

CSR beauty in the eye of the beholder: Influences of retailer image congruency and consumer personal values

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ABSTRACT

Relatively limited research has addressed how consumers' personal values influence their reactions toward a retailer's CSR practices. Since personal values affect how consumers respond to CSR practices, it is expected that consumers holding different values would show a different degree of support toward different types of CSR. Thus, this study examined whether the positive relationship between a retailer's image-congruent CSR practices and brand attitude is moderated by consumers' varying levels of support toward different types of CSR. Consumer personal values were proposed as the reason for their varying levels of support toward CSR practices. The survey research method was utilized to examine these research questions. Findings generally sustain hypotheses that image congruency of CSR will positively affect consumers' brand attitude, which is moderated by different levels of support associated with different types of CSR. Additionally, consumers considering different personal values as important indeed support CSR practices differently.

Keywords:

Image-congruent CSR, Personal values, Brand attitude, Retailer.

1 | Introduction

Consumers' increasing consciousness toward social issues makes corporate social responsibility actions a very important dimension for firms to gain a positive image in recent years (Pizzi *et al.*, 2020; Ye *et al.*, 2020). The term "Corporate Social Responsibility" (CSR) denotes the moral obligation of businesses that has positive influences on social issues, such as a safe work environment, environmental protection, or donation to charity (Lin *et al.*, 2011; Walton & Rawlins, 2010). CSR is also regarded as an effective differentiation strategy in addition to traditional price competition, quality assurance, and premium service (Brønn & Vrioni, 2001; Falkenberg & Brunsæl, 2011; Swaen & Chumpitaz, 2008). It has positive effects on not only financial performance but also consumer attitude and behavior (David *et al.*, 2005; Groza *et al.*, 2011; Lafferty & Goldsmith, 2005; Lii & Lee, 2012; Luo & Bhattacharya, 2006; Swaen & Chumpitaz, 2008).

Studies have identified moderators that may affect how consumers perceive actions associated with CSR. It was revealed that consumers respond to various types of CSR practices differently depending on consumers' expectations of and support for a company's CSR practices (Swaen & Chumpitaz, 2008), consumers' lifestyles and values (Fraj & Martinez, 2006), and the degree of congruence between consumers' self-perceptions and perceived values of a company (Lii & Lee, 2012). It is found that consumers who have a strong altruistic and collective inclination will support a company's proactive engagement in CSR activities (Maignan & Ferrell, 2001). Also, consumers perceive a corporation more favorably when it is involved in CSR activities corresponding to its image (Kim *et al.*, 2011;

Lafferty & Goldsmith, 2005; Lii & Lee, 2012; Nan & Heo, 2007; Pracejus & Olsen, 2004; Thomas *et al.*, 2011). Such a brand-cause fit helps fend off consumer doubt and skepticism toward a firm's motivation for practicing CSR and improves its credibility (Alcañiz *et al.*, 2010).

1.1 Research questions and objectives

As the final stage of a marketing channel, retailers' business practices are more salient to the general public (Burns & Brady, 1996). The recent pandemic heightens consumers' awareness toward environmental issues and reinforces their beliefs in sustainability (Latham, 2021). This will urge business to attend to social issues that consumers truly care about and take responsible actions correspondingly (Manuel & Herron, 2020). As personal values signify what is really important to an individual, practitioners can use it to infer why consumers respond to certain CSR initiatives more positively than others, and choose to practice those that will generate more positive feedback from their customers. Relatively limited research has addressed how consumers' personal values influence their reactions toward the CSR that a retailer practices. What types of CSR activities can effectively help retailers stimulate consumers' positive attitudes and generate long-term benefits remains unanswered. Since personal values affect how consumers respond to CSR practices, it is expected that consumers holding different values would show a different degree of support toward different types of CSR. Such differences might further affect the level of positive responses a retailer can generate when practicing image-congruent CSR. To fill the research void, this study attempts to investigate whether the above propositions are

empirically true.

