good with a Cronbach's  $\alpha$  of 0.93. *Customer citizenship behavior (CCB)*. To measure the customers' perception of citizenship behavior, CCB was captured using a 12-item scale developed by Groth (2005). Sample items included three sub-dimensions: making recommendations (e.g., I will recommend the business to people interested in the business' products/services.), helping other customers (e.g., I will assist other customers in finding products), and providing feedback (e.g., I will provide information when surveyed by the business.). Each sub construct was assessed using four items. The reliability of these 12 items was very good with a Cronbach's  $\alpha$  of 0.96 for "making recommendations," 0.93 for "helping other customers," and 0.91 for "providing feedback". *Long-term relationship orientation (LRO)*. To assess the customers' intention for maintaining relationship continuously with company, the 3-item scale developed by Ganesan (1994) was adopted. Examples read "I will purchase the product of the applicable company," and "I will continue to buy the corporate product currently purchased even if I used to buy product of other companies." The reliability of these three items was quite good with a Cronbach's  $\alpha$  of 0.93. Research questionnaire items were measured with a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) and the demographic items were assessed along a nominal scale.

#### 3.2. Sample and analysis

The target population for this study was customers of food service companies in South Korea. To select the subjects, convenience sampling was used. A pilot test was done on college students enrolled in a researcher's class on marketing research methods. After the meaning and level of comprehension of measures were reviewed, they were modified and used for the main survey. The students were trained for the purpose of the study and surveying protocol as a part of the class. They were asked to give a self-administered survey to their families and relatives while home on national holidays. To ensure the representativeness of

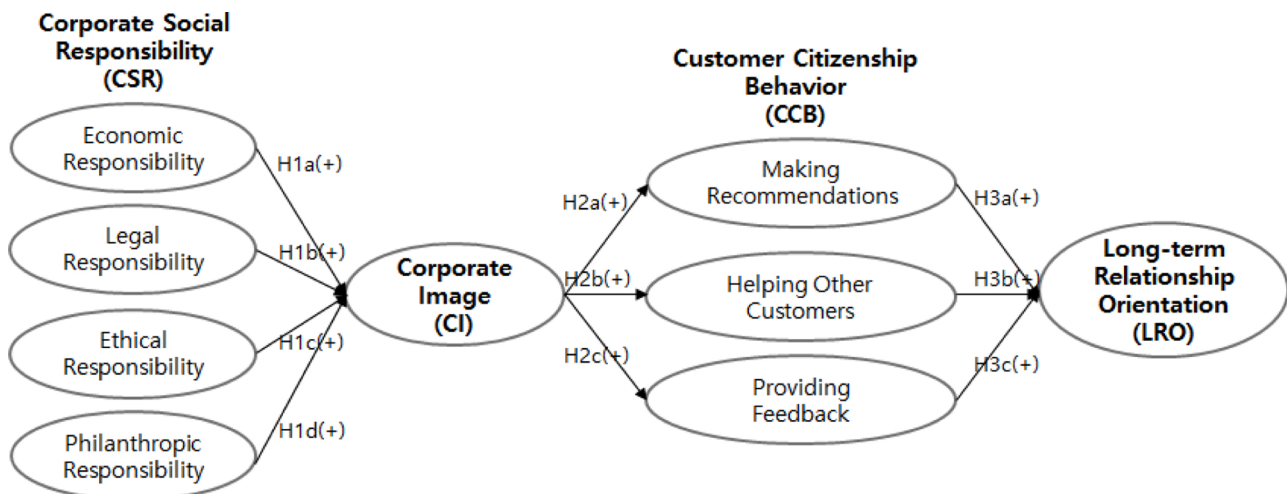


Fig. 1. Hypothesized Model.

**Table 1**  
Demographic Characteristics of Respondents.

	Total (N = 568)	
	N	Percentage (%)
<b>Gender</b>		
Male	290	51.1
Female	278	48.9
<b>Marital Status</b>		
Married	372	65.5
Not married	196	34.5
<b>Age</b>		
20 years or younger	23	4
21 – 30 years	294	51.8
31 – 40 years	115	20.2
41 – 50 years	78	13.7
51 years or older	58	10.2
<b>Occupation</b>		
Students	260	45.8
Office workers	113	19.9
Sales & Service	59	10.4
Professionals	47	8.3
Self-employed	46	8.1
<b>Annual Income</b>		
\$10,000 or less	60	10.6
\$10,001 ~ \$20,000	21	3.7
\$20,001 ~ \$30,000	95	16.7
\$30,001 ~ \$40,000	139	24.5
\$40,001 ~ \$50,000	129	22.7
\$50,000 or more	124	21.8

samples, respondents who perceived CSR activities were selected through the question whether or not people perceive CSR activities of the food service company. The study secured a sample of 568 usable questionnaires out of the 650 questionnaires, an 87.4 % response rate.

