



Analysis of the Relationship between Corporate Social Responsibility and Customer Loyalty in the Egyptian Hypermarkets Sector

Nada H. Naguib, Niveen M. El Saghier, Nada M. Eman

Marketing & International Business Department, College of Management and Technology, Arab Academy for Science, Technology and Maritime Transport, Alexandria, Egypt

Email: Nada-naguib1997@hotmail.com, Niveenelsaghier@gmail.com, Nadaeman@hotmail.com

How to cite this paper: Naguib, N.H., El Saghier, N.M. and Eman, N.M. (2023) Analysis of the Relationship between Corporate Social Responsibility and Customer Loyalty in the Egyptian Hypermarkets Sector. *Open Access Library Journal*, 10: e10274.

<https://doi.org/10.4236/oalib.1110274>

Received: May 18, 2023

Accepted: June 26, 2023

Published: June 29, 2023

Copyright © 2023 by author(s) and Open Access Library Inc.

This work is licensed under the Creative Commons Attribution International License (CC BY 4.0).

<http://creativecommons.org/licenses/by/4.0/>



Open Access

Abstract

Hypermarkets have experienced an increasingly growing and competitive market in the recent past including many multinational and local companies all battling to achieve customer loyalty. Thus their condition has necessitated the development of new models that have modernized elements. Businesses all around the globe are recognizing the importance of Corporate Social Responsibility (CSR) in their survival and development (Cuesta-Valiño *et al.*, 2019). The current study seeks to add information on the impact of CSR activities on improving trust and brand image, and simultaneously investigate the impact of these variables on customer satisfaction and loyalty. To accomplish this objective, a causal framework was developed and tested using a structured e-survey. The questionnaire was collected from a sample of 539 customers (of which 350 were valid responses) in hypermarkets in Egypt. An analysis using Statistical Package for the Social Sciences (SPSS) and Structural Equational Modeling (SEM) tests revealed that ethical, philanthropic, and economic CSR activities carried out by the hypermarket significantly impacted brand image, while only ethical and legal responsibilities had a direct and substantial influence on customer trust. Finally, it was revealed that trust and image impact customer satisfaction and eventually lead to loyalty. To sum up, these findings support CSR's indirect effect on customer loyalty, which is intervened by these relational variables. As a result, in the context of hypermarkets, CSR is a crucial method for creating a long-term consumer-company connection.

Subject Areas

Business Management

Keywords

Corporate Social Responsibility, Loyalty, Trust, Brand Image, Satisfaction, Hypermarkets, Egypt

1. Introduction

Due to strong competition, fast growth of hypermarkets, coupled with the recent transformations they have endured, necessitates the development of new sustainable management models (Ardito, Carrillo-Hermosilla, del Río, & Pontrandolfo, 2018) [1]. Therefore, to remain competitive, hypermarkets need to manage consumers' expectations more effectively.

Customers are becoming more conscious of corporate responsibility as a result of improved education and the media's impact. Given the increased awareness of CSR in general, consumers have anticipated hypermarkets to develop overall strategies that take CSR-related activities into account. Indeed, Organizations must understand that CSR efforts are long-term investments, not financial burdens on them (Porter & Kramer, 2006 [2]; Brick, 2011 [3]; El-Garaihy *et al.*, 2014 [4]).

In the Middle East, in particular, CSR studies remain in their infant stages, although the 2012 collection edited by Jamali & Sidani is a clear indication of the academic interest in the region. CSR is a less well-understood area of research in developing countries (Carroll & Brown, 2018) [5]. There is still a scarcity of research on the causes and consequences of CSR that is centered on consumer behavior, so little is proven about the impact of CSR for these stakeholders, their thoughts of it, or the effect that CSR dimensions have on variables like image, quality, satisfaction, and loyalty (Sen & Bhattacharya, 2001 [6]; Maignan & Ferrell, 2004 [7]). As a result, more understanding of both CSR aspects in emerging economies and their possible linkages with the determinants driving consumer loyalty to hypermarkets is required. As a result, the purpose of this research is to determine the impact of economic, philanthropic, legal, and ethical dimensions of CSR on building trust and brand image, as well as to investigate the impact of these variables on satisfaction and, ultimately, loyalty in the Egyptian hypermarkets sector.

2. Literature Review

2.1. Corporate Social Responsibility

The notion that businesses should engage in the advancement of society, beyond the minimum conditions provided by their legal or economic obligations, has been consolidated over the years (McGuire, 1963 [8]; Carroll, 1979 [9]; Jamali & Mirshak, 2007 [10]), and hence the principle of CSR emerged. Despite the fact that CSR is a subject in academic research, academics have not reached an agreement on a single definition of it (Freeman & Hasnaoui, 2011 [11], Macken-

zie & Peters, 2014 [12]), as it is a difficult term to define (Moon, 2002) [13] due to its multidimensional nature (Rowley & Berman, 2000) [14]. Bowen's earlier definition of CSR (1953) [15] is essentially an organization that owing to its corporate operations is obliged to give back to society. Subsequently, more complex CSR definitions refer to "considering and responding to issues beyond the firm's narrow economic, technical and legal requirements to achieve social benefits along with the company's traditional economic gains" (Davis 1973 [16] in Carroll 1999: 277 [17]). One of CSR's most cited definitions is that given by the World Business Council for Sustainable Development (WBCSD), which defines CSR as "Business effort to contribute to sustainable economic growth, collaborating with workers, their families, and local communities" (Jamali & Mirshak, 2007) [10]. CSR may be further defined as an organization's obligation to be liable to all parties influenced by its operations as defined by Nicolau (2008) [18]. Businesses interact with a diverse set of stakeholders, including stockholders, customers, workers, suppliers, governments, labor unions, and community groups (Carroll, 1991 [19]; McWilliams & Siegel, 2001 [20]; Hillenbrand & Money, 2007 [21]; Carroll & Shabana, 2010 [22]; Kemper *et al.*, 2013 [23]). Under this study we will be focusing on consumers. CSR in this study will focus on two main theories:

- CSR Pyramid developed by Carroll's (1991) [19], which describes CSR as "the economic, legal, ethical and philanthropic obligations of corporations" (Gjolberg, 2009) [24], is one of the most cited and influential CSR models relied on in previous studies. Firstly, economic responsibility entails acting in a manner compatible with profit maximization (Carroll, 1991) [19]. Philanthropic duty is defined as actively participating in activities that supports human benevolence (Carroll 1991) [19]. Legal responsibility suggests that businesses must follow the rules and regulations enacted by federal, state, and local governments (Carroll, 1991) [19]. Ethical duties are actions that are expected or banned by the society, even if they are not written in legislation (Carroll 1991) [19]. After studying the CSR situation in Egypt, the question is now: "are current Western CSR models adequate to describe CSR in developing countries?" If we consider Carroll's (1991) [19] CSR pyramid which is the most widely used model, it is based mainly on research in the American culture. Several studies demonstrate that culture may substantially influence the perception of CSR priorities (Pinkston & Carroll, 1994 [25]; Edmondson & Carroll, 1999 [26]; Burton *et al.*, 2000 [27]). In this manner, in the developing world, the sequence of the CSR tiers changes from the traditional Carroll pyramid and was later adjusted by Visser (2009) [28]. Consequently, economic responsibilities continue to receive the most attention in developing nations, owing to a lack of foreign direct investment, severe unemployment, and widespread poverty. As a result, it's no surprise that the economic contribution of businesses in developing nations is extremely valued by society and governments (Visser, 2009) [28]. Philanthropy comes in second,

followed by legal duties and finally ethical ones. Scholars have argued that Islamic philanthropy values navigate CSR initiatives in Muslim countries. Therefore, philanthropy is the mainstream; it is regarded as the correct thing that businesses should do (Quazi & O'Brien, 2000) [29]. Legal obligations in developing countries are typically less prioritized and lag behind the developed world in terms of incorporating human rights and other CSR problems into legislative action (Mwaura, 2004) [30]. In underdeveloped nations the CSR agenda is least impacted by Ethics since corruption is still a major issue in these countries (Reed, 2002) [31].