A retailer may be limited from practicing all kinds of CSR due to scarce resources. The findings of this study will help retailers to choose suitable CSR initiatives that correspond to consumers' personal value. Knowledge gained from the study will facilitate the retailer to either establish or calibrate its CSR program appropriately by best use of its resources and strategically targeting the matched consumer value segments. The appropriate choice of CSR initiatives also helps businesses avoid waste of resources and time. Altogether, the keen choice of CSR practices not only helps take care of social issues but also generates positive feedback from the market. With more businesses engaging in CSR initiatives, social problems such as pollution, and human rights can receive greater attention and better resolution.

2 | Review of literature and hypothesis development

2.1 Types of CSR

Social Responsibility has been defined as corporations making contributions to society and engaging in social issues that exceed legal obligations (Enderle & Tavis, 1998). It involves "actions that appear to further some social good, beyond the interests of the firm and which is required by law" (McWilliams & Siegel, 2001). From a social performance viewpoint, CSR indicates what obligations enterprises should take. This viewpoint aims to examine businesses' social performance from economic, legal, ethical and discretionary aspects (Carrol, 1979; Maignan & Ferrell, 2001). Economic performance is the most fundamental responsibility, such as to

produce goods and services to satisfy demands and minimize operating costs and continuously improve product quality. Once economic goals are achieved, legal responsibility such as ensuring that products meet all legal standards and all environmental regulations should be served, followed by an exhibition of ethical responsibility such as implementing a code of ethical conduct and providing complete product information to customers. Discretionary responsibility such as minimizing energy and material waste and supporting the local economy is the highest level, which is above social expectations. It is found that corporate citizenship practices by firms form better product evaluation, higher customer loyalty, and more positive word-of-mouth, and that this process is mediated by individual consumer characteristics, including socio-demographic background, personal value, and stage of moral development.

2.2 Importance of practicing appropriate CSR

The choice of CSR initiatives cannot be overlooked since it does have an impact on how consumers perceive a company, which might further affect its image and affiliated businesses (Maignan & Ferrell, 2001, Falkenberg & Brunsæl, 2011). The match-up hypothesis suggests better product evaluations when there is a match between product characteristics and the spokesperson's image (Kahle and Homer, 1985) and it also predicts a positive response from consumers toward both the products and the ad (Kamins & Gupta, 1994). Thus, this present study proposes the first hypothesis as below:

H₁ : The more congruency between a retailer's image and the CSR it practices, the greater positive brand attitude will be generated.

However, this understanding does not facilitate the choice of a CSR practice that consumers will for sure consider as appropriate and generate positive responses. Based on balance theory (Fritz, 1958), it seems to be insufficient to consider only the congruency between the brand and CSR activities it practices. The CSR activities practiced by the brand should also gain support from its customers in order to establish positive attitude toward the brand. When consumers perceive a CSR as important and support the company's practice of it, this positive link can be established. It is logical to infer that consumers' support level is likely to moderate the relationship between image congruent CSR practices and consumers' responses toward the brand. Therefore, this study further develops following hypothesis:

H₂ : The impact of image-congruent CSR practices on consumers' brand attitude will be moderated by consumers' support levels toward the CSR practice. This impact will be strengthened when consumers show higher support toward the CSR being practiced.

2.3 Consumer personal values and types of CSR

However, why certain types of consumers prefer particular types of CSR is still in question. As suggested previously, consumers

who possess a strong sense of self-fulfillment tend to support CSR practices (Fraj & Martinez, 2006). It can be inferred that consumers holding various values and beliefs likely respond to the same CSR differently. Hence, consumers' personal value orientation should be considered when discussing how they perceive various CSR practices.

As CSR is mainly concerned about how a company contributes to society and social issues above and beyond legal requirements, whether or not consumers believe these social responsibilities are an important aspect of business operations, and which types of CSR are more important, could potentially affect how they perceive those practices. What individuals aim to pursue in life and what beliefs they perceive as important will largely guide their thoughts and behaviors. Thus, understanding consumers' personal values would provide insights into what types of CSR should practice in order to solicit positive feedback from the

A number of typologies and techniques were developed to both understand and measure general personal values, such as the Rokeach's Value Survey (Rokeach, 1973) and the Values and Lifestyle Segmentation (VALS) (Pitts & Woodside, 1984). Among these typologies, the List of Values (LOV) consisted of nine values, including sense of belonging, excitement, warm relationships with others, self-fulfillment, being well respected, fun and enjoyment of life, security, self-respect, and a sense of accomplishment (Kahle & Kennedy, 1988). The LOV measures personal values central to people's lives and their major roles, is relatively easy to use and comprehend, and could represent what are important to one's life. It is believed to be predictive of various consumer behaviors (e.g., Homer & Kahle, 1988) and was perceived as having better predictive power of consumer behaviors than

VALS (Kahle *et al.*, 1986).

