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LATENT CLASSES OF CORPORATE SOCIAL RESPONSIBILITY WITHIN A SUPPLY CHAIN

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Abstract:
The purpose of this research is to study how corporate social responsibility (CSR) guides buyers' loyalty towards subcontractors within supply chains. A tentative model contains factors relating different dimensions of corporate social responsibility with corporate image, corporate brand equity, and customers' loyalty. The model was tested using survey data from 173 respondents. To reveal latent classes concerning CSR and its influence within supply chains, the analysis was done with finite mixture structural equation modeling. We found that it is important to recognize with the CSR that one homogeneous behavioral model is insufficient and buyers' attitude towards CSR and diverges remarkably. Hence we recommend that it is essential for a seller of industrial services or products to recognize that while buyers may seem to be a homogeneous group, they actually contain heterogeneous subgroups. Our study reveals that it is essential to identify buyers correctly through their actual attitude toward CSR and consequently to be capable of endure harmony of the supply chain and maximizing profitability.

Keywords: Corporate social responsibility, brand image, loyalty, brewing industry, mixture analysis, Finite Mixture Structural Equation Modeling

1. INTRODUCTION

Despite of CSR's prevalence and importance there is not any single and generally approved definition for it. Conversely, according to survey 37 different definitions were found. Further, it was observed that five base dimensions (stakeholder, social, economic, voluntariness and environmental) existed and said they were included into definitions with varying frequencies. (Dahlsrud, 2008). Due to wide diversity of different definitions, a successful CSR strategy has to be context specific and therefore 'one solution fits all' should be abandoned (van Marrewijk, 2003). Devinney joins van Marrewijk when stating that no such comprehensive definition of CSR will ever be possible (Devinney, 2009). Thus, CSR ought not to be seen as a set of outcomes but as a process (Jones, 1980), and it is inalienably connected with time and environmental changes within which businesses operate (Chandler&Werther, 2014). Therefore each single definition of CSR need interpret and understand in connection with context where and when originally presented.

The only social responsibility of the business has stated to be, provocatively, in increasing its profits by legal means (Friedman, 1970). This viewpoint is supported subsequently: corporations exist to generate economic returns, not to solve societal problems (Devinney, 2009; Banerjee, 2013). On the other hand, social improvement has considered being intrinsically important and should not be justified solely on the basis of tenuous claims of links to financial performance (Aldag, 2013). Likewise for companies, meaning of CSR is according to our perception very individualized when customers are considered. Therefore, when customers and CSR is assessed, attention need be paid, not only the total clientele but different customer subgroups (Juntunen et al. 2014).

The paper first reviews introduction, the theoretical background and presents its tentative model. After creating tentative model, we test model and thus explain the research methods adopted and present the empirical data with the empirical analyses. The paper then continues to a discussion and interpretation of the results. The final section includes the conclusions of the research, its limitations and suggestions for further research.

2. THEORETICAL BACKGROUND

In this study we examine the influence of corporate social responsibility (CSR) on customer loyalty. CSR is elusive concept and thus we have divided it two dimensions, social and environmental, following Juntunen et al. (2013). We expect that firms' search customer loyalty toward their brand with RSC. Customer brand loyalty can be defined in either behavioral or attitudinal terms (van Riel et al., 2005). Behavioral or purchase loyalty consists of repeated purchases of the brand. Attitudinal loyalty refers to the degree of dispositional commitment in terms of some unique value associated with the brand (Chaudhuri & Holbrook, 2001). Vogel et al. (2008) see loyalty as a customer's intentions to stay, repurchase, and recommend the corporate brand. According to them, loyalty intentions have an immediate influence on behavior as they may result in a readiness to act (to buy).

The extant research has shown that the direct relationship between CSR and loyalty is difficult to find. Indirect links, however, has been revealed. Juntunen et al. (2013) found a link from CRS to loyalty through corporate image. In business-to-business markets corporate image and corporate brands may have a salient role in the selection of subcontractors (Blombäck & Axelsson 2007). According to Pomering and Johnson (2009), a CSR-based image includes many benefits such as enhanced brand differentiation and customer loyalty.

Thus, we hypothesize: CRS dimensions, social and environmental, has a positive influence on corporate image.

