

The Effects of the Perceived Motivation Type toward Corporate Social Responsibility Activities on Customer Loyalty

企业社会责任活动的认知认知动机类型对顾客忠诚度的影响

Kyungjin Kim¹⁾, Jongchul Park²⁾*

Abstract

Corporate social responsibility (CSR) activities have been shown to be potential factors that can improve corporate image and increase the ability of corporations to compete. However, most previous studies related to CSR activities investigated how these activities influence product and corporate evaluation, as well as corporate image. In addition, some researchers treated consumers' perceptions of corporate motives as moderator variables in evaluating the relationship between corporate social responsibilities and consumer response. However, motive-based theories have some weaknesses. Corporate social responsibility activities cause two motives (egoistic vs. altruistic) for consumers, but recently, Vlachos et al. (2008) argued that these motives should be segmented. Thus, it is possible to transform the original theory into a modified theory model (persuasion knowledge model, PKM). Vlachos et al. (2008) segmented corporate social responsibility motives into four types and compared the effects of these motives on customer loyalty. Prior studies have proved that CSR activities with positive motives have positive influences on customer loyalty. However, the psychological reasons underlying this finding have not been determined empirically. Thus, the objectives of this research are twofold. First, we attempt to determine why most customers favor companies that they feel have positive motives for their corporate social responsibility activities. Second, we attempt to measure the effects of consumers' reciprocity when society benefits from corporate social responsibility activities.

The following research hypotheses are constructed. H1: Values-driven motives for corporate social responsibility activities have a positive influence on the perceived reciprocity. H2: Stakeholder-driven motives for corporate social responsibility activities have a negative influence on the perceived reciprocity. H3: Egoistic-driven motives for corporate social responsibility activities have a negative influence on perceived reciprocity. H4: Strategic-driven motives for corporate

social responsibility activities have a negative influence on perceived reciprocity. H5: Perceived reciprocity for corporate social responsibility activities has a positive influence on consumer loyalty. A single company is selected as a research subject to understand how the motives behind corporate social responsibility influence consumers' perceived reciprocity and customer loyalty. A total sample of 200 respondents was selected for a pilot test. In addition, to ensure a consistent response, we ensured that the respondents were older than 20 years of age. The surveys of 172 respondents (males-82, females-90) were analyzed after 28 invalid questionnaires were excluded.

Based on our cutoff criteria, the model fit the data reasonably well. Values-driven motives for corporate social responsibility activities had a positive effect on perceived reciprocity ($t = 6.75, p < .001$), supporting H1. Morales (2005) also found that consumers appreciate a company's social responsibility efforts and the benefits provided by these efforts to society. Stakeholder-driven motives for corporate social responsibility activities did not affect perceived reciprocity ($t = -.049, p > .05$). Thus, H2 was rejected. Egoistic-driven motives ($t = -3.11, p < .05$) and strategic-driven ($t = -4.65, p < .05$) motives had a negative influence on perceived reciprocity, supporting H3 and H4, respectively. Furthermore, perceived reciprocity had a positive influence on consumer loyalty ($t = 4.24, p < .05$), supporting H5. Thus, compared with the general public, undergraduate students appear to be more influenced by egoistic-driven motives.

We draw the following conclusions from our research findings. First, value-driven attributions have a positive influence on perceived reciprocity. However, stakeholder-driven attributions have no significant effects on perceived reciprocity. Moreover, both egoistic-driven attributions and strategic-driven attributions have a negative influence on perceived reciprocity. Second, when corporate social responsibility activities align with consumers' reciprocity, the efforts directed towards social responsibility activities have a positive influence on customer loyalty. In this study, we examine whether the type of motivation affects consumer responses to CSR, and in particular, we evaluate how CSR motives can influence a key internal factor (perceived reciprocity) and behavioral consumer outcome (customer loyalty). We demonstrate that perceived reciprocity plays a mediating role in the relationship between CSR motivation and customer loyalty. Our study extends the

1) Research Fellow (Ph.D.), Center for Marketing Research, Korea University Business School Anam-Dong, Seongbuk-Gu, Seoul 136-701, Korea Tel. +82 16 292 7493; E-mail: jinnigo@hanmail.net

2)*Corresponding Author: Assistant Professor, Division of Business, Chosun University, 375 Seosuk-dong, E-mail: pjc4887@chosun.ac.kr

research on consumer CSR-inferred motivations, positing them as a direct indicator of consumer responses. Furthermore, we convincingly identify perceived reciprocity as a sub-process mediating the effect of CSR attributions on customer loyalty. Future research investigating the ultimate behavior and financial impact of CSR should consider that the impacts of CSR also stem from perceived reciprocity. The results of this study also have important managerial implications. First, the central role that reciprocity plays indicates that managers should routinely measure how much their socially responsible actions create perceived reciprocity. Second, understanding how consumers' perceptions of CSR corporate motives relate to perceived reciprocity and customer loyalty can help managers to monitor and enhance these consumer outcomes through marketing initiatives and management of CSR-induced attribution processes. The results of this study will help corporations to understand the relative importance of the four different motivations types in influencing perceived reciprocity.