For instance, people who care about security and a sense of belonging might be in favor of the legal type of CSR practices because it demands obedience of law and regulations. Additionally, by obeying the law and regulations, the order of one's life can be established and leads to the acceptance in groups, thus satisfying one's need for security and sense of belonging. It can be inferred that different types of CSR practices might satisfy various things consumers want in life. When a sense of belonging is valued, the support toward the legal type of CSR might be higher than when a sense of accomplishment is

perceived to be important owing to different weights on various personal values. If the type of CSR does not correspond to personal values consumers are holding, the positive responses from consumers generated by practicing image congruent CSR might not be as strong as expected. Based on aforementioned logics, following hypothesis was proposed, and figure 1 illustrates the relationships among constructs studied in this study.

H₃ : Consumers emphasizing different personal values will show varying levels of support toward different types of CSR practices.

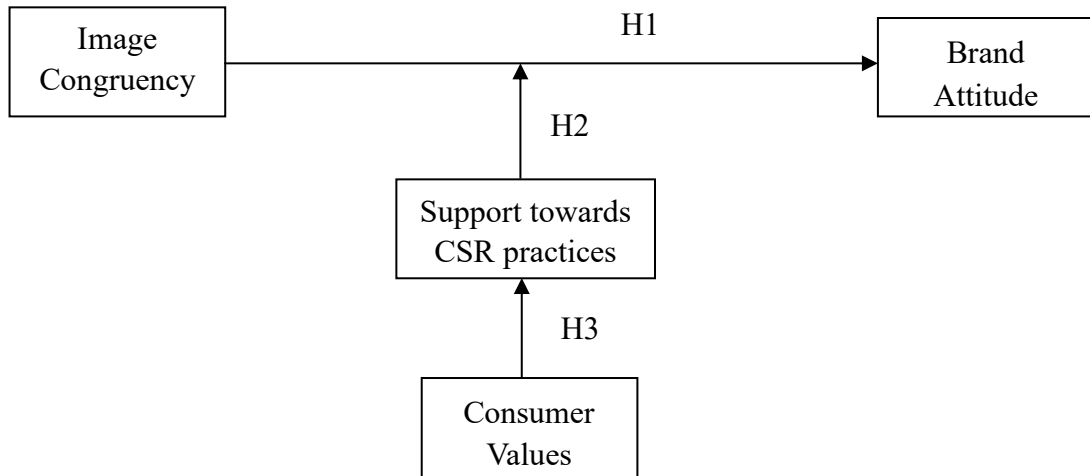


Figure 1 The research framework of this study

3 | Method

3.1 Pretest

The purpose of this pretest was to select a retailer whose engagement in CSR activities has produced a strong consumer impression. In order for the congruency between CSR practices and retailer image to be effective in the main study, existing brands were collected to help subjects form perceptions toward the

retailer and its CSR practices. Twelve companies that are currently practicing CSR adopted from the “CSR in Taiwan” website were selected to be employed in the pretest. Participants were instructed to choose the CSR practice from each retailer that impressed them the most. Data were collected from 50 respondents recruited from a college located in Northern Taiwan. Results showed that 46 respondents (92%) were aware of CSR practices conducted by FamilyMart, a

convenience store chain, compared to a range of 30% to 80% awareness of other companies' CSR practices. Thus, the FamilyMart Convenient Chain Store was selected to be employed in the main study for hypotheses testing.