Customers' perception about a supplier's CSR activities has revealed to have a positive impact on supplier's brand equity (Lai et al. 2010; Hsu 2012). The concept of brand equity has attracted considerable interest among researchers both from the financial and marketing viewpoints for decades. The term often refers either to brand equity outcomes from the viewpoint of the firm (like a greater market share, price, or profits), or to customer-based brand equity (including, for example, attitudinal associations, and repeat purchase behavior) (Chaudhuri 1999; Tran and Cox 2009). We focus on the latter. Keller (2000) says that corporate brand equity is the sum of the results formed by any action made under the corporation and its brand. More specifically, brand equity is often

operationalized as a construct composed of brand awareness and brand association/brand image (Keller 1993; Hsu 2012). Davis et al. (2008) found in their study on logistics service providers a positive relationship between brand image and brand equity.

Thus, we hypothesize: corporate brand image has a positive influence on corporate brand equity.

Brand equity is an essential part of customer loyalty (Taylor, Celuch, and Goodwin 2004) or customer loyalty intentions (van Riel et al. 2005). In B2B markets brand equity may provide a powerful source of competitive advantage in the form of increased brand loyalty and improved customer retention levels (Davis 2008). In other words, brand equity has a strong impact on customer loyalty intentions (Keller, 1993; Vogel et al. 2008).

Thus, we hypothesize: corporate brand equity has a positive influence on customer loyalty.

In our tentative model (figure 1.), we combine our previous hypotheses.

Figure 1: Tentative model
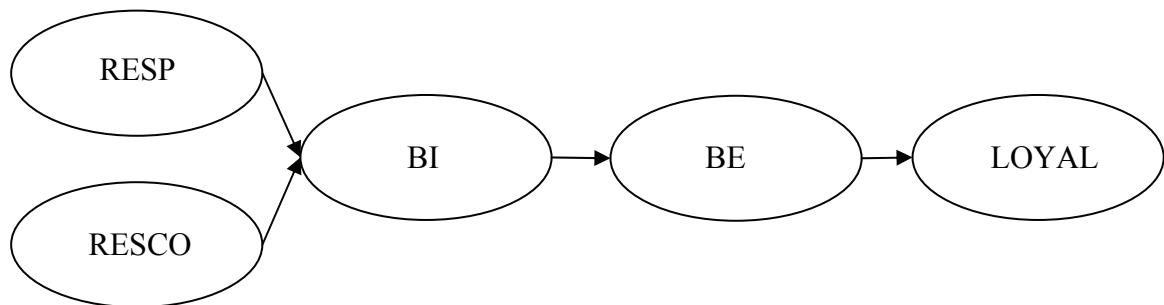
The concepts in the model can be seen as latent variables (or factors). Our empirical analysis approached negotiating power and the quality of the relationships as independent factors and customer loyalty intentions as a dependent factor. The operational measures were presented in a questionnaire as attitudinal statements based on a 7-point Likert scale and the questions were anchored with *strongly disagree* and *strongly agree*. The descriptions and the operational measures of the concepts are presented in Table 1.

Table 1: Latent variables and their operational measures

Latent variable	Explanation and operational measures in the questionnaire	Label
Responsibility towards personnel	Refers to the social responsibility of the brewery (1 = fully disagree … 7 = fully agree): [Further developed from Juntunen et al. 2013]	RESP
	• We require reports that Olvi obeys safety regulations	res1
	• We require reports that Olvi obeys working time legislation	res2
	• We expect ethics toward personnel from Olvi	res3
Responsibility towards environment	Refers to the environmental responsibility of the brewery (1 = fully disagree … 7 = fully agree): [Further developed from Juntunen et al. 2013]	RESCO
	• We expect environmental reports relation to our cooperation	res4
	• We expect valid environmental certification	res5
	• We expect valid quality certification	res6
Brand image	Refers to the quality of the relationship between the organizations (1 = fully disagree … 7 = fully agree): [Altered from Davis et al. 2008]	BI
	• Olvi is known as a company that takes good care of its trade partners	I5
	• We can reliably predict how Olvi will perform	I6
	• In comparison with other breweries, Olvi is known to consistently deliver very high quality	I7