Keywords: Perceived motivation type, Corporate social responsibility, Perceived reciprocity, Customer loyalty,

摘要

企业社会责任活动已被认为是提高企业形象和企业竞争力的一个潜在因素。然而, 先前大部分关于企业社会责任活动的研究是主要针对的是这些活动如何影响影响对产品, 企业以及企业形象的评价的评价。另外, 一些学者将消费者对企业动机的感知作为企业社会责任和消费者反应之间直接关系中的调解变量。然而, 动机理论和相关的研究存在一些缺点。对消费者, 企业社会责任活动只有两个动机, 但最近, Vlachos等人(2008)认为这些动机应该细分。因此, 它有可能从原有理论发展为修正理论模型(说服, 个人知识管理(PKM)。Vlachos等人(2008)将企业社会责任动机细分为四种类型, 并尝试发现这些动机在影响顾客程度方面的作用以及不同。以前的研究已经证明具有积极动机会对的社会责任活动会有积极的影响。但并没有实证地解释其心理原因。因此本研究的目的是双重的。第一, 本研究试图发现顾客为什么会在他们感受到企业社会活动的积极动机的情况下表达他们的感激。第二, 本研究试图测试当社会从企业社会责任活动中获得利益时与消费者的回报的效果。

以下是本研究的假设: H1: 企业社会责任活动的价值驱动的动机积极影响认知的对等对于互惠的期待。H2: 企业社会责任活动的参股者驱动的动机消极影响于互惠的期待认知的对等。H3: 企业社会责任活动的利己驱动的动机消极影响于互惠的期待认知的对等。H4: 企业社会责任活动的战略驱动的动机消极影响对于互惠的期待认知的对等。H5: 对企业社会责任活动的互惠的期待认知的对等积极影响消费者忠诚度。

我们选择了一个公司作为研究对象来理解企业社会责任活动的动机是如何影响消费者于互惠的期待认知的对等和顾客忠诚度。总样本为100名受访者被选为试验测试。此外, 为了获得一致的回复, 我们保证所有的受访者都超过20岁。本调查中, 在排除了28份无效问卷以后, 总受访者是172名(82名男性, 90名女性)。

基于截至标准, 数据和模型的适配度良好。在观察结果以后, 企业社会责任活动的价值驱动的动机对于互惠的期待认知的对等有积极的影响($t=6.75, p<.001$), 假设1被证明。Morales (2005)

也指出消费者的确感激企业对社会所做出的努力以及对社会所给予的利益。而且企业社会责任活动的参股者驱动的动机对于互惠的期待认知的对等没有影响($t = -.049, p > .05$)。因此, 假设2被拒绝。我们可以用符合论来解释这个结果。利己驱动动机($t = -3.11, p < .05$)和战略驱动的动机($t = -4.65, p < .05$)对认知的对等有消极影响。因此H3和H4被证明。而且认知的对等积极影响消费者的忠诚度($t = 4.24, p < .05$), H5被证明。从结果中看, 与大众群体相比, 大学生更容易受利己驱动动机的影响。

以下是本研究的结论: 首先, 数据分析结果显示价值驱动的动机积极影响于互惠的期待认知的对等。但是参股者驱动的动机对互惠的期待认知的对等没有显著影响。另外, 利己驱动的动机和战略驱动的动机消极影响互惠的期待认知的对等。第二, 当企业社会责任活动与消费者的回报关联时, 社会责任活动积极影响顾客忠诚度。本研究测试了动机的种类是否影响消费者对企业社会责任的反应, 尤其是企业社会责任如何能影响关键的内在因素(认知的对等)和消费者行为的结果(顾客忠诚度)。而且, 本研究阐述了认知对等在企业社会责任动机和顾客忠诚度的关系中起到媒介的作用。我们的研究扩展了有关消费者企业社会责任动机方面的研究, 将他们定位为消费者反应的一个直接指标。另外一个贡献是, 我们成功地鉴定了认知的对等作为一个次级过程在归因于顾客忠诚度的企业社会责任的影响中的中介作用。今后在研究企业社会责任的最终行为和财务影响时应该考虑源于互惠的期待认知对等的影响。本研究的结果具有重要的管理意义。第一, 本研究发现的对等的中心作用表明经理人应该经常考虑这些行为将创造出多少的互惠的期待认知对等。第二, 理解消费者对企业社会责任的动机, 的认知是如何与互惠的期待认知对等和顾客忠诚度相关, 可以帮助经理人通过营销活动和管理企业社会责任感应归因过程来监控和提高这些消费者的结果。本研究的结果将帮助企业去理解影响互惠的期待认知对等的四个不同的动机的相对重要性。

关键词: 认知动机类型, 企业社会责任, 互惠的期待认知对等, 顾客忠诚度, 动机

1. Introduction

Corporate social responsibility activities have been shown as the potential factors to improve corporate image and increase corporate competition ability (Brown and Dacin, 1997; Forehand and Crier, 2003). However, most of previous studies related to corporate social responsibility activities were subjected to how these activities influence the evaluation of products and corporate, as well as corporate images. In addition, some researchers treated consumers' perceptions of corporate motives as moderator variables in the direct relationship between corporate social responsibilities and consumer response (e.g. Menon and Kahn, 2003; Mohr and Webb, 2005; Forehand and Grier, 2003; Becher-Olsen and Hill, 2006).

According to O'Keefe and Partners (2001), the enterprises' practices on the social responsibility activity is derived from the initial motivation to give a positive contribution to their environment, as a part of the society. Nevertheless, some researchers have reported that most of companies' motivation

to carry out social practices is to improve their corporate image in the society (Forehand and Grier, 2003; Dean, 2004; Becker-Olsen and Hill, 2006). Therefore, the companies' motivations can be presented as two key motivations (self-centered motives vs. other-centered motives). Moreover, consistent with Forehand and Grier (2003), these motives are referred to public-serving motive and firm-serving motive, and social contribution motive and profit motive in Becker-Olsen and Hill's study (2006).