3.2 Measures

3.2.1 Personal value

The List of Values (LOV) including sense of belonging, excitement, warm relationships with others, self-fulfillment, being well respected, fun and enjoyment of life, security, self-respect, and a sense of accomplishment (Kahle & Kennedy, 1988) was adopted to assess respondents' personal values. Each value was rated with one global measure on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) for respondents to evaluate how important each of the nine personal values is to them. Higher scores on a value indicated more importance consumers placed on that particular value. This study replaced Kahle and Kennedy (1988)'s original usage of a 9 or 10-point rating scale with a 5-point scale because it is rather difficult for respondents to choose between two slightly different options on a 9 or 10-point rating scale. This study does not intend to examine the relationship between the importance of values and support toward CSR. Rather, the purpose is to explore whether personal values affects consumers' support. Thus, it is not necessary to determine the rank order of each value. Also, this reflects situations in the real world in which people often perceive multiple things as important in life.

3.2.2 Support for CSR practices

Four types of CSR practices, each

representing the economic, legal, ethical, and discretionary CSR, were adapted from Maignan and Ferrell (2001). Striving to continuously improve product quality, providing correct financial information, providing a safe shopping environment, and financially supporting minorities were selected to represent the economic, legal, ethical, and discretionary types of CSR practices, respectively. The consumer support of each type of CSR practice was evaluated with a global measure by asking respondents to indicate the extent to which they agree with "I believe that a retailer should practice this type of CSR" on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Therefore, there are four sets of data indicating the degree of respondents' support for the economic, legal, ethical, and discretionary CSR, respectively.

3.2.3 Image congruency between a retailer and its CSR Practices

Four items were adopted from kim *et al.* (2011) asking respondents' perceptions toward the match between a csr program and corporate characteristics to measure this variable. Respondents were requested to indicate how strongly they agree with each statement using a 5-point likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) when the target retailer, familymart, practices each type of csr. As a result, four sets of data with each indicating the extent to which a particular csr practice (economic, legal, ethical, and discretionary csr, respectively) is perceived as congruent with the retailer's image are obtained.

3.2.4 Brand attitude

Brand attitude, conceptualized as “consumers’ relatively enduring overall evaluations of a brand,” was measured by six items adopted from Yalçin *et al.* (2009). Respondents were requested to indicate how strongly they agree with each statement using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) when the target retailer, FamilyMart, practices each type of CSR. As a result, four sets of data containing respondents’ brand attitude toward the retailer when it practices economic, legal, ethical, or discretionary CSR were obtained respectively.

3.3 Sampling and data collection

Convenience sampling was conducted to collect data. Three hundred and fifty questionnaires were distributed face-to-face to general consumers above 18 years old. In the end, 329 questionnaires were returned, resulting in a 94% response rate. Among the returned questionnaires, 309 were valid, comprising 56% females, the majority aged between 21 to 30 years old (81%), with college and above educational background

(94%). Table 1 shows the descriptive statistics of sample.

Respondents were instructed to evaluate the importance of each personal value, their support toward each of the four types of CSR practices, the image congruency between each CSR practice and the retailer, and their attitude toward the retailer.

3.4 Reliability and validity of measures

Reliability for the measure of each variable was calculated before analyzing data for hypothesis testing. The Cronbach’s Alpha value for image congruency between the retailer and each of its CSR practice is 0.88~0.93; and brand attitude for each CSR practice is 0.87~0.92. These values suggest high reliability of all measures employed in this study. Confirmatory factor analysis was conducted on image congruency and brand attitude respectively to examine the validity of these two measures. For 4 types of CSR practices, model fit indices such as GFI, AGFI, and CFI are all above 0.90, indicating adequate fit between measurement items and the construct. The validity of measures is thus established.