For the analysis of the collected data, the two-step procedure of structural equation modeling (SEM), measurement model analysis and structural model analysis (Anderson and Gerbing, 1988), was used. The measurement model was first assessed: confirmative factor analysis was conducted to assess the discriminant/convergent validity and composite reliability of constructs. In the next step, the hypothesized theoretical model was assessed and parameters were estimated. LISREL (Version 8.30) was used to perform the structural analysis and maximum likelihood was employed to estimate the parameters based on the assumption of multivariate normality of data (Bollen, 1989).

3.3. Research subjects

The demographic information of survey respondents is presented in Table 1. Among the 568 subjects, 51.1 % were male and 48.9 % were female. In terms of marital status, 65.5 % were married and 34.5 % were single. The age distribution included 21–30 years (51.8 %) as the largest sector followed by the 31–40 years (20.2 %) group. Students (45.8 %) were the largest occupational group, followed by office workers (19.9 %), and sales and service (10.4 %) personnel. With regard to annual pre-tax income, the largest percentage earned \$30,001 – \$40,000 (24.5 %), followed by \$40,001 – \$50,000 (22.7 %), and more than \$50,000 (21.8 %).

4. Results

Confirmatory factor analysis was performed first. While all measurement items showed significant loadings, the initial measurement model yielded a significant goodness of fit to the data,  $\chi^2 = 1565.19$ ,  $df = 568$ ,  $RMSEA = 0.056$ ,  $NFI = 0.99$ ,  $GFI = 0.87$ , and  $CFI = 0.99$ . All measurement items showed statistical significance at the 0.001 level. Assessments were also conducted to ensure convergent and discriminant validity. The average variance extracted (AVE) and composite reliabilities (CR) were examined for convergent validity. Table 2

**Table 2**  
Properties of the Measurement Model (N = 568).

Constructs and Indicators	Standardized Factor Loading	t-value	Cronbach's $\alpha$	CR	AVE
<b>Economic Responsibility</b>			.97	.89	.67
CSR_ECOR1	.87	–			
CSR_ECOR2	.91	29.42			
CSR_ECOR3	.74	21.12			
CSR_ECOR4	.73	20.66			
<b>Legal Responsibility</b>			.89	.94	.79
CSR_LGR1	.86	–			
CSR_LGR2	.89	29.19			
CSR_LGR3	.89	29.28			
CSR_LGR4	.92	30.91			
<b>Ethical Responsibility</b>			.92	.91	.77
CSR_ETHR1	.82	–			
CSR_ETHR2	.91	27.11			
CSR_ETHR3	.90	27.00			
<b>Philanthropic Responsibility</b>			.94	.94	.80
CSR_PHLR1	.89	–			
CSR_PHLR2	.89	31.41			
CSR_PHLR3	.90	31.71			
CSR_PHLR4	.90	32.21			
<b>Corporate Image</b>			.93	.92	.65
CRPIMG1	.82	–			
CRPIMG2	.79	21.81			
CRPIMG3	.86	25.05			
CRPIMG4	.79	22.08			
CRPIMG5	.86	24.80			
CRPIMG6	.72	19.22			
<b>Making Recommendations</b>			.96	.97	.89
RCOMM1	.95	–			
RCOMM2	.95	48.88			
RCOMM3	.96	51.56			
RCOMM4	.92	43.30			
<b>Helping Other Customers</b>			.93	.95	.83
HOC1	.92	–			
HOC2	.96	41.57			
HOC3	.89	34.42			
HOC4	.87	32.29			
<b>Providing Feedback</b>			.91	.95	.83
PRFB1	.93	–			
PRFB2	.92	40.50			
PRFB3	.95	45.03			
PRFB4	.84	30.65			
<b>Long-term Relationship Orientation</b>			.93	.93	.82
LTRO1	.87	–			
LTRO2	.91	30.56			
LTRO3	.93	31.91			

indicates that the composite reliability (CR) of each measurement scale exceeded the minimum requirement of 0.70, indicating its internal consistency and unidimensionality to corresponding construct (Hair, Black et al., 2006). The average variance extracted (AVE) ranged from 0.67 to 0.89, exceeding the minimum requirement of 0.50. These findings demonstrated that all constructs exhibited acceptable convergent validity.