In detail, some studies indicated that social responsibility activities driven from self-centered motives and other-centered motives are divided into several factors (Drumwright, 1996; Forehand and Grier, 2003; Barone et al., 2000; Rifon et al., 2004; Becker-Olsen and Hill, 2006). For example, Rifon et al. (2004) mentioned that if the social responsibility has a high level of fitness to public and is motivated by other-centered motives, it can positively influence the trust and corporate image. However, attribution theory believed that if the corporate characteristics align with social responsibility activities, more people believe that the company's practice is motivated by self-centered motives. Meanwhile, Forehand and Grier (2003) mentioned that rather than high level of fitness, consumers will generate negative corporate image based on self-centered motives. In addition, corporate has already declared their ethical management decision for future contribution to society before consumers judge the motives of its corporate social responsibility activities. Thus, the management needs to find an appropriate strategic direction to tackle with this issue.

However, motives theory and related researches showed some weaknesses. Corporate social responsibility activities have only two motives for consumers, but recently Vlachos et al. (2008) believes that the motives should be segmented. Thus, it is possible to develop the original theory into a modified theory model (persuasion knowledge model, PKM). According to this model, consumers' attitudes on persuaders' motives, persuasion strategies and technologies are based on the persuasion situation and their knowledge. If the persuasion knowledge is useful for consumers when persuaders do their actions, consumers can have consciousness about their action and intention. Otherwise, the persuasion action will damage its reality (Friestad and Wright, 1994, 1995). Therefore, they have to persuade consumers based on the knowledge about the company's social responsibility activities, strategic intention, or value-centered motives.

Vlachos et al. (2008) segmented the corporate social responsibility motive into four types and tried to find out the effects and differences of these motives in influencing customer loyalty. The prior researches have proved that social responsibility activities with positive motives have positive influences. But the psychological reason has not been explained empirically. Thus, the objectives of this research are twofold. First, this study tries to find out the reason why customers will show their gratefulness to the company in a condition they feel positive motives about the corporate social responsibility activities. Second, the research also try to

measure consumers' reciprocity' effect when the society gets a benefits from the corporate social responsibility activities.

II. Background and Literature Review

2.1. Motives of Corporate Social Responsibility Activities

According to the existing researches, motives of social responsibility activities will create either positive or negative customers' attitudes, and will also influence their attitudes about their products and companies (Barone et al., 2000; Becker-Olsen, 2005; Brown and Dacin, 1997; Dean, 2002, 2004; Murray and Vogel, 1997; Yoon et al., 2006). In addition, consumers' attitude toward company's social responsibility activities is based on attribution theory from psychology science. To demonstrate how attribution theory explains other-centered motives (Kelly, 1973; Kelly and Michela, 1980), Heider (1958) mentioned that others-centered behavior is influenced by both internal and external factors (environmental factors). According to this theory, consumers have several perceptions about the companies' motive, whether it is driven by the internal factors (i.e. purely to create a better society to show the company's social responsibility) or external factors (i.e. improve corporate image to promote and sale products) (Lee, 2007; Park and Park, 2005; Kim, 2006).

Some existing studies have investigated how consumers think about motives of corporate social responsibility activities and how these motives affect consumers' attitude toward the companies (Becker-Olsen and Hill, 2006; Brown and Dacin, 1997; Dean, 2004; Yoon et al., 2006). They separated the motives into several factors, such as self-centered motives and other-centered motives.

Corporate social responsibility activities can influence consumers reaction about corporate characteristics, such as business skills (Brown and Dacin, 1997), corporate reputation (Dean, 2004), corporate public strategy (Drumwright, 1996), and public effort (Ellen, Mohr and Webb, 2000). Thus, if corporate ability and related skills can significantly influence company evaluation and product evaluation, social responsibility activities can also influence company and product evaluation (Brown and Dacin, 1997). There are some differences about corporate evaluation of Dean's (2004) study compare with others, for instance, the conscience organizations (not the companies without social responsibility) that force their consumers to have positive responses, tends to increase investment in new products. As a result, it will reduce the perception about their social responsibility activities.

There are several customer characteristics influencing the effect of motives of corporate social responsibility activities, for example, consumers' effect to elaborate (Menon and Hahn, 2003), consumers' interest (Sen and Bhattacharya, 2001), the importance of public perception (Mohr and Webb, 2005), consumers group characteristics (Webb and Mohr, 1998),

consumers' motive type (Forehand and Crier, 2003) and so on. Menon and Kahn (2003) argued that compare with sponsor ads, advocacy ads has more social issues and message to elaborate consumers' perception. In order to purchase sponsor's products, consumers pay more attention on sponsor ad because of their internal motives. Specifically, the fine artist under that circumstance and the social responsibility of the sponsor brand and the public when you match up with are more favorable, but they have lower effects to elaborate with the certain circumstance, the sponsor brand and the public characteristics such as sex. Regardless, the difference of this social responsibility was not evaluated. In addition, corporate social responsibility activities, depending on the consumer's interest, will vary in respect to the effects of social responsibility activities. These facts will allow them to turn out this social issue to consumers and result more positive evaluation of the company (Sen and Bhattacharya, 2001). By performing corporate social responsibility activities well, the consumers are expected to trust the company and purchase more companies' product in the future (Mohr and Webb, 2005).