Table 1 Descriptive statistics of sample (N=309)

Items	Category	N	Percentage (%)
Sex	Male	137	44
	Female	172	56
Age	Below 20	17	6
	21~30	251	81
	31~40	22	7
	41~50	7	2
	51~60	12	4
Education Level	Senior school	4	1
	High school	14	5
	University/college	179	58
	Graduate /Doctor	112	36

Table 1 Descriptive statistics of sample (N=309) (continued)

Items	Category	N	Percentage (%)
Occupation	Financial	21	7
	Service	33	11
	Military/Civil/Teacher	18	6
	Manufacturing	17	5
	Technology	24	8
Occupation	Freelance	3	1
	Student	180	58
	Others	13	4
Income	Below 10,000	170	55
	10,001~30,000	74	23
	30,001~50,000	50	16
	50,001~70,000	8	3
	70,001~90,000	2	1
	90,001~110,000	2	1
	110,000~130,000	2	1

4 | Results

4.1 Hypotheses testing

H₁ intended to examine whether higher congruency between a retailer's image and its CSR practices will result in more positive responses, which is brand attitude in this present study, from consumers. Provided with four different CSR programs that represent economic, legal, ethical and discretionary practices, the respondents were asked to

evaluate the congruency between each type and the FamilyMart image. The Pearson correlation coefficient between image congruency for each type of CSR practices and corresponding brand attitude was first calculated to examine whether these variables are significantly correlated. Results shown in Table 2 indicate that the level of image congruency between FamilyMart and each type of CSR practices positively correlated with brand attitude to a more or lesser significant degree.

Table 2 Correlations between image congruency and brand attitude

		Brand attitude		
Economic	.309**	.240**	.261**	.218**
Legal		.548**	.227**	.269**
Ethical			.380**	.195**
Discretionary				.385**

Note : **. Correlation is significant at the .010 level (2-tailed).

OLS regression analysis was employed to examine whether a higher level of image congruency will lead customers to respond more positively on brand attitude. Brand

attitude was regressed on the levels of image congruency for each type of CSR practice, respectively. Results show that the congruency between the FamilyMart image

and the economic ($\beta=0.309$, $t=5.700$, $p<.010$), legal ($\beta=0.548$, $t=11.468$, $p<.010$), ethical ($\beta=0.380$, $t=7.193$, $p<.010$) and discretionary ($\beta=0.385$, $t=7.314$, $p<.01$) CSR practices significantly contributes to the formation of positive brand attitude toward FamilyMart. This indicates that consumers indeed respond positively when they perceive the CSR practice as congruent with the corporate image.

As shown in Table 3, the predictive relation between legal type of CSR and brand attitude when this type of CSR is practiced by the company is the strongest among all types of CSR. In all, the practice of image congruent CSR significantly predicts positive brand attitude toward FamilyMart when it practices corresponding type of CSR. As a result, H_1 receives support.

Table 3 Results of regression analysis with brand attitude associated with four types of CSR as dependent variables and image congruency of four types of CSR as independent variables

Dependent variable	Independent variable: Image congruency			
	β for Economic	β for Legal	β for Ethical	β for Discretionary
Brand attitude toward economic	0.309 (5.700) ^{***}			
Brand attitude toward legal		0.548 (11.468) ^{***}		
Brand attitude toward ethical			0.380 (7.193) ^{***}	
Brand attitude toward discretionary				0.385 (7.314) ^{***}

Note : ^{***} $p < .010$, ^{**} $p < .050$.

Structural equation modeling (SEM) was conducted to test H_2 , proposing that the positive association between image-congruent CSR practices and consumers' responses toward the retailer is moderated by consumers' level of support toward each CSR practice. Compared to regression analysis, SEM is proposed to reduce bias resulting from measurement error (Peyrot, 1996). The confirmatory factor analysis was employed to build the measurement model for each type of CSR practice, and results show that all variables loaded high on corresponding factors and all factor loadings were significant. Several indices (GFI, CFI, and RMSEA) indicate adequate fit between measurement model and data. Since there are 4 sets of data with each examining proposed relationships when the retailer practices one particular type

of CSR, structural models of each CSR practice were then built and the goodness of fit indices indicated acceptable model fit for each structural model.