	• In comparison with other breveries, Olvi is highly respected	I8
	• Olvi is highly respected	I9
Brand equity	Refers to brand equity of the Olvi (1 = fully disagree … 7 = fully agree): [Altered from Davis et al. 2008]	BE
	• We are willing to pay more in order to do business with Olvi	I10
	• Olvi's brand is different from other breweries	I11
	• The name of Olvi gives them advantage over other breweries	I12
Loyalty	Indicate your intentions regarding relationship continuity (1 = fully disagree … 7 = fully agree): [Altered from Vogel et al. 2008]	L
	• It is highly probable that we will continue the relationship with Olvi for as long as possible.	I1
	• We are likely to recommend Olvi to our business partners	I2

3. METHODOLOGY AND ANALYSIS

3.1. Data description and estimation method

The target group of the study consisted of Olvi's domestic restaurant customers. The data was collected using the Webropol online survey in spring 2013. The survey was addressed to 645 customers, approximately half of registered domestic restaurant customers. It proved impossible to reach a wider number primarily because of lack of comprehensive email address database. Larger restaurant chains often centralize their procurement decision making, and consequently the brewery is necessarily not in direct contact with individual restaurant managers. Another factor relating specifically to small privately owned restaurants is that ownership and control change relatively often. This easily leads to a situation where the brewery does not have appropriate email addresses. Nevertheless, the total number of addressees can be considered adequate.

Researchers sent two separate emails and set a response time of one week in each case. We received a total of 173 answers (26.8 %) which may be regarded as satisfactory in light of response rates to similar surveys (e.g. Larson. 2005). Response activity was higher on the first round, which generated 114 answers (65.9 % of the total) and the second round added 59 responses (34.1%). Further, response waves were compared using ANOVA. There were not statistically significant differences between groups and hence there is no reason to doubt that non-response bias would be a problem in this study (Armstrong and Overton, 1977).

Despite the relatively good response ratio, 472 addressees (73.2 per cent) did not provide their opinion. The majority of those non-respondents did not respond at all but we received 94 automatic error replies along the lines of, "email address unknown". Excluding those invalid email addresses from the target group, reduces the nonresponse rate to 31.4%. Seven addressees sent messages informing us that they had decided not to participate in any surveys due to time restrictions.

3.2. Data analysis

The tentative model was tested using the operational measures described above (see Figure 2). Fit indices are presented in table 2.

Figure 2: Empirical model
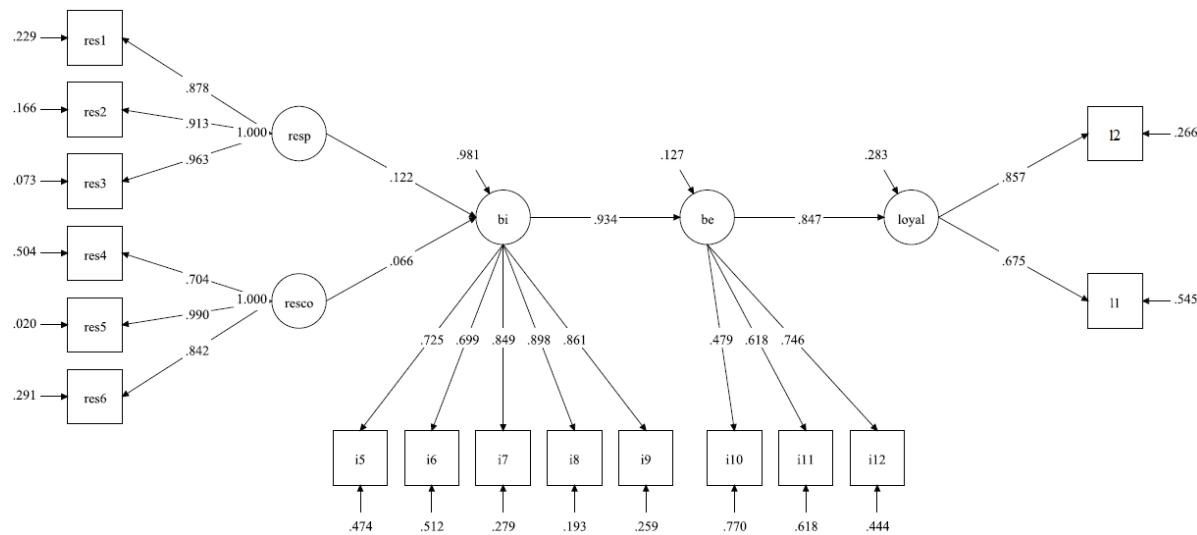
Table 2: Fit indices of structural equation model