- Stakeholder theory where businesses need to take into account the interests of all parties who might be influenced by their actions—stakeholders (Freeman, 1984 [32]; Lantos, 2001 [33]; Walsh, 2005 [34]). In other words, the stakeholder theory sheds light on the essence of involving a corporation in socially responsible actions (Davis, 1960) [35].

Ding *et al.* (2020) [36] & Qiu *et al.* (2021) [37] discovered that CSR-related activities in the context of COVID-19 help to capture the attention of stakeholders. During a crisis period, the bond formed between the brand and customer may be more valuable and lasting than in “peaceful” times. In order to survive a pandemic, customer loyalty is a crucial aspect in ensuring company stability (Dwienawati, Kusuma, Kartini & Wijaya, 2022) [38]. Thus, the current pandemic certainly provides a broad variety of substantial opportunities for those with a more mindful and responsive approach to CSR (Hea & Harris, 2020) [39].

2.2. Brand Image

Among the earliest definitions of brand image was by Levy (1959) [40], who introduced the concept and indicated that products have social and emotional characteristics, and that customers create emotional associations with the brands. Nguyen & Leblanc (2001) [41] put forward the notion that brand image is an overall perception about a company created in the minds of the public. These impressions are related to business name, design, good or service variety, tradition, ideology, and quality impression expressed by each employee who interacts with the customers. Worcester (2009) [42], Arendt & Malte (2010) [43] defined brand image as the sum of all the company-related experiences, impressions, beliefs, emotions, and information people have acquired. Similarly, Kotler (2006) [44]; Zeithaml & Bitner (2011) [45] highlighted that: brand image is a view of a company mirrored in the association that is held in customer memory.

2.3. Trust

Without trust all social relationships will collapse or operate irregularly (Patrick, 2002) [46]. Academic literature has defined trust as the anticipation of an individual or a group that the word of another person or a group can be depended on (Rotter, 1967) [47]. Moreover, those who trust others are willing to tolerate vulnerability—a key component of the concept of trust based on (positive) ex-

pectations about this person's intentions and actions. (Rousseau *et al.*, 1998 [48]; Colquitt *et al.*, 2007) [49]. Thus, Scholars define trust as a party's (trustor's) willingness to be vulnerable to the acts of another party (trustee), because the trustor believes the trustee will do a specific act that is vital to the trustor, regardless of the trustor's ability to oversee and regulate the other party (Moorman, Zaltman & Deshpandé, 1992 [50]; Rousseau *et al.*, 1998 [48]).

While the preceding definitions mostly concern interpersonal trust, trust in a buyer-seller connection may also be defined as the buyer's confidence in the trustworthiness and honesty of the seller (Morgan & Hunt, 1994) [51]. In the service context, trust depends on the service provider's ability to meet consumers' expectations regularly and resist doing anything that might threaten the customer (Ganesan, 1994 [52]; Ganesan & Hess, 1997 [53]).

2.4. Satisfaction

Besides the wealth of research on customer satisfaction, Giese & Cote (2000) [54] admit that there is no universally agreed definition. In general, however, consensus from previous literatures revolves around satisfaction being a phenomenon associated with cognitive judgments and the responses' emotional nature (Giese & Cote, 2000) [54]. Oliver (1980) [55], Engel, Blackwell & Miniard (1990) [56], who defined satisfaction as an overall affective reaction to the difference between perceived expectations and actual performance, were among the earliest proposed definitions. Customer satisfaction is, according to Anderson, Fornell & Lehmann (1994) [57], a general assessment based on the purchase and usage experience with a product over time. Recently, satisfaction has been defined as a person's sentiments of enjoyment or disappointment as a result of comparing the perceived performance of a product to his/her expectations (Kotler, 2003) [58].

In the case of retailers, Maxwell *et al.*, (2010) [59] claimed that customer satisfaction is evaluated on the following basis: satisfaction with the choice to shop in a specific hypermarket, choosing to shop in this particular hypermarket is rational, the shopping experience in this particular hypermarket is enjoyable, and satisfaction with the products offered.

Ajzen's Theory of Planned Behavior (TPB) (1985) [60], is widely used since it is considered one of the most influential models of consumer behavior prediction (Ajzen, 2011) [61]. The TPB can be used to analyze the factors affecting loyalty (Lee, Yeh, Chang, Tsai, & Yu, 2022) [62], thus this theory is relied on in this study to justify the satisfaction-loyalty relationship. The TPB is composed of three components. The first one is attitude which is described as the extent to which an individual assesses the behavior positively or negatively (Ajzen, 2001) [63]. Conceptually, attitude is similar to the concept of satisfaction and drives consumer intentions, including loyalty formation, for future behavior (Froehle & Roth, 2004) [64]. The second construct is Subjective Norms (SN) and is defined as the sense of societal pressure to do or refrain from performing the activity

(Verbeke & Vackier, 2005) [65]. Perceived Behavioral Control (PBC) is the third component which reflects the perceived ease or difficulty in completing the task (Ajzen, 1991 [66]; Taylor & Todd, 1995 [67]).

2.5. Loyalty

Customers are deemed to be loyal to a brand when they have exhibited a willingness to repurchase items from that brand in the future, and when the situational influence or marketing efforts of other companies to get them to switch brands are not affecting them (Oliver, 1999) [68]. According to Foster & Cadoogan (2000) [69], Customers' readiness to make the firm their first choice, customers' willingness to buy items supplied by the organization, customers' willingness to urge others to buy, and customers' willingness to communicate positively about the company are all signs of customer loyalty. In 2005, Yoo & Chang [70] revealed that positive wording and repetitive purchases, together with a willingness to buy again, formed customer loyalty. On top of that, Kotler & Keller's (2012) [71] indicators for customer loyalty are repeat purchases; retention; referrals.

The loyalty concept has also been the essence of research in the retail sector (Cooil, 2007) [72]. The increasingly competitive retail environment and also the slow growth faced by today's retailers' demands the crucial pursuit of consumer loyalty. Chen (2008) [73] identified hypermarket consumer loyalty as the desire to constantly shop at this specific hypermarket.

3. Research Methodology

3.1. Population and Sampling

Unit of analysis in this research was individuals; those individuals include customers in the hypermarkets sector in Egypt. The sample was composed of 539 customers of both genders, over the age of 18 who are in charge of shopping for their homes at hypermarkets in Alexandria and Cairo, and that were most easily accessible and interested to take part in this research. Alexandria and Cairo due to their population density as per World Population review's report (2023) were chosen as the representative cities and because they have the largest number of hypermarkets located in them. Specifically, the present study's target group included shoppers from four different hypermarkets (Carrefour, Fathallah, Spinney's, Hyper One) in Egypt. A non-probability "river" sampling technique was utilized. River sampling entails requesting respondents to click on a link to a survey that has been put on a web page, email, or anyplace else where people of the target group are likely to see it (Lehdonvirta, Oksanen, Räsänen, & Blank, 2020) [74].

3.2. Data Collection

Data was collected in this study using self-administrated online questionnaires. The e-questionnaire was designed on google forms in English language. A link to

it was placed on online platforms mainly on Facebook groups and Whatsapp due to the difficulty of distributing it in hypermarkets during the global COVID-19 pandemic and respondents were given anonymity and were informed that the survey was for educational purposes.

3.3. Research Framework

Figure 1 depicts the suggested integrated model based on a thorough literature review. It was adopted from merging models from previous research which were developed in the following researches by the authors: “The impact of Corporate Social Responsibility on the customer commitment and trust in the retail sector (Servera-Frances & Arteaga-Moreno, 2015) [75] and “The impact of corporate social responsibility on customer loyalty in hypermarkets: A new socially responsible strategy” (Valiño, Rodríguez, & Barriopedro, 2019) [76].