To test the moderation effect of support level for each type of CSR practice, the sample was first divided into high and low levels of support. The percentage of respondents scoring on 5 on their support level toward each types of CSR was from 44% to 64%, thus, this study decided to divide the sample into high level support (score = 5) and low level support (score ≤ 4) groups toward a particular type of CSR in order to have a reasonable number of respondents in each group. Considering that people generally show support toward actions with good cause such as CSR practices, it is not surprising to see this pattern of data. The chi-square differences test revealed significant

differences in the change of model fit between the unconstrained model and the fully constrained model for the economic and legal types of CSR (see Table 4), indicating that the level of support toward these two types of CSR practices moderates the relationship between image congruency and brand attitude. The standardized regression weights of low support level toward both types of CSR are higher than those of high support level, meaning that the influence of image congruency on brand attitude is significantly stronger for the low support group than for the high support group. H_2 receives partial support.

H_3 proposed that consumers holding different personal values as important will exhibit different levels of support toward different types of CSR practices. The Pearson correlation coefficients show that importance ratings on self-respect, being well respected,

sense of belonging, and self-fulfillment are significantly positively correlated with support of all four types of CSR practices. The importance ratings on security and warm relationships with others are significantly positively correlated with support toward economic, legal, and ethical types of CSR; the importance ratings on a sense of accomplishment and fun and enjoyment of life are significantly positively correlated with support toward economic and ethical types of CSR practices. Additionally, the importance rating on excitement is significantly positively correlated with support toward the economic type of CSR. These correlation coefficient values show different strengths of association between the importance rating of each personal value and corresponding support toward each type of CSR practice.

Table 4 Summary Results of Models and the Invariance Tests

Type of CSR	Standardized regression weight	Model	X ²	df	ΔX ²	P
Economic	Support High = 0.23	Unconstrained	121.808	62	18.904	.026*
	Support Low = 0.43	Fully Constrained	140.712	71		
Legal	Support High = 0.53	Unconstrained	117.020	64	17.583	.040*
	Support Low = 0.58	Fully Constrained	134.603	73		
Ethical	Support High = 0.26	Unconstrained	125.200	62	9.591	.385
	Support Low = 0.46	Fully Constrained	134.791	71		
Discretionary	Support High = 0.38	Unconstrained	149.608	60	13.658	.135
	Support Low = 0.33	Fully Constrained	163.266	69		

OLS regression analysis was further employed to examine which personal values can significantly predict support toward specific types of CSR. Results in Table 5 show that fun and enjoyment of life and sense of belonging significantly predict the support toward the economic type of CSR; sense of belonging, self-fulfillment, and warm

relationships with others significantly predict the support toward the legal type of CSR; being well respected and sense of belonging significantly predict the support toward the ethical type of CSR; and self-respect, sense of belonging, and self-fulfillment significantly predict the support toward the discretionary type of CSR. Thus, H_3 receives partial support.

Table 5 Results of regression analysis with nine personal values as independent variables and support toward four types of CSR as dependent variables

Independent variable: personal value	Dependent variable of each regression model: support toward CSR type			
	Economic	Legal	Ethical	Discretionary
Self-respect	.043	.121	-.038	.150**
Being well respected	.066	.020	.183**	.094
Security	.021	.011	-.079	-.080
A sense of accomplishment	.067	.083	.082	.101
Fun and enjoyment of life	.134*	-.114	.050	.026
Sense of belonging	.137*	.203**	.181**	.131*
Excitement	.023	.016	-.048	-.020
Self-fulfillment	-.025	-.154*	.013	-.193**
Warm relationships with others	.083	.144**	.095	.013

Note : ** $p < .050$, * $p < .100$.

5 | Discussion

This study intended to investigate whether the positive relationship between the image-congruent CSR practices and brand attitudes is moderated by consumers' varying levels of support toward different types of CSR. Consumer personal values were proposed as the reason for their varying levels of support toward CSR practices. Findings generally, although not fully, sustain hypotheses that image congruency of CSR will positively affect consumers' brand attitude, which is moderated by different levels of support associated with different types of CSR. Additionally, consumers considering different personal values as important indeed support CSR practices differently.