Test	Value	P-value
Chi-square (degrees of freedom)	416.4 (100)	0.000
RMSEA	0.135	
TLI (NNFI)	0.760	
CFI	0.800	
SRMR	0.18	

The empirical model provides an unacceptable statistical fit based on fit indices. E.g. RMSEA value should be below 0.08 - Browne and Cudeck (1993),. CFI and TLI value should be above 0.90 - Jaccard and Wan (1996) and p-value should be above 0.05. Thus, based on the test values, the model can be considered unacceptable. Because model was statistically unacceptable and our aim was to reveal latent classes relating to our tentative model, we continued with FMSEM.

In finite mixture modeling (McLachlan and Peel 2000) the respondents' population membership is not known but is inferred from the data (Muthen and Muthen 1998–2007; Van Horn et al. 2009). In other words, it states to modeling which can be used to identify the above mentioned unobserved heterogeneity-or unknown group membership-of the respondents (Bart et al. 2005). We apply the finite mixture models to structural equation modelling (SEM) using finite mixture structural equation modeling (FMSEM), which allows expose the amount of latent classes and a SEM model for each class from the data. This means that the SEM model was first estimated using one latent class, then two latent classes, and so on, until the model-fit information indicated that the previous model was better than the current model (See Table 3).

Table 3: Evaluation of latent classes

Classes	n	Entropy	LogLH	AIC	BIC	ABIC	VLMRLRT	LMRALRT	PBLR
1	173	n/a	3872	7850	8017	7849	n/a	n/a	n/a
2	28/145	0.896	3887	7898	8093	7897	0.354	0.372	0.000
3	109/11/53	0.942	3827	7780	8026	7798	0.078	0.080	0.000
4	5/9/32/127	0.880	3767	7701	7963	8000	0.347	0.359	0.000

Although MPlus software offers multiple fit indices to compare different results, the most reliable fit indices with a small sample size (less than 500) are Bayesian information criteria (BIC) and parametric

bootstrapped likelihood ratio (PBLR) (Tolvanen, 2007). However, even though values indicate that we should continue towards solution of four latent class, sizes of groups went small (less than 5 per cent from population) and entropy started to decrease, we arrive at a solution of three latent classes. Respondent's probability to belong for most likely latent group was high and thus supports solution of the three latent classes (table 4). Latent groups are presented at the table 5 and descriptions of the average values of the variables of the latent classes are presented in the figure 3.

Table 4: Average Latent Class Probabilities for Most Likely Latent Class Membership (Row)

by Latent Class (Column)

	1	2	3
1	0.975	0.002	0.023
2	0.000	0.999	0.001
3	0.024	0.000	0.976

Table 5: Description of the found latent classes

Latent class **1.**
N=109 (63.0%)
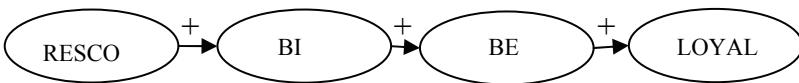
Latent class **2.**
N=11 (6.4%)
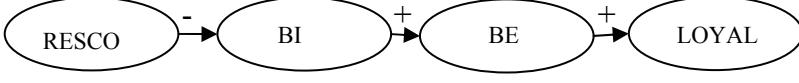
Latent class **3.**
N=53 (30.6%)

Lantent class	1	2	3
RESCO => BI	**0.851**	**-0.920N/A**	*0.164*
(p-value, 2-t)	(0.000)	(0.000)	*(0.501)*
(p-value, 1-t)	(0.000)	(0.000)	*(0.250)*
BI => BE	**0.933**	**0.932**	**0.940**
(p-value, 2-t)	(0.000)	(0.000)	(0.000)
(p-value, 1-t)	(0.000)	(0.000)	(0.000)
BE => LOYAL	**0.882**	**0.968**	**0.599**
(p-value, 2-t)	(0.000)	(0.000)	(0.000)
(p-value, 1-t)	(0.000)	(0.000)	(0.000)