3.4. Research Hypotheses

According to Deegan (2002) [77], CSR development may help to improve the brand’s image not only for consumers but for all stakeholders (Rowley & Berman, 2000 [14]; Freeman *et al.*, 2000 [78]; Martínez *et al.*, 2014 [79]). Hemdi & Othman (2013) [80] analyzed the investigated the CSR brand image-customer retention link and discovered that CSR initiatives had a favorable and significant impact on both brand image and customer retention. Furthermore, literature has identified a direct and positive association between CSR and image (Mohr & Webb, 2005 [81]; Polonsky & Jevons, 2006 [82]). Based upon these findings, hypotheses one was developed:

H1a: Economic CSR activities directly and positively influence company image;

H1b: Philanthropic CSR activities directly and positively influence company image;

H1c: Legal CSR activities directly and positively influence company image;

H1d: Ethical CSR activities directly and positively influence company image.

It has been found from previous studies that CSR has the biggest influence on

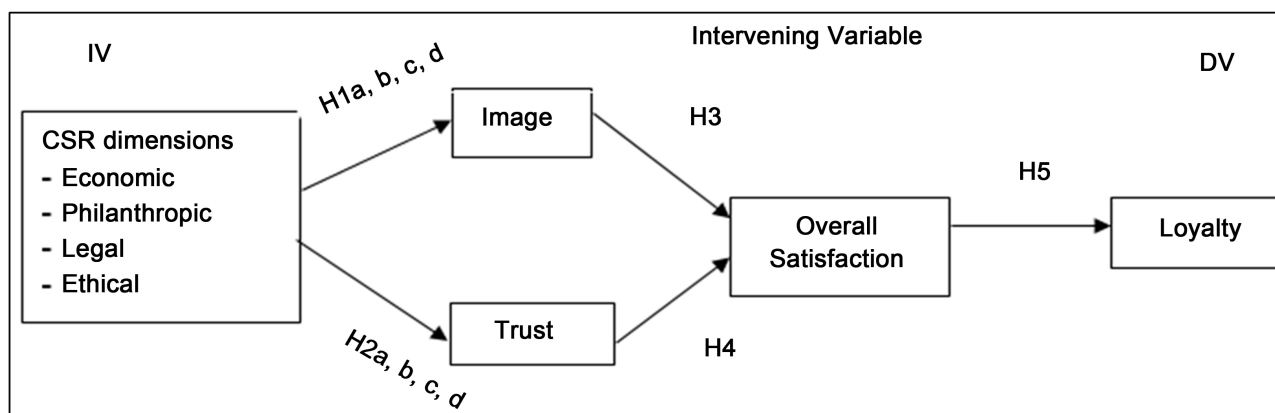


Figure 1. Proposed research model.

trust since it includes actions that demonstrate the company's dedication to social concerns rather than just profits (Abbasi, Aghakhani, Azizi, Peikanpour, & Mehralian, 2022) [83]. Moreover, customers hold higher trust levels for companies that are seen to be socially responsible (Du *et al.*, 2007) [84]. Pivato *et al.* (2008) [85] proposed that trust is the key consequence of CSR activities and is closely tied to specific CSR practices. Specifically, according to Pivato *et al.*, (2008) [85] customer faith in a company's ethical practices was one of the most immediate effects of the company's social performance and strongly influenced consumer behaviors in response to CSR (Osterhus, 1997) [86]. Based upon these findings, the second hypotheses were developed:

H2a: Economic CSR activities directly and positively influence customer trust;

H2b: Philanthropic CSR activities directly and positively influence customer trust;

H2c: Legal CSR activities directly and positively influence customer trust;

H2d: Ethical CSR activities directly and positively influence customer trust.

The stakeholder theory (Freeman, 1984) [32], on which this study is based, suggests that CSR actions may result in an enhanced brand image for consumers, staff, and other stakeholders, implying that such activities can eventually boost customer satisfaction. Andreassen & Lindested (1997) [87] & Bloemer *et al.*, (1998) [88] conducted studies that revealed a link between image and customer satisfaction. Past research has also shown that the brand's image has a major influence on customers' perceptions of value, satisfaction, and intention to revisit (Andreassen & Lindestad, 1998 [89]; Cretu & Brodie, 2007 [90]; Ryu *et al.*, 2008 [91]; Lai *et al.*, 2009 [92]). Revolving from this token, hypothesis three was developed:

H3: Building up brand image directly and positively influences customer satisfaction.

Sanzo *et al.*, (2003) [93] conducted research on the indirect impact of CSR activities on satisfaction, examining this as a result of the variables of commitment and trust, demonstrating the fact that building trust and commitment from the side of the customer due to CSR activities of the firm will lead to an increase in customer satisfaction. Other studies suggested that trust comes before satisfaction (Lin & Wang, 2006 [94]; Chiou & Pan, 2009 [95]; Ercis *et al.*, 2012 [96] & Chang, 2012 [97]; Gul, 2014 [98]), arguing that customers initially trust the product suppliers based on several criteria that influence satisfaction. According to these findings, the following fourth hypothesis was put forward:

H4: Building up trust directly and positively influences customer satisfaction.

Loyalty is reliant on satisfaction, which acts as a prerequisite to it (Bloemer & Kasper, 1995 [99]; Oliver, 1999 [68]; McDougall & Levesque, 2000 [100]; Lewis, 2004 [101]; Chang & Tu, 2005 [102]; Li & Green, 2011 [103]). A satisfied customer is also more inclined to repurchase the offering (Selnes, 1993 [104]; Oliver, 1999 [68]; Baker & Crompton, 2000 [105]; Olsen & Johnson, 2003 [106]; Yoon & Uysal, 2005 [107]; Mao, 2010 [108]) and to promote it by spreading favorable word of mouth with their friends, family, or even other customers – es-

sence of loyalty (Homburg & Giering, 2001 [109]; Olsen & Johnson, 2003 [106]). Satisfaction is believed to have a positive effect on brand loyalty. According to Wong & Zhou (2006) [110], & Consuegra *et al.*, (2007) [111] Customer satisfaction influences loyalty. Therefore, the fifth formulated hypothesis is:

H5: Customer satisfaction directly and positively influences customer loyalty.

3.5. Research Variables Measurement

In this research, variables can be categorized into three sets: CSR dimensions in developing countries (Independent variables), Image, trust, satisfaction (Intervening variables), and Customer loyalty (Dependent variable).

Economic, philanthropic and legal CSR were adapted from the scale developed by Carroll & Shabana (2010) [22]. However, the indicators used to measure the fourth CSR responsibility; ethical, was formulated by Maignan & Ferrell (2001) [7], and Carroll (2010) [112]. The measurement scale of image complies with the studies of Winters (1986) [113], Barich & Kotler (1991) [114]. In addition, the measure of trust was composed by Ranaweera & Prabhu (2003) [115]. Satisfaction has many proposed measures of which the one formulated by Kaur & Soch (2012) [116] was relied on in this study. Lastly, Martinez & del Bosque (2013) [117] put together the items used to measure customer loyalty.

4. Research and Findings

The research variables and hypotheses mentioned above were investigated using descriptive, reliability, validity, correlation, regression analysis, and Structural Equation Modeling (SEM). As a result, the statistical packages SPSS version 24 and AMOS version 25 were both used.

4.1. Confirmatory Factor Analysis

In order to verify validity before proceeding to SEM, the researcher applied Confirmatory factor analysis (CFA). The CFA model fit was determined in **Table 1**. They all comply with their recommended values range according to Hair *et al.*, (2016) [118] thus indicate good model fitness.

Figure 2 depicts the use of CFA, with the factor loadings of items shown by arrows. The values indicate good factor loadings as it is recommended to be at least 0.40 to refer to an adequate validity.