Results of analysis regarding the first hypothesis suggest that when consumers perceive economic type of CSR as congruent with a retailer's image, this congruency will not lead to a significant influence on attitude toward the brand. This finding is intuitively reasonable since the economic aspect of CSR is the fundamental responsibility and is related to consumer utilitarian interests. Naturally, brand attitude would be positive if these basic

consumer needs are fulfilled, regardless of the company's CSR practices. Hence, engaging in this type of CSR might not be sufficient enough to stimulate any additional positive responses. On the other hand, image congruent legal, ethical, and discretionary types of CSR predict more positive brand attitude and purchase intention. This could be that when companies practice ethical and discretionary CSR, it is less likely to cause consumer suspicion toward the retailer's motivation of practicing CSR (Lii & Lee, 2012). By practicing the legal type of CSR, a company makes an effort to codify its actions into law, which makes consumers feel more secure when interacting with this company. Consequently, the image congruency can reduce consumers' skepticism toward a company's CSR practice, and stimulates their positive responses (Alcañiz *et al.*, 2010; Pracejus & Olsen, 2004).

The test results of H₂ suggest that the influence of image congruency between the legal and economic types of CSR and the retailer on consumers' brand attitude is moderated by different levels of support for this CSR. Surprisingly, the standardized regression weights suggest that when

consumers care less about the economic or legal types of CSR (low support), the influence from practicing image-matching economic or legal CSR on consumers' evaluation toward the brand become stronger than when they believe that these CSR should be practiced. Contrary to our prediction, under the low support condition, consumers' perceptions toward the brand received stronger influence from the extent to which CSR practices match the retailer's image. One possible explanation of this finding is that since consumers perceive economic or legal types of CSR as relatively minor, their evaluations toward a brand thus depend more on peripheral cues, such as whether or not the brand engages in image-congruent practices. Thus, the image congruency practice is likely to exert higher impact on consumers' evaluation about the brand. On the other hand, under the condition when consumers perceive economic or legal type of CSR as important, they might believe that all brands should practice such CSR, regardless of whether these practices have good match with the brand image. Their evaluations toward the brand may be dominated by other factors such as how the company performs on the CSR being supported. As a result, the influence of image congruent CSR practices on consumers' formation of brand attitude can be weakening.

Results of analyses also reveal that personal values can predict consumers' support toward different types of CSR practices. Fun and enjoyment was found to be significant predictors of support toward the economic type of CSR. This could be because good quality products and services are more likely to reach consumers' expectations of purchasing the products or services and offer satisfying usage experiences. Thus, the need for enjoyment could be fulfilled by having satisfying consumption experiences with good

quality products and services. Sense of belonging and a warm relationship with others significantly predict support toward the legal type of CSR. People who care about a sense of belonging and warm relationships with others could be seeking group acceptance and order, and these might be achieved through following norms and regulations inherent in groups. The practice of the legal type of CSR, which demands companies to obey laws and regulations, might suggest similar orientation of these companies and thus satisfy consumers' need for a sense of belonging and warm relationships with others.

Results of this study also reveal that people who value being respected by others and a sense of belonging might be inclined to support the ethical type of CSR. This is expected since visible ethical conduct could generate positive views from others, and potentially lead to respect and acceptance from these people; the need for group identity was also found to predict support toward the discretionary type of CSR. Results further show that self-respect is positively and significantly associated with support toward the discretionary type of CSR. The discretionary type of CSR might involve actions above and beyond general business operations. By supporting these practices, people might realize their self-worth through showing care for others and further generate respect toward selves. On the other hand, self-fulfillment was negatively associated with support toward the legal and discretionary types of CSR. People who value self-fulfillment might tend to accept who they are rather than seek a group identity, and believe their own judgments instead of societal expectations and prejudice. Thus, obedience to law and regulations might not be attractive to this group of people. They might prioritize their own goals in life rather than important

issues in the world; thus, the more they care about this value, the lower support toward the discretionary type of CSR.

5.1 Managerial implications and limitations

In practice, many companies have already engaged in CSR to not only give back to the society, but also differentiate themselves. However, it is naïve to assume that all CSR practices would generate the same level of impression and support from consumers. Thus, how to select appropriate CSR to practice should receive more attention from both academia and practitioners. This study reveals that consumers indeed respond more positively to companies that practice image congruent CSR, and their different levels of support toward a particular CSR moderate the influence of image congruency on their responses toward the retailer. The varying levels of support toward CSR practices are associated with consumers' personal values.