Figure 3: Averages in classes
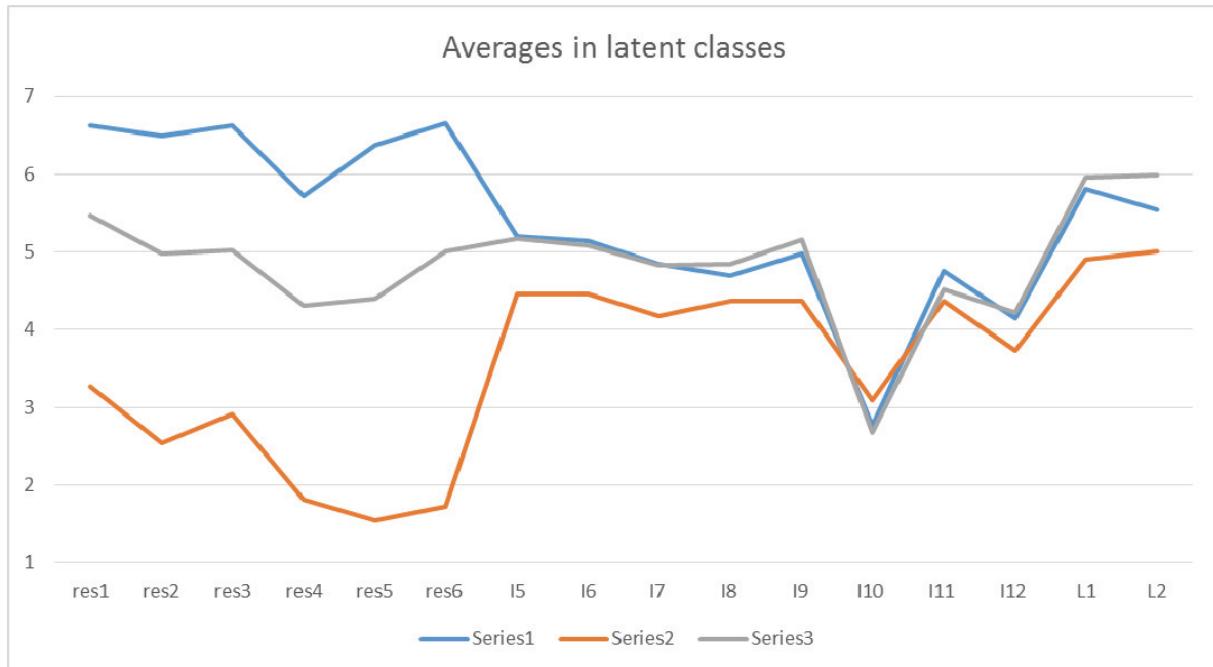
4. DISCUSSION

Reviewing our data as a whole suggests that only the corporate brand image influences positively corporate brand equity; and the corporate brand equity influences positively customer loyalty. There is no statistical relationship between CSR and the corporate brand image. Further, because SEM was statistically insignificant relationships and hence cannot be used as the basis for final judgements, we choose to place more emphasis on the results from the FMSEM. Also average values of the variables were used in analysis. We also run ANOVA analyses for variables among latent classes and noticed that CSR related variables were statistically different while all the other variables were statistically indifferent.

In the first latent class (63.0% of respondents), we found strong positive influences between responsibility towards environment and corporate brand image; corporate brand image and corporate brand equity; and corporate brand equity and customer loyalty. Interestingly, no influence between responsibility towards personnel and corporate brand image was found. This means that all the other hypotheses but H1 was supported. This means that this large group of respondents consists of customers for whom the providers' social responsibility (towards environment) has a strong positive indirect influence on their intended loyalty. We name the group *environmental SCR claimers*.

In the second latent class (6.4 % of respondents), we also found strong influences between responsibility towards environment and corporate brand image; corporate brand image and corporate brand equity; and corporate brand equity and customer loyalty. Similarly to the previous model, no influence between responsibility towards personnel and corporate brand image was found. However, this class diverges from the first class in that in their model the influence between responsibility towards environment and corporate brand image is *negative*, while all the other influences are positive. This means that either respondents do not value environmental values and thus have similar principles than Friedman (1970), or according to them Olvi's environmental responsibility is in low level and thus decrease Olvi's barand image. We name this group *environmental SCR repellent*. Similarly than in latent class 1, all the other hypotheses were accepted except H1. However, H2 was surprisingly negative.