4.2. Validity and Reliability Analysis

The validity and reliability tests of the research variables are shown in **Table 2**. It was discovered that the data had Kaiser-Meyer-Olkin measures of sampling adequacy (KMO) larger than 0.5, which was regarded satisfactory and this indicated that the constructs are adequate and the researcher can proceed with factor analysis. Factor analysis using average variance extracted (AVE) and factor loadings have been jointly used to measure validity. AVE was found to be more than 50% for all constructs which confirms with Hair *et al.*, (1998) [119]; Chin

Table 1. Fit indices and thresholds for measurement model.

Measure	Results	Threshold/Recommended value
Chi-square/df	1.648	<2 excellent; <3 good; <5 sometimes permissible
P-value	0.000	>0.05
GFI	0.942	>0.90
AGFI	0.911	>0.80
NFI	0.969	>0.90
TLI	0.983	>0.95
CFI	0.988	>0.95 great; >0.90 traditional; >0.80 sometimes permissible
RMR	0.029	<0.09
RMSEA	0.043	<0.05 good; 0.05 - 0.10 moderate; >0.10 bad

Table 2. Validity and reliability test.

Variables	KMO	AVE	Cronbach's Alpha	Items	Factor Loading
Economic Responsibility	0.798	79.420	0.911	EcR1	0.694
				EcR2	0.863
				EcR3	0.767
				EcR4	0.852
Philanthropic Responsibility	0.827	78.096	0.906	PR1	0.711
				PR2	0.817
				PR3	0.803
				PR4	0.793
Legal Responsibility	0.841	81.938	0.922	LR1	0.821
				LR2	0.874
				LR3	0.900
				LR4	0.682
Ethical Responsibility	0.827	73.231	0.878	EtR1	0.738
				EtR2	0.705
				EtR3	0.780
				EtR4	0.706
Company Image	0.940	80.189	0.958	BR1	0.824
				BR2	0.827
				BR3	0.829
				BR4	0.830
Customer's Trust	0.501	87.953	0.862	BR5	0.807
				BR6	0.815
				BR7	0.681
				CT1	0.880
Satisfaction	0.757	90.536	0.948	CT2	0.880
				Sf1	0.925
				Sf2	0.922
				Sf3	0.869
Loyalty	0.784	94.165	0.969	Lo1	0.944
				Lo2	0.945
				Lo3	0.936

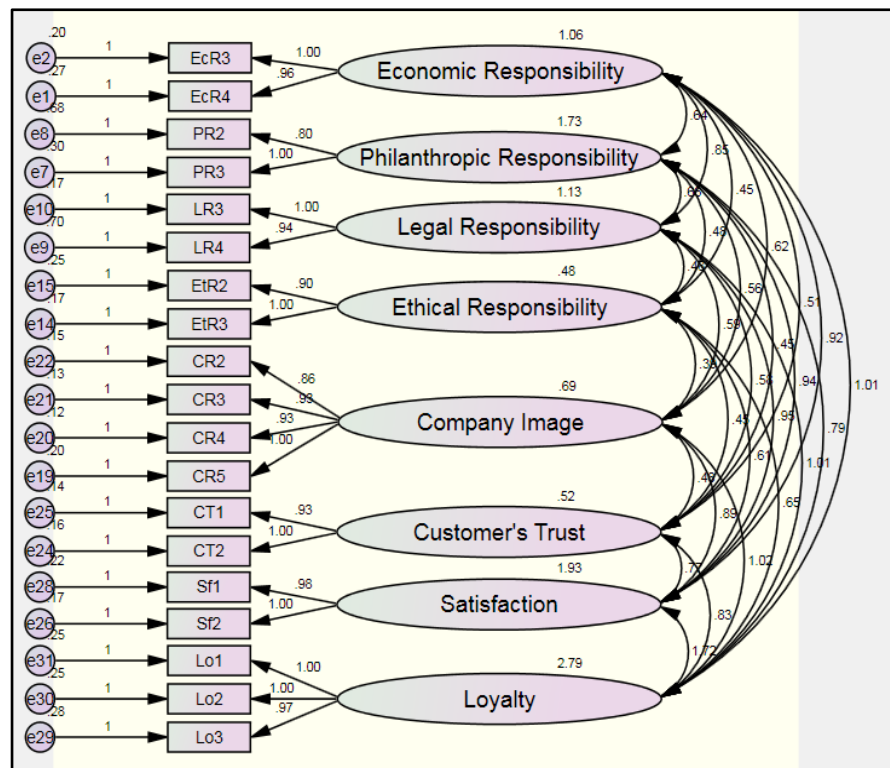


Figure 2. CFA for the measurement model.

(1998) [120], Fornell & Larcker, (2018) [121] recommend that constructs should exceed the 0.5 threshold. In addition, all factor loadings are above 0.4, therefore they all have a good loading and no factor should be removed from the analysis. In addition, all Cronbach's alpha values exceed 0.7 which confirms with the threshold proposed by Nunnally (1978) [122].

4.3. Descriptive Analysis

After gathering 539 questionnaires, 505 were completed and returned by respondents and 34 were incomplete. 30.3% of the respondents who returned a complete questionnaire answered that they were not aware of the CSR activities conducted by their preferred hypermarket, thus these were excluded from the analysis along with 3 respondents that lived in cities not part of the representative sample of choice, leaving a total of 350 useable replies available for statistical analysis. It was reported that the number of Female respondents was more than Male respondents that added up to 70.9%. Whereas the age group 18 - 25 has a larger rate of 43.4% than the other age groups. Moreover, respondents are well educated, with 54% having a College Degree, and 37.4% earning a postgraduate degree. Furthermore, the Single respondents were higher than other marital status as it got 53.1%. Finally, average monthly income above 20,000 is higher than other monthly income ranges with a percentage of 31.4%. Moreover, respondents were undoubtedly requested to indicate their most visited hypermarket. 49.4% participants indicated that Carrefour was the hypermarket they visit most.

4.4. Testing Research Hypotheses

4.4.1. CSR Dimensions and Company Image

Using Spearman's correlation analysis, it was found that there is a significant direct relationship between Economic, Philanthropic, Legal, and Ethical Responsibilities and Image, as the P-values are lower than 0.05 and correlation coefficients are 0.509, 0.529, 0.528, and 0.571 respectively.

Using multiple regression, it was also found there is a positive significant influence of Economic, Philanthropic, Legal, and Ethical Responsibilities on Image since the regression coefficients are 0.202, 0.083, 0.132, and 0.376 respectively and the P-values are lower than 0.05. On top of that, the R square is 0.552 which suggests that the CSR dimensions explain 55.2% of the variation in brand Image.

Using SEM analysis there is a significant direct impact of Ethical, Economic, and Philanthropic responsibilities on Image as the estimate values are 0.365, 0.318, 0.073 and the P-values are lower than 0.05, whereas there is no significant influence of Legal Responsibilities on Image as its P-value is greater than 0.05. Moreover, the R square is 0.669 which suggests that Ethical, Economic, and Philanthropic Responsibilities explain 66.9% of the variation of Company Image.

The model fit indices; CMIN/DF = 1.580, GFI = 0.967, CFI = 0.992, AGFI = 0.942, and RMSEA = 0.041 are all within their acceptable ranges.

4.4.2. CSR Dimensions and Customer Trust

It was found that there is a substantial direct association between Economic, Philanthropic, Legal, and Ethical responsibilities and Trust using Correlation analysis, as the calculated P-values are below 0.05 and correlation coefficients are 0.434, 0.432, 0.572, and 0.739, respectively.

Using multiple regression analysis, there is a significant direct impact of Legal and Ethical Responsibility on Trust, with regression coefficients of 0.183 and 0.653 and P-values under 0.05, whereas Economic and Philanthropic Responsibilities have an insignificant effect on Trust, with P-values greater than 0.05. Besides that, the R square is 0.659, indicating that Legal and Ethical Duties explain 65.9% of the variation in Trust.