In addition, Webb and Mohr (1998) mentioned that consumers are divided into several groups for the company's social responsibility activities purpose. In respect to consumer reactions, according to the study, a group with elaborating effect does not trust the company's social responsibility activities, this group tend to meet the same social group. Moreover, the other two groups' practices (balancing, and social interest-oriented groups) showed a positive reaction. In addition, the analysis of customers' reaction toward the company's social responsibility activities is also important to be studied (Forehand and Grier, 2003). Forehand and Grier (2003) said the companies' motivation to serve public society and its own enterprise firm is depend on the reaction of consumers to evaluate the existing different companies. According to the study, the suitability of companies and certain public enterprises for the higher benefits will provide a reasonable action for customers' evaluation.

Finally, the company's social responsibility activities that affect the consumer's motivation in forming the public activities from a range of attributes (Ross et al., 1992), public attributes (Gurin 1987), the public side (Becker-Olsen and Hill 2006) are reasonable (1987). According to the study, the high visibility of social responsibility activities which focused on social and public activities are critical imbalance between public concern and the company's social responsibility activities. It is likely declined entirely and replaced the traditional act of charity activities. Recently, regression analysis conducted by Becker-Olsen and Hill (2006) showed, the positive effect of companies' activities on consumer reaction from the public's point of view. Interestingly, the self (reactive initiatives) public service activities of the enterprise have caused a lot of effort to elaborate them into the positive customer response. The company's public service motivation is likely to provide a clue to this reason. Indeed, the customers have been a reason for social responsibility activities, beliefs

and evaluations for companies, with the discovery of low purchase. As the result of this motive, customers' direct opposite and initiative (proactive initiatives) for their activities might require less effort because attribution or skepticism revealed in them does not happen.

2.2. Motives of Social Responsibility Activities and Reciprocal Perception

According to persuasion knowledge model, consumers have the knowledge of psychology. The knowledge includes demonstration of causes and beliefs. The possibility of this knowledge in influencing customer depends on the position in the environment and different type of persuasion. Especially, it is possible to demonstrate how consumers perceive the agent's behavior (Friestad and Wright, 1994, 1995). For example, if the consumers don't understand the motives of marketing, they may not feel conformity, because they don't have the knowledge to be persuaded by the actions. But consumers want to highly respond marketers' tactics when the marketing actions are late. In this research, consumers will have variety of beliefs or motives, especially for corporate social responsibility actions. The reason of organizations to persuade consumers via their own social activities are based on that the knowledge of the psychological mechanism (Park and Park, 2009; Koo, 2006).

In particular, when consumers believe the motive of corporate social responsibility activities is positive, it is possible for them to feel the reciprocity for the effort of social responsibility activities. Due to the interaction effort between them, they can get benefit or gratitude from others or can get the feeling of indebtedness (Morales, 2005). Normally, in social exchange theory, it is possible to achieve the social exchange relationship with customers constantly (Adams, 1965; Ekeh, 1974). Therefore, it is possible for consumers to feel the effort of corporate social responsibilities activities. Morales (2005) mentioned that reciprocity related relationship can make consumers feel the company's products or service have high quality. According to this, the effort to improve the quality of products makes consumers to feel appreciation or to feel reciprocity. In addition, based on this reciprocity consciousness and relationship, sellers will help consumers to increase time loose effort, store costs and consumers' convenience will be imbalance and may cause the unfairness concern. For this reason, to increase the convenience of consumers themselves, store will think about its benefits. Under this condition, consumers' purchase behavior will be given back because of the requital motives. Under this result, compare to benefit, emotional consumers will have positive reaction. If corporate social responsibility reaction can carry out the effort, consumers of the company will have faith in the company's ability or competence, because they can predict the social responsibility activities. However, if consumers should have knowledge about corporate social responsibility activities, their

strategic motives or self-centered motives may not be implicated.

2.2.1. Value Driven Motives

The definition of values-driven motive is the benevolence offer and related motives (Ellen et al., 2006). For example, in respect to social responsibility activities, consumers can feel sincerity or benevolence depending on motivation. If company use social responsibility activities to promote its own brand or reputation, this kind of social responsibility activity is truly irrelevant. The objective and the behavior of corporate social responsibility should be clear and sincere. Therefore, in corporate social responsibility activities, consumers can feel how sincere it is. Forehand and Grier (2003) mentioned that truth is not only all about companies' intentions but also how much the social responsibility activities can change the corporate images. It is true that when the motive of social responsibility activities is pure and the company can send information to consumers, then the activities can truly influence corporate image. For instance, when these consumers feel the motive of corporate social responsibility activities is pure, they will have better image about the company. Under the prior corporate social responsibility activities and reciprocity consciousness, the consumers can feel the pure motive of corporate social responsibility activities. Thus, this research hypothesized that consumers will give an appreciation to the effort of social responsibility activities and the social will get benefit from the activities.

H1: The values-driven motive of corporate social responsibility activities positively influences perceived reciprocity.

2.2.2. Stakeholder-driven motive

Stakeholder-driven motive is based on the pressure from stakeholders' mind and their social public support (Ellen et al., 2006). Therefore, when consumers have positive feeling about value-driven motive on reciprocity, they may feel negative about stakeholder-driven motive in conducting corporate social responsibility activities. The reason for this customer feeling is because consumers may have retribution about the corporate benefit related person. By applying the correspondence theory, the feeling derived from value-driven motives and other stakeholders' motives can not be felt by consumers, thus, the negative influence may be higher (Vlachos et al., 2008). In addition, when consumers feel stakeholder-driven motives, they will have a perception that the activities can bring benefit to the society, or they will not feel appreciation about the activities. Therefore, we proposed that stakeholders-driven motive negatively affect reciprocity.