In the third latent class (30.6 % of respondents), a positive influence was found between corporate brand image and corporate brand equity; and corporate brand equity and customer loyalty. Interestingly, neither of CSR factors influence corporate brand image. We name this group *SCR impassives*. We assume that SCR issues have no importance for this group of respondents. The

finding is alarming, as the group consists of almost one third of total population. In this latent class, H1 and H2 were rejected and other hypotheses were accepted.

This obviously raise future research question, why respondents see Olvi's environmental responsibility from different directions. Although in some cases it is possible that respondents are likely to answer either in positive or negative way in all questions, Table x shows that this is not the case here. Respondents have answered in similar manner in all other questions except the ones that concern CSR. In other words, respondents' answer to CSR questions diverge statistically and thus does not concern customers' response style. Further, social responsibility was statistically insignificant in all latent groups. We expect that this is because in Finland workers' unions are really strong and thus there is quite high level of equality among workers. Further, in Finland minimum salaries are level which reduce inequality among workers.

From a theoretical perspective our findings suggest that searching for a universal model of the relationship between SCR and customer loyalty was unproductive. Instead, we needed to accept that there are latent classes that behave differently and which must be revealed if we were to understand this phenomenon comprehensively. This definitely supports that the latent class approach is a powerful tool to study the relationship between SCR and loyalty. An important finding is that for more than one third of our respondents SCR issues seem to have no importance. This definitely needs further attention.

5. CONCLUSIONS

The purpose of this research was to examine the influence of CSR on customer loyalty. We found that from a theoretical perspective searching for a universal model was fruitless, but we needed to accept that there are latent classes that behave differently and which must be discovered if we were to understand this phenomenon comprehensively. The data exposed three latent classes.
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The implications of the study are theoretically and for business management certainly very interesting. CSR is elusive phenomenon and there are several approaches among customers. Thus we suggest that a firms need to understand customer's' different attitude towards CSR. Some of customers are very interested in corporate's CSR but they see phenomenon from totally different perspectives. Further, there is also customer who does not care CSR. How to please them all? Hence, our suggestion is that customers are probably not as homogeneous as is usually assumed, and a potential hidden heterogeneity of the respondents should be taken account.

The limitations of this research mainly derive from the fact that our data consist of only one company's customers and furthermore those customers come from a single country. In addition, this research obviously raise future research question, why respondents see environmental responsibility from different directions. Further, because social responsibility was statistically insignificant in all latent groups, we expect that this is strongly relating on social situation surrounding firms. With multiple future research questions, we very much hope that our research offspring further research on the concepts explored here and inspires researchers to adopt mixture analysis methods with the data from several contexts.

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Appendix 1: STDXY standardized measurement models

(Est. – S.E. – Est/S.E. – 2-tailed t-value)

<u>**Latent Class 1**</u>

RESP BY

RES1	0.740	0.071	10.433	0.000
RES2	0.797	0.070	11.385	0.000
RES3	0.911	0.037	24.606	0.000

RESCO BY

RES4	0.153	0.087	1.757	0.079
RES5	0.312	0.158	1.978	0.048
RES6	0.368	0.185	1.987	0.047

BI BY

I5	0.749	0.060	12.567	0.000
I6	0.736	0.0621	1.923	0.000
I7	0.867	0.0362	4.176	0.000
I8	0.912	0.027	33.776	0.000
I9	0.877	0.034	25.510	0.000

BE BY

I10	0.527	0.083	6.327	0.000
I11	0.646	0.071	9.038	0.000
I12	0.780	0.049	16.014	0.000

LOYAL BY

L1	0.865	0.053	16.465	0.000
L2	0.676	0.078	8.705	0.000

BI ON

RESP	-0.081	0.204	-0.396	0.692
RESCO	0.851	0.0581	4.577	0.000

BE ON

BI	0.933	0.0462	0.277	0.000

LOYAL ON

BE	0.882	0.0621	4.174	0.000

Residual Variances

RES1	0.453	0.105	4.32	0.000
RES2	0.365	0.111	3.277	0.001
RES3	0.170	0.067	2.525	0.012
RES4	0.977	0.026	36.863	0.000
RES5	0.903	0.098	9.172	0.000
RES6	0.865	0.136	6.345	0.000
I5	0.439	0.089	4.916	0.000
I6	0.458	0.091	5.041	0.000
I7	0.248	0.062	3.988	0.000
I8	0.168	0.049	3.420	0.001
I9	0.231	0.060	3.835	0.000
I10	0.722	0.088	8.231	0.000
I11	0.583	0.092	6.325	0.000
I12	0.391	0.076	5.142	0.000
L2	0.542	0.105	5.161	0.000
L1	0.251	0.091	2.761	0.006