It ought to be mentioned that using SEM, Ethical and Legal Responsibility have a significant positive effect on Customer Trust, with estimate values of 0.749 and 0.179 respectively and P-values lower than 0.05, whereas Economic and Philanthropic Responsibilities have an insignificant effect on Trust, with P-values greater than 0.05. Furthermore, the R square is 0.871, indicating that Ethical and Legal Responsibility can explain 87.1% of the variation in Trust.

The model fit indices; CMIN/DF = 1.803, GFI = 0.975, CFI = 0.991, AGFI = 0.945, and RMSEA = 0.048 are all within their approved limits.

4.4.3. Company Image and Customer Satisfaction

Using correlation analysis, it was revealed that there is a significant positive link between brand Image and customer Satisfaction, as the P-value is lower than 0.05 and the correlation coefficient is 0.671.

In addition, there is a significant positive influence of Image on Satisfaction under a simple regression model, with the regression coefficient being 1.242 and the P-value being lower than 0.05. Besides this, the R square is 0.543, indicating that Image can explain 54.3% of the variation in Satisfaction.

The SEM analysis was used, and it was noticed that Image has a significant positive influence on Satisfaction, as the estimate value is 1.270 and the P-value is less than 0.05. Moreover, the R square is 0.594, indicating that Image can explain 59.4% of the variation in Satisfaction.

The model fit indices; CMIN/DF = 1.549, GFI = 0.988, CFI = 0.998, AGFI = 0.969, and RMSEA = 0.040 are all within their acceptable levels.

4.4.4. Customer Trust and Customer Satisfaction

There is a significant positive association between Customer Trust and Satisfaction based on correlation analysis, since the associated P-value is less than 0.05 and the correlation coefficient is 0.601.

Trust has a significant positive influence on Satisfaction using simple regression analysis, with a regression coefficient of 1.163 and a P-value less than 0.05. Furthermore, the R square is 0.454, indicating that Trust can explain 45.4% of the variation in Satisfaction.

There is a significant positive influence of Trust on Satisfaction using SEM analysis, with an estimate value of 1.521 and a P-value less than 0.05. Moreover, the R square is 0.595, indicating that Trust can explain 59.5% of the variation in Satisfaction.

The model fit indices; CMIN/DF = 1.706, GFI = 0.998, CFI = 0.999, AGFI = 0.976, and RMSEA = 0.045 are all within their acceptable levels.

4.4.5. Customer Satisfaction and Customer Loyalty

A significant positive linkage between Satisfaction and Loyalty was revealed using correlation analysis, as the calculated P-value is less than 0.05 and the correlation coefficient is 0.603.

Whilst satisfaction has a positive significant influence on Loyalty, with a regression coefficient of 0.891 and a P-value under 0.05. Moreover, the R square is 0.520, indicating that Satisfaction can explain 52% of the variation in Loyalty.

Table 4.20 conveys that there is a positive significant influence of Satisfaction on Loyalty under SEM analysis, with an estimate value of 0.884 and a P-value less than 0.05. Moreover, the R square is 0.562, implying that Satisfaction can explain 56.2% of the variation in Loyalty.

The model fit indices; CMIN/DF = 0.643, GFI = 0.999, CFI = 0.999, AGFI = 0.991, and RMSEA = 0.000 are all within their acceptable ranges.

5. Conclusions

This research put forward a particular approach to CSR that is connected to relational factors of trust and image. CSR has regularly been researched as a factor influencing profitability (Nwaneri, 2015 [123]; Lee & Jung, 2016 [124]; Swandari &

Sadikin, 2016 [125]; Bajic & Yurtoglu, 2018 [126]). But there have been few academic studies tackling the effect of CSR on relational variables from the customer's perspective, which are seen as key variables in company distinctiveness and value generation in the marketing context (Servera-Frances & Arteaga-Moreno, 2015) [75], indicating a clear opportunity for research.

After applying correlation, and regression tests, it was found that CSR serves as a preliminary variable to image and trust. Narrowing it down, it can be concluded from the research findings that ethical and economic responsibilities have the greatest influence on company image followed by legal and philanthropic responsibilities respectively. While ethical and legal dimensions significantly affect customer trust, philanthropic and economic responsibilities proved to have an insignificant effect on trust. This shows that despite the fact that CSR seems like a new concept in Egypt the results show that Egyptian consumers are moving towards valuing CSR elements that are at the top of the pyramid developed by Visser (2009) [28] for developing countries more than basic charity work done by hypermarkets. Furthermore, it was found that building up trust and improving the perceived hypermarket image enhances overall customer satisfaction. This improvement has a direct influence on increasing consumer loyalty. That is, CSR has been shown to improve, indirectly, consumer satisfaction and loyalty to hypermarkets.

In terms of SEM findings using AMOS, the researcher was able to show complex relationships more precisely than standard multivariate statistical approaches mentioned above (Noudoostbeni, Kaurand & Jenatabadi, 2018) [127]. SEM confirmed the above findings that ethical, economic, and philanthropic responsibilities have a positive and direct effect on improving company image, nevertheless, it concluded that the legal dimension has an insignificant effect on company image. With respect to H2a, b, c, and d, ethical and legal responsibilities have a direct, positive and significant effect on customer trust respectively. Finally, H3, H4, H5 were supported indicating that image and trust have a significant positive influence on customer satisfaction which in turn leads to loyalty to a specific hypermarket over another.

Conflicts of Interest

The authors declare no conflicts of interest.

References

- [1] Ardito, L., Carrillo-Hermosilla, J., del Río, J. and Pontrandolfo, P. (2018) The Impact of Business Model Innovation on the Performance of Hypermarkets: The Moderating Role of Environmental Uncertainty. *Journal of Retailing and Consumer Services*, **43**, 199-209.
- [2] Porter, M.E. and Kramer, M.R. (2006) Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review*, **84**, 78-92.
- [3] Brick, A. (2011) The Business Case for Corporate Social Responsibility. *Journal of*

- Business Ethics*, **102**, 275-286.
- [4] El-Garaihy, M., El-Said, M. and Khalifa, A. (2014) The Impact of Corporate Social Responsibility on Customer Loyalty: The Mediating Role of Trust and Brand Image. *Journal of Business Research*, **67**, 2259-2266.
 - [5] Carroll, A.B. and Brown, J.A. (2018) Corporate Social Responsibility: A Review of the Literature and Research Agenda. *Business & Society*, **57**, 87-136.
 - [6] Sen, S. and Bhattacharya, C.B. (2001) Does Doing Good Always Lead to Doing Well? Linking Corporate Social Responsibility to Shareholder Value. *The Journal of Marketing*, **65**, 22-38.
 - [7] Maignan, I. and Ferrell, O.C. (2004) Corporate Social Responsibility and Marketing: An Integrative Framework. *Journal of the Academy of Marketing Science*, **32**, 3-19. <https://doi.org/10.1177/0092070303258971>
 - [8] McGuire, J.W. (1963) *Business and Society*. McGraw-Hill, New York.
 - [9] Carroll, A.B. (1979) A Three-Dimensional Conceptual Model of Corporate Social Performance. *Academy of Management Review*, **4**, 497-505. <https://doi.org/10.2307/257850>
 - [10] Jamali, D. and Mirshak, R. (2007) A Conceptual Framework of Corporate Social Responsibility (CSR): A Step towards a Comprehensive Theory. *Journal of Business Ethics*, **74**, 241-256.
 - [11] Freeman, R.E. and Hasnaoui, M. (2011) Stakeholder Theory: A Unified Conception of the Corporation and Its Relationship to Society. *Academy of Management Perspectives*, **25**, 96-109.
 - [12] Mackenzie, S.B. and Peters, T.J. (2014) Stakeholder Theory: A Research Agenda. *Journal of Business Ethics*, **122**, 541-558.
 - [13] Moon, J. (2002) The Contribution of Stakeholder Theory to Social Theory. *The Academy of Management Review*, **27**, 414-429.
 - [14] Rowley, T. and Berman, S. (2000) A Brand New Brand of Corporate Social Performance. *Business & Society*, **39**, 397-418. <https://doi.org/10.1177/000765030003900404>
 - [15] Bowen, H.R. (1953) *Social Responsibility of the Businessman*. Harper & Row, New York.
 - [16] Davis, K. (1973) The Case for and against Business Assumption of Social Responsibilities. *Academy of Management Journal*, **16**, 312-322.
 - [17] Carroll, A.B. (1999) Corporate Social Responsibility: Evolution of a Definitional Construct. *Business & Society*, **38**, 268-295. <https://doi.org/10.1177/000765039903800303>
 - [18] Nicolau, J. (2008) Customer Loyalty in the Retail Industry: A Literature Review. *Journal of Retailing and Consumer Services*, **15**, 272-282.
 - [19] Carroll, A. (1991) The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*, **34**, 39-48. [https://doi.org/10.1016/0007-6813\(91\)90005-G](https://doi.org/10.1016/0007-6813(91)90005-G)
 - [20] McWilliams, A. and Siegel, D. (2001) Corporate Social Responsibility: A Theory of the Firm Perspective. *Academy of Management Review*, **26**, 117-127. <https://doi.org/10.2307/259398>
 - [21] Hillenbrand, C. and Money, K. (2007) A Framework for Understanding and Managing Corporate Social Responsibility. *Journal of Business Ethics*, **74**, 185-198.
 - [22] Carroll, A.B. and Shabana, K.M. (2010) The Business Case for Corporate Social Re-