H2: The stakeholders-driven motive of corporate social responsibility activities negatively influences perceived reciprocity.

2.2.3. Egoistic-driven Motive

Egoistic-driven motive relate to exploiting the cause rather

than helping it (Ellen et al., 2006). For example, pure non-profit social service organization is an organization that consumers believe that the intention of organizations would only embedded in social responsibility activities. In fact, according to Webb and Mohr's (1998) study, "why companies do corporate social responsibility activities?", half of the respondents answered that they should contribute to society, the other half answered that corporate social responsibility activities have two reasons. The first reason is that the companies intended to improve their corporate images, and the second reason is altruistic motive. In addition, Dean (2002) did the survey about Disabled Olympic sponsors to find out whether the motive of the sponsors is self-centered motive or other-centered motive and does the motives have influence on attitudes or not. According to the research, supporting Disabled Olympic Games predicts self-centered motive and altruistic motives. The altruistic motive has positive influence on respondents, but self-centered motive has negative attitude. If consumers know the motive is egoistic-driven, the customers will have negative perception; even reciprocity reason is also reported. Therefore, we hypothesized:

H3: The egoistic-driven motive of corporate social responsibility activities negatively influences perceived reciprocity.

2.2.4. Strategic-driven Motive

Strategic-driven motive is defined as a motive related to business goals. It includes the effort to build positive corporate impression, customer acquisition and customer retention (Ellen et al., 2006). In addition, company's social responsibility activities and related strategies are closely relevant to unethical behavior (Vlachos et al., 2008). The reason is because companies want to get benefit from unethical behavior but not strategic behavior. In other words, unethical behavior is closely related to self-centered beneficial motives. The ethics of corporate management is about the behavior or attitude right or wrong, and the standard to divide normative values, corporate actions and decisions. Due to this kind of ethical characteristics, consumers may have friendly attitude regarding corporate high ethical activities (Strahilevitz, 2003). According to these studies, the company's ethical behavior can not directly get benefit from consumers (e.g. the recruit method). Moreover, this action can not be used to improve the value of its products and consumers will have favorable attitude about the ethical management of a company. According to Folkes and Kamins (1999), unethical behavior may have an effect on product information related to consumer relationship. For instance, consumers may have negative attitude when company hires under-age employees. Based on company's revenue targets, it is hard to say that strategic-driven motive can influence business performance or not, but we hypothesizes that corporate social responsibility activities' strategic-driven motive has negative influence on perceived reciprocity based on consumers' pure motives.

H4: The strategic-driven motive of corporate social responsibility activities negatively influences perceived reciprocity.

2.3. The Influence of Perceived Reciprocity on Consumer Loyalty

Social community members can understand the company’s culture and principles based on its corporate social responsibility activities (Brwon and Dacin, 1997; Sen and Bhattacharaya, 2001). Based on existing researches, consumers can have positive attitudes about the companies when they do social responsibility activities (Barone et al., 2000; Dean, 2002; Forehand and Gier, 2003; Menon and Kahn, 2003; Mohr and Webb, 2005; Webb and Mohr, 1998; Yoon et al., 2006), furthermore, when they purchase the products, they prefer the products from the company with corporate social responsibility activities (Cone Communication Press Release, 2006). Thus, if corporate social responsibility activities can influence consumers’ reciprocity, then we predict that social responsibility activities can influence consumers’ loyalty. These predictable reasons are because consumers call the company which does social responsibility activities as a reputable company. Consumers expect this kind of companies have higher quality and better attitudes. Hence, they will give positive evaluation toward these companies. Staff’s social participation and community can also help consumers to build positive attitude on the companies (Hess et al., 2002).

In particular, reciprocity related to company efforts can present high quality of products or services (Morales, 2005). According to this fact, the effort to improve the quality might turn out the consumers to give an appreciation to the company. As a result, the company might get future benefits. Thus, we proposed that corporate social responsibility activities can influence consumers’ positive attitude.

H5: The perceived reciprocity for corporate social responsibility activities positively influences consumers’ loyalty.

III. Research Method and Data Analysis

3.1. Preliminary test to Present Motives Types

Because consumers have self-consciousness about the motive of social responsibility activities, undergraduate students, graduate students and normal people (2 teams of undergraduate students, 1 team of graduate students, and 2 teams of normal people) joined the FGI (focus group interview). For knowing the natural awareness and motives of corporate social responsibility activities, FGI divided the motives into five types: value-driven motive, stakeholder-driven motive, egoistic-driven motive, strategic-driven motive and society-driven motive. However, Vlachos et al. (2008) and Ellen et al. (2006) mentioned that expect society-driven motive, value-driven motive, stakeholder-driven motive, egoistic-driven motive, and strategic-driven motive are the motives for consumers.

3.2. Sampling and Data Collection

“A” company (name is anonymous due to privacy concern) is selected as a research subject to understand how corporate social responsibility’s motive influence consumers’ perceived reciprocity and customer loyalty. A total sample of 100 respondents was selected for pilot test. In addition, in order to gain consistent response, we ensured that the respondents are over than 20 years old. At the end of this survey, total respondents are 172 (male-82, female-90), after we excluded 28 invalid questionnaires.