After identifying a well-fitting measurement model, the relationships between variables in the proposed model were tested using structural equation modeling. The results of maximum likelihood estimation provided an adequate fit to the data ( $\chi^2 = 1917.54$ ;  $df = 608$ ;  $RMSEA = .064$ ;  $NFI = .99$ ;  $GFI = .86$ ;  $CFI = .99$ ). Hypothesis 1 (H1a, H1b, H1c, H1d) stated that corporate social responsibility activities have a positive influence on corporate image. Hypothesis 2 (H2a, H2b, H2c) supported that corporate image positively influences all three dimensions of customers' citizenship behaviors. Hypothesis 3 (H3a, H3b) stated that two sub-dimensions of customer citizenship behavior have a positive influence on their long-term relationship orientation. H3c was not significant with a slight difference at the 0.05 level, but it was supported at the 0.1 level. Thus, providing feedback can have a

**Table 3**  
Results of the Proposed Model.

Hypothesized Path	Standardized Coefficient	T-value	Hypotheses Testing
H1a: Economic Responsibility → Corporate Image	0.49	7.83*	Supported
H1b: Legal Responsibility → Corporate Image	0.13	2.10	Supported
H1c: Ethical Responsibility → Corporate Image	0.21	3.16*	Supported
H1d: Philanthropic Responsibility → Corporate Image	0.09	2.08*	Supported
H2a: Corporate Image → Making Recommendations	0.86	23.48**	Supported
H2b: Corporate Image → Helping Other Customers	0.71	17.68**	Supported
H2c: Corporate Image → Providing Feedback	0.68	17.01**	Supported
H3a: Making Recommendations → Long-term Relationship Orientation	0.70	15.86**	Supported
H3b: Helping Other Customers → Long-term Relationship Orientation	0.15	4.10*	Supported
H3c: Providing Feedback → Long-term Relationship Orientation	0.01	0.38	Not Supported

positive effect on long-term relationship orientation depending on pre-specified value. Results of the proposed model test are provided in Table 3.

## 5. Discussion

### 5.1. Summary and implications

This study investigates the way in which CSR affects LRO with customers for a corporate competitive advantage. This study provides the framework to explain how four dimensions of CSR influence a foodservice company's image, the citizenship behavior of its customers, and its customers' intention to form a long-term relationship with the company. This framework will help other researchers in the foodservice industry to understand customers' behavior based on their perceptions of multidimensional CSR activities, CI, and CCB.

The results showed compelling evidence customers' perception of CSR could foster orientation for a long-term relationship with the company. All of the CSR subconstructs have a positive effect on CI. These results are consistent with the commonly accepted notion (Park et al., 2014; Yoon et al., 2006) that CSR positively influences corporate image. It can account for all responsibilities that consumers see as significant and meaningful. In this research, economic, ethical, legal, and philanthropic responsibility, in that order, affected CI. It means that the more a company is perceived to be engaged in activities such as setting a fair pricing policy and creating jobs, the higher its perceived CI. In addition, firms' voluntary activities in support of environmental sustainability and civil rights create favorable sentiment and a good image. Moreover, customers tend to have a positive image of a company that complies with laws and regulations. Lastly, a company needs to meet the customers' expectation that it is a good member of society by participating in or contributing to human welfare. The results suggest that to strengthen the CI of customers, companies should pay more attention to the economic and ethical dimension of CSR.

As expected, customers' perceived image of corporations has a positive influence on CCB, which consists of three subconstructs: making recommendations, helping other customers, and providing feedback to corporations. CCB positively influences LRO between the customer and the corporation. However, unlike making recommendations and helping other customers, the positive relationship between providing feedback and LRO has not been proven. There are hierarchical differences of CCB and providing feedback. Providing feedback is not as influential as making product/service recommendations and helping other customers choose services or products. We believe that this is because among the three, providing feedback is the most neutral in that customers can express both negative and positive opinions of products and services. Feedback can be arbitrary, so its intention is difficult to gauge.