- sponsibility: A Review of Concepts, Research and Practice. *International Journal of Management Reviews*, **12**, 85-105. <https://doi.org/10.1111/j.1468-2370.2009.00275.x>
- [23] Kemper, T.M., Knoll, J. and Pinkse, J. (2013) The Role of Social Responsibility in Corporate Identity Formation: A Consumer Perspective. *Journal of Business Ethics*, **116**, 539-552.
 - [24] Gjolberg, M. (2009) Corporate Social Responsibility: A Review of the Literature. *International Journal of Management Reviews*, **11**, 1-19.
 - [25] Pinkston, T.J. and Carroll, A.B. (1994) Corporate Social Responsibility as a Competitive Advantage. *Business Horizons*, **37**, 74-80.
 - [26] Edmondson, A.C. and Carroll, A.B. (1999) Organizational Learning and Response to Environmental Change: Toward a Theory of Organizational Learning in Response to Societal Demands. *Academy of Management Journal*, **42**, 585-603.
 - [27] Burton, B.S., Doane, D. and Vogel, D. (2000) The Corporation and the Environment: Twenty-Five Years of Communication. *Business and Society*, **39**, 3-27.
 - [28] Visser, W. (2009) Corporate Social Responsibility in Developing Countries: A Review of the Literature. *Business & Society*, **48**, 516-539.
 - [29] Quazi, A.M. and O'Brien, D.P. (2000) The Relationship between Corporate Social Responsibility and Shareholder Wealth: A Test of the Stakeholder Theory. *Journal of Business Ethics*, **25**, 241-256.
 - [30] Mwaura, M.N. (2004) An Investigation of the Relationship between Corporate Social Responsibility and Corporate Financial Performance in Kenya. *Journal of Business Ethics*, **54**, 147-157.
 - [31] Reed, D.L. (2002) The Social Responsibility of Business and the Good Society. *Journal of Business Ethics*, **36**, 225-237.
 - [32] Freeman, R.E. (1984) *Strategic Management: A Stakeholder Approach*. Pitman, Boston.
 - [33] Lantos, G.P. (2001) The Boundaries of Strategic Corporate Social Responsibility. *Journal of Business Ethics*, **32**, 155-179.
 - [34] Walsh, J.P. (2005) Talking about Ethics: The Role of Language in Shaping the Discourse of Corporate Social Responsibility. *Business Ethics Quarterly*, **15**, 471-498.
 - [35] Davis, F.J. (1960) A Conceptual Analysis of Deviance. *American Sociological Review*, **25**, 447-456.
 - [36] Ding, Y., Li, Y. and Zhang, J. (2020) A Survey on Deep Reinforcement Learning. arXiv: 2002.04088.
 - [37] Qiu, Z., Chen, X. and Liu, Y. (2021) A Survey on Deep Reinforcement Learning for Natural Language Processing. arXiv: 2101.08237.
 - [38] Dwidienawati, D., Kusuma, D.A., Kartini, H. and Wijaya, J.J. (2022) Do Corporate Social Responsibility (CSR), Service Quality and Customer Satisfaction Influence Brand Loyalty? *International Journal of Industrial Engineering & Production Research*, **33**, 1-12.
 - [39] Hea, H. and Harris, L. (2020) The Impact of Covid-19 Pandemic on Corporate Social Responsibility and Marketing Philosophy. *Journal of Business Research*, **116**, 176-182. <https://doi.org/10.1016/j.jbusres.2020.05.030>
 - [40] Levy, M. (1959) Symbols for Sale. *Harvard Business Review*, **37**, 117-124.
 - [41] Nguyen, N. and Leblanc, G. (2001) Corporate Image and Corporate Reputation in Customers' Retention Decisions in Services. *Journal of Retailing & Consumer Services*, **8**, 227-236. [https://doi.org/10.1016/S0969-6989\(00\)00029-1](https://doi.org/10.1016/S0969-6989(00)00029-1)

- [42] Worcester, R. (2009) Brand Image: A Review of the Literature. *International Journal of Market Research*, **51**, 123-148. <https://doi.org/10.1177/147078530905100508>
- [43] Arendt, S. and Malte, S. (2010) The Role of Brand Image in Consumer Behavior. *Journal of Brand Management*, **17**, 341-354.
- [44] Kotler, P. (2006) Marketing Management. 12th Edition, Prentice Hall, Upper Saddle River.
- [45] Zeithaml, V.A. and Bitner, M.J. (2011) Services Marketing: Integrating Customer Focus across the Firm. 6th Edition, McGraw-Hill, Boston.
- [46] Patrick, V.M. (2002) Trust in the Buyer-Seller Relationship. *Journal of Business & Industrial Marketing*, **17**, 177-188.
- [47] Rotter, J.B. (1967) A New Scale for the Measurement of Interpersonal Trust. *Journal of Personality*, **35**, 651-665. <https://doi.org/10.1111/j.1467-6494.1967.tb01454.x>
- [48] Rousseau, D.M., Sitkin, S.B., Burt, R.S. and Camerer, C. (1998) Not So Different After All: A Cross-Discipline View of Trust. *Academy of Management Review*, **23**, 393-404. <https://doi.org/10.5465/amr.1998.926617>
- [49] Colquitt, J.A., Scott, B.A. and LePine, J.A. (2007) Trust in and Trustworthiness of Others: A Meta-Analysis of Social Science Research. *Journal of Applied Psychology*, **92**, 909-927. <https://doi.org/10.1037/0021-9010.92.4.909>
- [50] Moorman, C., Zaltman, G. and Deshpandé, R. (1992) Relationships between Providers and Users of Market Research: A Conceptual Framework. *Journal of Marketing Research*, **29**, 314-329.
- [51] Morgan, R.M. and Hunt, S.D. (1994) The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, **58**, 20-38. <https://doi.org/10.1177/002224299405800302>
- [52] Ganesan, S. (1994) Determinants of Long-Term Orientation in Buyer-Seller Relationships. *Journal of Marketing*, **58**, 1-19. <https://doi.org/10.1177/002224299405800201>
- [53] Ganesan, S. and Hess, R. (1997) Relationship Marketing in the Era of Information Technology. *Journal of the Academy of Marketing Science*, **25**, 309-320.
- [54] Giese, J.L. and Cote, J.A. (2000) Defining Customer Satisfaction. *Academy of Marketing Science Review*, **1**, 1-19.
- [55] Oliver, R.L. (1980) A Cognitive Model of the Antecedents and Consequences of Satisfaction Judgments. *Journal of Marketing Research*, **17**, 460-469. <https://doi.org/10.1177/002224378001700405>
- [56] Engel, J.F., Blackwell, R.D. and Miniard, P.W. (1990) Consumer Behavior. 6th Edition, Dryden Press, Chicago.
- [57] Anderson, E.W., Fornell, C. and Lehmann, D.R. (1994) Customer Satisfaction, Market Share, and Profitability: Findings from Sweden. *Journal of Marketing*, **58**, 53-69. <https://doi.org/10.1177/002224299405800304>
- [58] Kotler, P. (2003) Marketing Management. 11th Edition, Prentice Hall, Upper Saddle River.
- [59] Maxwell, M., van Trijp, H.C.M. and van Ittersum, K. (2010) Customer Satisfaction in Hypermarkets: A Study of Indian Consumers. *Journal of Retailing*, **86**, 419-434.
- [60] Ajzen, I. (1985) Attitudes, Intentions, and Behavior. In: Higgins, J.E.T. and Sorrentino, R.W., Eds., *Handbook of Motivation and Cognition: Foundations of Social Behavior*, Guilford Press, New York, 173-211.
- [61] Ajzen, I. (2011) The Theory of Planned Behavior. *Organizational Behavior and Hu-*