3.3. Measures

First, before respondents answer the questions, we show them the articles about the corporate social responsibility activities from newspaper and ask them to read it carefully. The article is about “A” company which serve free education to the people who don’t know how to use computer (pictures about he computer education), and free meal to elderly people

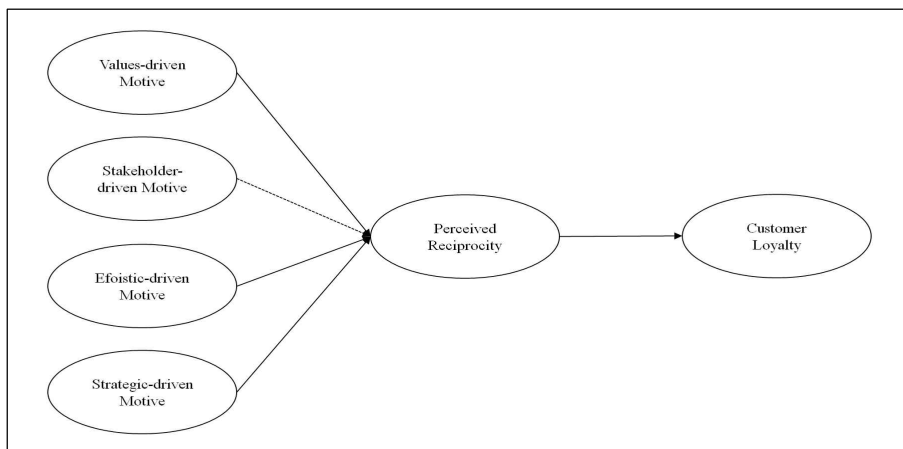


Fig. 1. Research Model

who are living alone (pictures about the free meal). In particular, these two types of social responsibility activities can remove the effect of corporate characteristics' fit to public interests. Regarding the existing researches, Drumwright (1996) argued that if the industry of such a company matches its corporate social responsibility activities, the positive influence can be predicted. Rifon et al. (2004) mentioned that if the fitness is high, based on the trust on the company, even other-centered motive can also has positive effect on corporate image. However, according to attribution theory, the alignment between corporate characteristics and social responsibility activities can present self-centered motive. For example, Forehand and Grier (2003) argued that in the condition where the fitness is high, consumers will have negative attitude about the company based on their self-centered motive. Therefore, excluding the effects of fitness, we presented two types of cases to understand the motives of corporate social responsibility activities.

Second, the motives of corporate social responsibility activities were divided into four types. The questionnaire items were adopted from the studies of Vlachos et al. (2008), Ellen et al. (2006) (12 items using 7-point Likert scale) (See Table 1). Reciprocity about A company's corporate social responsibility activities were measured by two questions: (1) 'their activities will contribute to our society' and (2) 'their activities will provide many benefit to our society' with 7-point Likert scale. Customer loyalty is measured by two questions: (1)

'recommend this company's products' and (2) 'repurchase this company's products'.

3.4. Reliability and Validity Test

Conbach's α is used to test the reliability of this research's instruments. If the value of Conbach's α is over 0.7 point, then the reliability is acceptable (Nunnally and Bernstein, 1994). We conducted exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) to test the validity. EFA uses the method of principle factor analysis with varimax method. When the factor loading is greater than 0.6, the construct validity is acceptable.

CFA is used to confirm the construct validity (Bagozzi and Yi, 1988). First, all the factor loading indices are over 0.55, and t value is less than .001, which means the convergent validity is met. Second, after testing composite reliability (CR) and average variance extracted (AVE), we can see that all CRs are exceed 0.70 and AVEs are over 0.50, indicating the discriminant validity is also confirmed (Fornell and Larcker, 1981).

The value of fit of the model is 191.62 (df = 104, p = .000), showing the significant result. While sample size is sensitive indicator, the fit indices values are as follow: GFI (.884), AGFI (.829), CFI (.953), and NFI (.910). Some of the indices are over 0.9, indicating the model is fit (fair fit; Marsh and Hau, 1996). Next, to test the validity of the scale

Table 1. The Results of Exploratory/Confirmatory Factor Analysis

Variables	Factor Loading	Measurement Scale
Values-driven ($\alpha=.750$) (AVE=.544) (CR=.713) p<.001	0.897	They feel morally obligated to help
	0.854	They have a long-terms interest in the community
	0.744	They trying to give back something to the community
Stakeholder-driven ($\alpha=.730$) (AVE=.523) (CR=.723) p<.001	0.907	They feel their customers expect it
	0.921	They feel society in general expects it
	0.784	They feel their stockholders expect it
Egoistic-driven ($\alpha=.718$) (AVE=.540) (CR=.701) p<.001	0.710	They are taking advantage of the nonprofit organization to help their own business
	0.876	They are taking advantage of the cause to help their own business
	0.656	They want to get publicity(good reputation)
Strategic-driven ($\alpha=.818$) (AVE=.520) (CR=.733) p<.001	0.952	They will get more customer by making this offer
	0.955	They will keep more customer by making this offer
	0.845	They hope to increase profits by making this offer
Reciprocity ($\alpha=.954$) (AVE=.505) (CR=.759) p<.001	0.962	I think that their CSR Activities will contribute to our society
	0.968	I think that their CSR Activities will provide many benefits to our society
Customer loyalty ($\alpha=.857$) (AVE=.528) (CR=.748) p<.001	0.906	I will recommend their products to the known people
	0.879	I will always repurchase their products

Table 2. Correlation Matrix

	Values-driven	Stakeholder-driven	Egoistic-driven	Strategic-driven	Reciprocity	Customer loyalty
Values-driven	1.00					
Stakeholder-driven	-0.219	1.00				
Egoistic-driven	-0.055	0.103	1.00			
Strategic-driven	-0.125	-0.125	0.338	1.00		
Reciprocity	0.523	-0.290	-0.350	-0.480	1.00	
Customer loyalty	0.175	-0.097	-0.117	-0.161	0.355	1.00

(discriminant validity), the following steps were followed. First, we checked the correlation between constructs less than 1 to prove the validity. Kline (1998) said if the correlations among constructs are less than 0.85 after factor analysis, it indicates the acceptable validity. Then we checked the correlation among the 6 variables, the result θ ($\theta \pm 2SE$) included in 1 suggests the results are good. To conduct the discriminant validity we also test the differences between measurement model and unconstrained model, if $\Delta\chi^2$ is at a significant level also means the discriminant validity is met. Therefore, the discriminant validity of our model is acceptable.