5.2 Create a positive loop between CSR practices and consumers' support

Therefore, a retailer should select CSR that is congruent with its image and carefully monitor consumers' support toward its CSR practices. It was found in this study that consumers' support toward CSR activities is likely to influence how image congruent CSR affects consumers' responses toward the brand. Companies should pay attention to not only the practices of image congruent CSR but also the support level of these CSR practices from consumers. When consumers genuinely support the type of CSR practiced by an image-congruent retailer, they might pay more attention to its CSR performance than when

they do not have high support toward this particular CSR activity. Although consumers are not directly practicing CSR, their altruistic desire could be satisfied through supporting companies that engage in those CSR practices. Practicing image-congruent CSR together with consumers' support, companies can expect positive feedback from consumers. Once the retailer receives support from consumers, it might tend to contribute more to those social responsibilities, and in turn, further generate more positive responses from consumers. Overall, a positive cycle can be formed.

5.3 Communicate with customers with matching values

Furthermore, it is revealed that personal values are related to consumers' support toward different types of CSR, which could be possible explanations of differing support levels toward CSR practices. These findings not only confirm the importance of practicing image-congruency, but further suggest the means to identify which CSR practices should be practiced when a retailer considers its CSR engagement, and help a retailer to identify types of consumers they should actively communicate with. Accordingly, companies should not allocate limited resources to all kinds of CSR evenly and make decisions regarding which CSR to practice intuitively.

Despite the insights generated from this study, several limitations should be addressed in future research. An existing retailer was employed in this study in order to stimulate connections between CSR practices and retailer image. However, a potential problem might lie in respondents' existing attitude toward this known retailer, which might confound the impact of CSR practices. Owing to the same reason, effectiveness of image

congruency from different CSR practices might be weakened since respondents might not have strong preferences toward this existing retailer. Consequently, they might not care very much about what this retailer does. Thus, while helping respondents associate CSR practices with a retailer's image, future studies will need to control or examine potential influences of existing companies or brands.

Personal values such as security, a sense of belonging, and self-respect could be intertwined with each other, and interact with other personal values. More research can be carried out to dig deeper on how these personal values interact with each other to influence consumers' judgments and preferences. In addition, LOV was originally designed to understand American consumers' values. It would be more reliable if future research employed a value scale specifically designed for a particular culture where the study is conducted. Future studies can also employ multiple brands from various industries to investigate whether consumers will respond to CSR practices differently across industries. Furthermore, more variety of CSR practices can be included in future research to broaden the scope of examination.

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Appendix 1 Items used to measure variables

Variable	Measurement item
Support for CSR practices	<i>Economic citizenship</i> I believe that a retailer should strive to continuously improve the service quality
	<i>Legal citizenship</i> I believe that a retailer should accurately report its business performance
	<i>Ethical citizenship</i> I believe that a retailer should provide consumer a safe environment for consumption
	<i>Discretionary citizenship</i> I believe that a retailer should donate money to charitable institutions
Personal value	I think self-respect is important to me
	I think being well-respected is important to me
	I think security is important to me
	I think sense of belonging is important to me
	I think sense of accomplishment is important to me
	I think fun and enjoy life is important to me
	I think excitement is important to me
	I think self-fulfillment is important to me
I think warm relationship with other is important to me	
Brand attitude	Being my favorite brand
	Delighted to choose it
	Deriving pleasure from using brand
	Continuous intention to purchase
	Liking the experience of using the brand
Image congruency between a retailer and its CSR practices	Recommending to friend
	Striving to improve service quality/ accurately reports financial performance / provides safe environment for consumption / makes donations to charity organizations matches FamilyMart's corporate characteristics.
	Striving to improve service quality/ accurately reports financial performance / provides safe environment for consumption / makes donations to charity organizations suits properly FamilyMart's characteristics.
	Striving to improve service quality/ accurately reports financial performance / provides safe environment for consumption / makes donations to charity organizations is related to FamilyMart's characteristics.
	Striving to improve service quality/ accurately reports financial performance / provides safe environment for consumption / makes donations to charity organizations is similar to FamilyMart's characteristics