- man Decision Processes, **110**, 179-211.
[https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T)
- [62] Lee, S.Y., Yeh, C.C., Chang, C.H., Tsai, C.C. and Yu, C.H. (2022) The Theory of Planned Behavior as a Framework for Understanding Customer Loyalty in the Restaurant Industry. *Journal of Retailing and Consumer Services*, **55**, Article ID: 102573.
 - [63] Ajzen, I. (2001) Nature and Operation of Attitudes. *Annual Review of Psychology*, **52**, 27-58. <https://doi.org/10.1146/annurev.psych.52.1.27>
 - [64] Froehle, C.M. and Roth, A.V. (2004) The Service-Profit Chain: Linking Customer Satisfaction to Employee Satisfaction, Customer Loyalty, and Financial Performance. *Journal of Marketing*, **68**, 71-82.
 - [65] Verbeke, W. and Vackier, C. (2005) The Impact of Consumer Ethnocentrism and Perceived Behavioral Control on Purchase Intention of Organic Food Products. *Journal of Consumer Behavior*, **4**, 195-207.
 - [66] Ajzen, I. (1991) The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*, **50**, 179-211.
[https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T)
 - [67] Taylor, S.E. and Todd, P.A. (1995) Understanding the Determinants of Perceived Control. *Journal of Personality and Social Psychology*, **69**, Article 810.
 - [68] Oliver, R.L. (1999) Whence Consumer Loyalty? *Journal of Marketing*, **63**, 33-44.
<https://doi.org/10.1177/00222429990634s105>
 - [69] Foster, G. and Cadogan, J. (2000) Customer Loyalty: A Review and Research aGenda. *Journal of Marketing Management*, **16**, 19-33.
 - [70] Yoo, B. and Chang, H.J. (2005) The Impact of Customer Satisfaction and Switching Barriers on Customer Loyalty: Moderating Role of Switching Costs. *Journal of Retailing*, **81**, 139-152.
 - [71] Kotler, P. and Keller, K.L. (2012) Marketing Management. 14th Edition, Pearson Education, London.
 - [72] Cool, K. (2007) Customer Loyalty: The Retail Manager's Guide to Customer Retention and Lifetime Value. Kogan Page Publishers, London.
 - [73] Chen, C.Y. (2008) The Impact of Customer Loyalty on the Performance of Hypermarkets in Taiwan. *Journal of Retailing and Consumer Services*, **15**, 302-309.
 - [74] Lehdonvirta, V., Oksanen, A., Räsänen, P. and Blank, G. (2020) Social Media, Web, and Panel Surveys: Using Non-Probability Samples in Social and Policy Research. *Policy & Internet*, **13**, 134-155. <https://doi.org/10.1002/poi3.238>
 - [75] Servera-Frances, E. and Arteaga-Moreno, D. (2015) The Impact of Corporate Social Responsibility on Customer Loyalty: The Mediating Role of Trust. *Journal of Business Ethics*, **127**, 177-192.
 - [76] Valiño, J., Rodríguez, M.A. and Barriopedro, D. (2019) The Impact of Corporate Social Responsibility on Customer Loyalty in Hypermarkets: A New Socially Responsible Strategy. *Sustainability*, **11**, Article 123.
 - [77] Deegan, C. (2002) Introduction: The Legitimizing Role of Corporate Social Disclosures. *Accounting, Auditing & Accountability Journal*, **15**, 288-312.
 - [78] Freeman, R.E., Harrison, J.S., Wicks, A.C., Parmar, B.L. and de Colle, S. (2000) Stakeholder Theory: The State of the Art. Cambridge University Press, Cambridge.
 - [79] Martínez, I.A., Martínez, J.A. and del Bosque, I.R. (2014) The Mediating Role of Brand Image in the Relationship between Corporate Social Responsibility and Customer Loyalty. *Journal of Business Research*, **67**, 151-157.

- [80] Hemdi, M. and Othman, R. (2013) The Impact of Corporate Social Responsibility on Customer Retention. *Journal of Business Ethics*, **116**, 563-579.
- [81] Mohr, L.A. and Webb, D.J. (2005) The Effects of Corporate Social Responsibility and Price on consumer Response. *Journal of Consumer Affairs*, **39**, 121-147. <https://doi.org/10.1111/j.1745-6606.2005.00006.x>
- [82] Polonsky, M.J. and Jevons, T. (2006) The Development of Corporate Social Responsibility in Australia: A Review of the Literature. *Journal of Business Ethics*, **68**, 177-191.
- [83] Abbasi, S., Aghakhani, H., Azizi, S., Peikanpour, M. and Mehralian, G. (2022) Corporate Social Responsibility and Customer Loyalty during the Covid-19 Pandemic: Evidence from Pharmacy Practice. *Social Responsibility Journal*, **19**, 249-263. <https://doi.org/10.1108/SRJ-06-2021-0243>
- [84] Du, S., Bhattacharya, C.B. and Sen, S. (2007) The Role of Corporate Social Responsibility in Strengthening Multiple Stakeholder Relationships: Insights from the Banking Industry. *Journal of Business Ethics*, **72**, 195-209.
- [85] Pivato, G., De Massis, A. and Kotler, P. (2008) The Strategic Levers of Corporate Social Responsibility. *Journal of Business Ethics*, **81**, 285-296.
- [86] Osterhus, T. (1997) The Strategic Implications of Corporate Social Responsibility. *Journal of Business Ethics*, **16**, 1275-1284.
- [87] Andreassen, T.W. and Lindestad, B. (1997) Customer Loyalty and Perceived Value: A Structural Equation Model. *Journal of Retailing*, **73**, 107-128.
- [88] Bloemer, J.J.A., De Ruyter, K. and Wetzels, M.G.M. (1998) The Impact of Perceived Service Quality on Consumer Satisfaction, Trust, and Switching Intentions in a Durable-Goods Service Setting. *Journal of Retailing*, **74**, 139-156.
- [89] Andreassen, T.W. and Lindestad, B. (1998) The Effect of Image on Customer Loyalty. *Journal of Service Research*, **1**, 7-18.
- [90] Cretu, A. and Brodie, R.J. (2007) The Influence of Brand Image on Consumer Loyalty. *Journal of Retailing*, **83**, 31-45.
- [91] Ryu, K., Han, S.H. and Kim, Y. (2008) The Effects of Brand Image, Perceived Value, and Customer Satisfaction on Brand Loyalty: An Empirical Examination of the Luxury Brand Market in China. *Journal of Business Research*, **61**, 1276-1286.
- [92] Lai, C.H. and Zaichkowsky, J.L. (2009) The Impact of Brand Image and Brand Loyalty on Purchase Intention: The Mediating Role of Customer Satisfaction. *Journal of Business Research*, **62**, 1362-1369.
- [93] Sanzo, M.J., Santos, M.L., Vázquez, R. and Álvarez, L.I. (2003) The Effect of Market Orientation on Buyer-Seller Relationship Satisfaction. *Industrial Marketing Management*, **32**, 327-345. [https://doi.org/10.1016/S0019-8501\(01\)00200-0](https://doi.org/10.1016/S0019-8501(01)00200-0)
- [94] Lin, C. and Wang, Y. (2006) The Impact of Trust and Commitment on Customer Satisfaction and Loyalty in the Context of E-Service. *Journal of Electronic Commerce Research*, **7**, 157-171.
- [95] Chiou, Y. and Pan, Y. (2009) The Impact of Trust and Commitment on Customer Satisfaction and Repurchase Intention in the Context of Mobile Commerce. *Computers in Human Behavior*, **25**, 1787-1794.
- [96] Ercis, A., Cavusgil, S.T. and Ozturk, M. (2012) The Mediating Role of Customer Satisfaction on the Relationship between Trust and Loyalty in the Context of Mobile Commerce. *International Journal of Mobile Communications*, **10**, 153-175.
- [97] Chang, C.L. and Wu, C.H. (2012) The Impact of Trust and Commitment on Customer Satisfaction and Loyalty in the Context of Mobile Commerce. *Computers in*