3.5. Hypotheses Test

3.5.1. Fit of the Conceptual Model

Lisrel 8.3 was used to test the conceptual model. After analysis, the value of χ^2 is 204.78 (df=108, $p < .001$). And the fit indices are as follows: GFI = .877, AGFI = .825, NFI = .904, NNFI = .936, RMR = .071, RMSEA = .057. Based on the cutoff criteria, the model fits the data reasonably well.

3.5.2. Test the Hypotheses

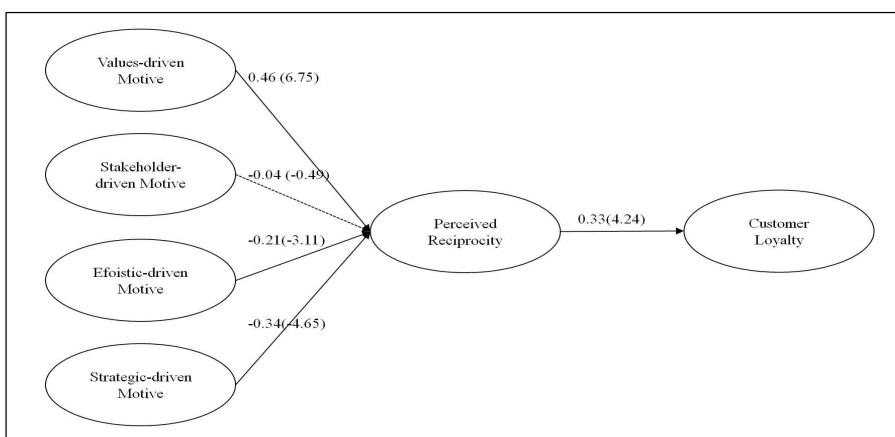
Analyzing the results, the value-driven motive of corporate social responsibility activities has positive effect on perceived reciprocity ($t = 6.75, p < .001$), supporting H1. Morales

(2005) also indicated that consumers do have appreciation about the company's effort and the benefit to their society. Moreover, Stakeholder-driven motive of corporate social responsibility activities has no impact on perceived reciprocity ($t = -.049, p > .05$). Thus, H2 was rejected. This result might be explained by correspondence theory. It is suggested that companies should not encounter the consumers' true feelings.

Table 3. The Results of Hypothesis Testing

H	Paths	Coefficient	t-value	Supports
1	Values-driven \Rightarrow Reciprocity	0.46	6.75	O
2	Stakeholder-driven \Rightarrow Reciprocity	-0.04	-0.49	X
3	Egoistic-driven \Rightarrow Reciprocity	-0.21	-3.11	O
4	Strategic-driven \Rightarrow Reciprocity	-0.34	-4.65	O
5	Reciprocity \Rightarrow Customer loyalty	0.33	4.24	O

Egoistic-driven motive ($t = -3.11, p < .05$) and strategic-driven ($t = -4.65, p < .05$) motive have negative influence on perceived reciprocity, supporting H3 and H4. And perceived reciprocity positively influenced consumers loyalty ($t = 4.24, p < .05$), supporting H5.



* GFI=0.877, AGFI=0.825, NFI=0.904, NNFI=0.936, RMR=0.071, RMESA=0.057

Fig. 2. The Results of Analysis

3.6. Multi-group Analysis

Different with stakeholder theory, corporate stakeholders can influence corporate activities and decision, thus, more effects can be predicted. The influence of stakeholders may different for consumers, vendors, and employees (Lee, 2003). Thus in this research, we divided the respondents into two groups (undergraduate students vs. normal people) and did the further analysis to see if there are any differences of the attitude about the motive of social responsibility activities between different groups. To investigate the differences between two groups, we used multi-group test to test the value called median in within-group homogeneity and the method of between-group heterogeneity (Stone and Hollenbeck, 1989).

First, by using the media value of moderator, we divided the data into two groups: high and low. In the free model, all factors except one of the equations and relations are supposed to be same. The difference between the values of the model in determining the effectiveness of the control variables allows the equal model and one free set of equations to have one degree of freedom reduced by painting the free model with values greater than 3.84 significant differences among the critical hit. To interpretate the results, the guidelines are follow: (1) if you have a free model in the group (within-group), it can be used to examine the value of the path coefficients; (2) if the moderator has positive influence, high group's path coefficients are higher than low groups'; (3) if the moderator has negative influence, high group's path coefficients are lower than low groups'. Thus Figure 3 below shows the analysis results for two group analysis. Egoistic-driven motive has different effect on students and public. Since most of respondents in public group have work in corporations, students have been found to have more sense on corporate social responsibility activities. As a result, compare with public group, undergraduate students can be more influenced by egoistic-driven motive.