This study has the following theoretical implications. The first is that in spite of theoretical and empirical support for the relationship of CSR performance and customer behavior in various service areas, few

studies have empirically investigated the effects of CSR on CCB and customers' long-term orientation in relationship to foodservice. This research is different from previous CSR studies in terms of the exploration of the relationship between CSR activities and CCB to investigate customers' intention to sustain long-term relationships with the company. This study shows that a company's CSR activities affect loyal citizenship behavior of customers through brand images, which also affect the formation of long-term relationships between companies and customers. Through the analysis of the formation of customers' LRO, CSR and CCB were found to be crucial to a sustainable relationship. This research can therefore be a starting point in studying the connection between CSR and CCB in customers' LRO.

In addition, the subconstructs of CSR and CCB were derived from previous studies, and these multidimensional subconstructs were analyzed. Many researchers have suggested that multidimensional measurement was appropriate for measuring the construct, in that a single dimensional measurement is insufficient (Gallarza and Saura, 2006; Sweeney and Soutar, 2001). So, it was possible to analyze factors that affect CCB and CI. Through the derivation and verification of subfactors of CSR and CCB, it helps to understand the CSR's and CCB's sub-dimensions that affect customers' perception and behaviors. In particular, a company's economic and ethical responsibilities have a major impact on its image. That image has the greatest influence on making a recommendation, and a recommendation has the greatest effect on the formation of long-term relationships. Based on these results, future studies should focus on the economic and ethical aspects of CSR and on making CCB recommendations.

The managerial and industrial implications are as follows. Foodservice companies should attempt to improve their CI, as image had an indirect influence on CCB and LRO. CSR activities had a positive effect on CI, and in the descending order, economic, ethnic, legal, and philanthropic responsibilities had a positive effect on CI. Based on this finding, operators can focus on economic responsibility to increase CI and encourage customers' LRO.

Economic CSR activities generate profit through the provision of desirable products and services. Customers want quality products and services at a reasonable price. Companies can fulfill economic CSR activities by providing products and services beyond customers' expectations in line with their needs. A firm's economic activities are likely to disregard the environment or human rights. Economic CSR should therefore be promoted not only as a marketing strategy for profit making but also as a desirable solution to the societal and environmental problems facing a business. The foodservice industry has been conducting green marketing in terms of the ethical CSR to prevent environmental pollution, including the use of pulp packaging. Companies that manufacture food should avoid or minimize the use of artificial additives.

In terms of legal CSR, foodservice companies should comply with food hygiene and product safety policies, and disclose the ingredients of foods. Ethical and legal CSR activities have become more critical than ever, especially in a competitive environment that values strong

relationships with customers. In order to fulfill philanthropic responsibility, companies have continued to make donations or sponsor charitable events in addition to offering their employees better benefits. Companies are now required to participate more in their communities and to return profits to society. All CSR activities have to be aligned with the public, societal, human, and environmental expectations of the business environment.

The findings of this research can be used by operators to encourage CCB, which is beneficial to companies. As a tactic, maintaining positive relationship with customers can help a company. It is imperative for companies to practice a relationship strategy to win CCB, especially increasing customers' tendency to be their advocates. Companies want positive interactions and citizenship behavior among customers to enhance CCB. A company can create an informal community to facilitate communication among customers. Introducing specialized programs to increase customer social identity with other customers can help to establish a citizenship-oriented culture. Moreover, if customers are rewarded for their efforts with a gift or discount coupon, they might acquire a psychological propensity to support the company. As a result, customers will become more loyal to and knowledgeable about the company. These strategies can strengthen CCB and eventually improve customers' LRO with company.

## 5.2. Limitations and future research

Our research has several limitations that have the potential for future research. Our survey was conducted in South Korea, so it has a lack of representativeness and is vulnerable to self-selection bias. To compensate for these shortcomings and to make the findings more generalizable, the survey should be conducted in several countries. Furthermore, this study set limited antecedent factors for CCB to have a long-term relationship with customers. CI is a standalone construct, so for comprehensive research in the foodservice context, future research should consider various cognitive and attitudinal antecedents of CCB, such as brand or corporate awareness, and satisfaction or trust. Finally, this study did not consider differences based on customers' cognition of CSR activities. A metric approach could be useful for determining customers' perception of a foodservice firm's socially responsible activities. In addition to this, the factors that affect the cognition of customers, such as the corporate scale and type of subdivided industry in the foodservice industry, should be considered. This kind of research is would generate more meaningful suggestions and greater understanding.

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