- Human Behavior*, **28**, 464-470.
- [98] Gul, S. (2014) The Impact of Trust and Commitment on Customer Satisfaction and Loyalty in the Context of Mobile Commerce. *Journal of Retailing and Consumer Services*, **21**, 692-698.
 - [99] Bloemer, J. and Kasper, G. (1995) The Impact of Perceived Service Quality on Consumer Satisfaction and Loyalty: A Moderating Role of Switching Costs. *Journal of Retailing*, **71**, 139-156.
 - [100] McDougall, G.H.G. and Levesque, T. (2000) Customer Satisfaction with E-Commerce: An Empirical Examination. *Journal of Retailing*, **76**, 351-375.
 - [101] Lewis, B.R. (2004) Customer Satisfaction and Loyalty: The Relationship between Satisfaction and Repurchase Intention in a Business-to-Business Context. *Journal of Business Research*, **57**, 135-143.
 - [102] Chang, H.C. and Tu, C.C. (2005) The Impact of Customer Satisfaction and Switching Costs on Customer Loyalty: Evidence from the Mobile Telecommunications Industry. *Telecommunications Policy*, **29**, 583-595.
 - [103] Li, Y. and Green, T.C. (2011) The Impact of Service Quality and Customer Satisfaction on Customer Loyalty: Evidence from the Restaurant Industry in China. *International Journal of Hospitality Management*, **30**, 570-578.
 - [104] Selnes, F. (1993) Relationship Commitment as a Customer Retention Mechanism. *Journal of Marketing*, **57**, 117-128.
 - [105] Baker, D.A. and Crompton, J.L. (2000) Quality, Satisfaction and Behavioral Intentions: The Tourism Experience. *Tourism Management*, **21**, 9-23.
 - [106] Olsen, M.D. and Johnson, D.R. (2003) The Impact of Service Quality on Customer Satisfaction, Behavioral Intentions and Loyalty in the Hotel Industry. *International Journal of Hospitality Management*, **22**, 273-288.
 - [107] Yoon, Y. and Uysal, M. (2005) The Role of Destination Image and Satisfaction on Behavioral Intentions: Moderating Effect of Prior Experience. *Tourism Management*, **26**, 1119-1132.
 - [108] Mao, Z. (2010) The Impact of Service Quality on Customer Loyalty: Evidence from the Chinese Restaurant Industry. *International Journal of Hospitality Management*, **29**, 599-606.
 - [109] Homburg, C. and Giering, A. (2001) The Customer Orientation of Service Providers: Measurement and Impact on Customer Satisfaction. *Journal of Marketing*, **65**, 81-96.
 - [110] Wong, A. and Zhou, K. (2006) The Mediating Effect of Customer Satisfaction on the Relationship between Perceived Service Quality and Customer Loyalty in the Chinese Banking Industry. *Journal of Services Marketing*, **20**, 33-45.
 - [111] Consuegra, A. and del Bosque, I.R. (2007) The Relationship between Service Quality, Customer Satisfaction and Loyalty in the Spanish Mobile Telecommunications Industry. *International Journal of Service Industry Management*, **18**, 169-189.
 - [112] Carroll, A.B. (2010) The Four Faces of Corporate Social Responsibility. *Journal of Business Ethics*, **97**, 279-287.
 - [113] Winters, L. (1986) Consumer Perceptions of Retail Store Image: An Application of Symbolic Analysis. *Journal of Retailing*, **62**, 7-27.
 - [114] Barich, H. and Kotler, P. (1991) A Framework for Marketing Image Management. *MIT Sloan Management Review*, **32**, 94-104.
 - [115] Ranaweera, J. and Prabhu, J.C. (2003) Customer Satisfaction and Loyalty in

- E-Commerce: A Conceptual Framework and Empirical Examination. *Journal of Business Research*, **56**, 1439-1450.
- [116] Kaur, J. and Soch, P. (2012) Impact of Corporate Social Responsibility on Customer Satisfaction and Loyalty: A Study of Indian Consumers. *Journal of Business Ethics*, **105**, 567-579.
 - [117] Martínez, I. and del Bosque, I.R. (2013) Does Corporate Social Responsibility Lead to Customer Loyalty? A Study of the Mediating Role of Customer Satisfaction. *Journal of Business Ethics*, **117**, 535-548.
 - [118] Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. (2016) A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). Sage Publications, Thousand Oaks.
 - [119] Hair, J.F., Anderson, R.E., Tatham, R.L. and Black, W.C. (1998) Multivariate Data Analysis. 5th Edition, Prentice Hall, Upper Saddle River.
 - [120] Chin, W.W. (1998) The Partial Least Squares Approach to Structural Equation Modeling. *Journal of Marketing Research*, **35**, 187-203.
 - [121] Fornell, C. and Larcker, D.F. (1981) Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, **18**, 39-50. <https://doi.org/10.1177/002224378101800104>
 - [122] Nunnally, J.C. (1978) Psychometric Theory. 2nd Edition, McGraw-Hill, New York.
 - [123] Nwaneri, O.C. (2015) The Impact of Corporate Social Responsibility on Firm Performance: Evidence from Nigeria. *Journal of Business Ethics*, **128**, 155-166.
 - [124] Lee, S.M. and Jung, J. (2016) The Effect of Corporate Social Responsibility on Firm Performance: Evidence from Korea. *Sustainability*, **8**, Article 14.
 - [125] Swandari, R. and Sadikin, A. (2016) Corporate Social Responsibility and Firm Performance: Evidence from Indonesia. *Journal of Business Ethics*, **138**, 381-393.
 - [126] Bajic, I. and Yurtoglu, B. (2018) The Impact of Corporate Social Responsibility on Firm Performance: Evidence from Emerging Markets. *Journal of Business Ethics*, **147**, 185-200.
 - [127] Noudoostbeni, M., Kaurand, R. and Jenatabadi, M. (2018) The Mediating Effect of Customer Satisfaction on the Relationship between Corporate Social Responsibility and Customer Loyalty. *Journal of Retailing and Consumer Services*, **45**, 17-25.