IV. Conclusion

4.1. Results and Discussion

Previous studies on social responsibility activities have different perspectives for such a long time. And recent researches mentioned that company's social responsibility activities didn't always have positive outcomes, because consumers have attitude upon the motives. Most of prior researches on social responsibility activities did the survey on company's own consumers (product attitude, brand retention, purchase intention, corporate evaluation), and the results showed positive effects (Drumwright, 1996; Brwon and Dacin, 1997; Ellen et al., 1996; 2000; Menon and Kahn, 2003; Mohr and Webb, 2005; Sen and Bhattacharya, 2001; Forehand and Grier, 2003; Becker-Olsen and Hill, 2006).

There are limited researches on how motives of corporate social responsibility activities influence consumers' perceptions (Vlachos et al., 2008). This research divided the motives of corporate social responsibility activities into four types, and found that these motives affect customer loyalty. From the theoretical perspective, this finding is important for psychological theory.

Followings are conclusions drawn from results of this research: First, the results of data analysis show that the values-driven attributions positively influence the perceived reciprocity. Stakeholder-driven attributions have no significant effects on the perceived reciprocity. Both egoistic-driven attributions and strategic-driven attributions negatively influence perceived reciprocity. Second, when corporate social responsibility activities align with consumers' reciprocity, the effort on social responsibility activities positively influences the customer loyalty.

This study examined whether the type of motivation affects consumer responses to CSR, particularly how CSR motives can influence the key internal factor (perceived reciprocity) and behavioral consumer outcome (customer loyalty). Also, this study demonstrates that perceived reciprocity plays a mediating

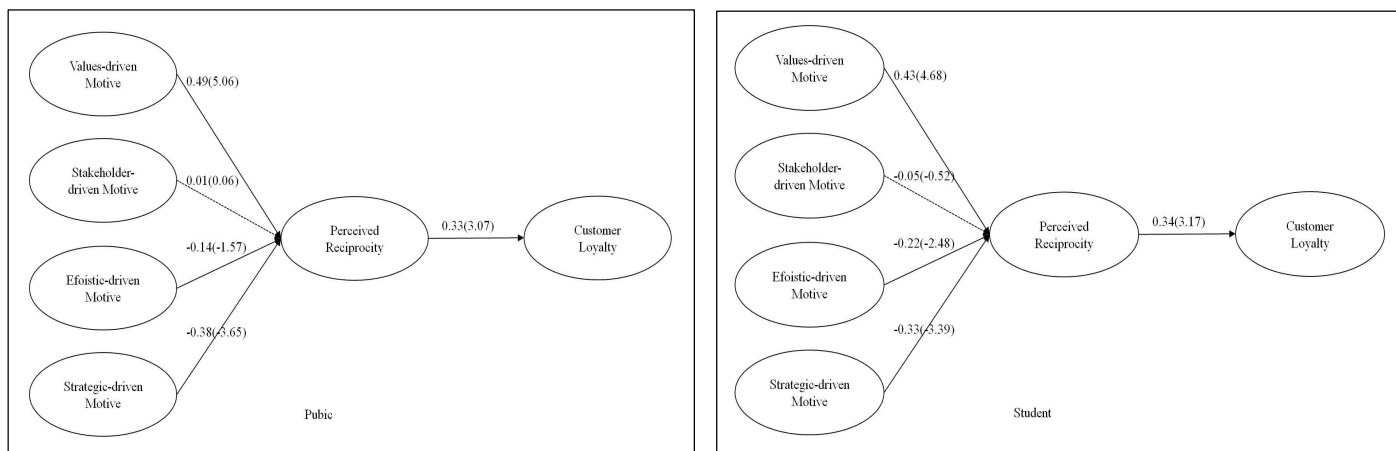


Fig. 3. The Results of Multi-Group Test

role between CSR motivation and the customer loyalty relationship. Our study extends the research stream on Consumer CSR inferred motivations, positing them as a direct indicator of consumer responses. Another contribution of this research is, we have successfully identified perceived reciprocity as a sub process mediating the effect of CSR attributions on customer loyalty. Future researches investigating the ultimate behavior and financial impact of CSR should consider that this impact also stems from perceived reciprocity.

The results of this study also have important managerial implications. First, the central role of reciprocity found in this research indicated that managers should routinely measure how much these actions create perceived reciprocity. Second, understanding how consumers' perceptions of CSR corporate motives relate to perceived reciprocity and customer loyalty can help managers to monitor and enhance these consumer outcomes through marketing initiatives and managing CSR-induced attribution processes. The results of this study will help corporations to understand the relative importance of the four different motivations in influencing perceived reciprocity.

4.2. Research Limitation and Future Research

Although this research has several limitations, it gives a direction for further research about CSR motivation subject in the future. First, this research has successfully analyzed the motive of corporate social responsibility activities. However, further research need to be addressed under such an environment consumers' natural motive. Furthermore, other critical items for motives should be considered. This research divided four types of motives based on Vlachos et al. (2008) and Ellen et al. (2006) studies, yet, egoistic-driven motive and strategic-driven motive have relatively similar relationships. Thus, future research should consider three types of motives or a new type of motive (e.g. social motive).

Second, this research only considered one dependent variable of customer loyalty. Since existing studies have used various variables such as product evaluation, corporate evaluation, purchase intention, financial performance, other critical variables should be further developed.

Finally, this research is only limited in the discussion of motive type's effect on customer loyalty. It is possible to develop further moderating test. To find the difference between public group and undergraduate students, we have conducted multi-group test analysis. The results showed that egoistic-driven motive only has influence under undergraduate student context. Future research should be addressed to investigate the new possible moderating variables.

(Received : May 27, 2009)

(Revised : July 1, 2009)

(Accepted : August 10, 2009)

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