<u>**Latent Class2**</u>

RESP BY

RES1	0.740	0.071	10.433	0.000
RES2	0.797	0.070	11.385	0.000
RES3	0.911	0.037	24.606	0.000

RESCO BY

RES4	0.153	0.087	1.757	0.079
RES5	0.312	0.158	1.978	0.048
RES6	0.368	0.185	1.987	0.047

BI BY

I5	0.873	0.050	17.322	0.000
I6	0.865	0.051	17.020	0.000
I7	0.940	0.022	43.148	0.000
I8	0.962	0.015	64.953	0.000
I9	0.945	0.022	43.682	0.000

BE BY

I10	0.523	0.132	3.958	0.000
I11	0.641	0.127	5.064	0.000
I12	0.777	0.097	8.011	0.000

LOYAL BY

L1	0.955	0.021	44.589	0.000
L2	0.865	0.053	16.292	0.000

BI ON

RESP	0.218	0.134	1.630	0.103
RESCO	-0.920	0.039	-23.557	0.000

BE ON

BI	0.932	0.0531	7.690	0.000

LOYAL ON

BE	0.968	0.021	46.088	0.000

Residual Variances

RES1	0.453	0.105	4.322	0.000
RES2	0.365	0.111	3.277	0.001
RES3	0.170	0.067	2.525	0.012
RES4	0.977	0.026	36.863	0.000
RES5	0.903	0.098	9.172	0.000
RES6	0.865	0.136	6.345	0.000
I5	0.237	0.088	2.691	0.007
I6	0.251	0.088	2.858	0.004
I7	0.116	0.041	2.827	0.005
I8	0.074	0.028	2.612	0.009
I9	0.107	0.041	2.608	0.009
I10	0.727	0.138	5.268	0.000
I11	0.589	0.162	3.626	0.000
I12	0.397	0.151	2.632	0.008
L2	0.252	0.092	2.750	0.006
L1	0.087	0.041	2.129	0.033

Latent Class3

RESP BY

RES1	0.740	0.071	10.433	0.000
RES2	0.797	0.070	11.385	0.000
RES3	0.911	0.037	24.606	0.000

RESCO BY

RES4	0.153	0.087	1.757	0.079
RES5	0.312	0.158	1.978	0.048
RES6	0.368	0.185	1.987	0.047

BI BY

I5	0.511	0.076	6.747	0.000
I6	0.497	0.068	7.360	0.000
I7	0.676	0.069	9.846	0.000
I8	0.760	0.065	11.697	0.000
I9	0.693	0.070	9.944	0.000

BE BY

I10	0.546	0.089	6.151	0.000
I11	0.664	0.063	10.497	0.000
I12	0.795	0.049	16.187	0.000

LOYAL BY

L1	0.712	0.115	6.184	0.000

L2	0.475	0.094	5.058	0.000
BI ON				
RESP	0.047	0.146	0.324	0.746
RESCO	0.164	0.244	0.673	0.501
BE ON				
BI	0.940	0.046	20.265	0.000
LOYAL ON				
BE	0.599	0.153	3.924	0.000
Residual Variances				
RES1	0.453	0.105	4.322	0.000
RES2	0.365	0.111	3.277	0.001
RES3	0.170	0.067	2.525	0.012
RES4	0.977	0.026	36.863	0.000
RES5	0.903	0.098	9.172	0.000
RES6	0.865	0.136	6.345	0.000
I5	0.738	0.078	9.522	0.000
I6	0.753	0.067	11.227	0.000
I7	0.543	0.093	5.860	0.000
I8	0.422	0.099	4.273	0.000
I9	0.520	0.096	5.393	0.000
I10	0.702	0.097	7.245	0.000
I11	0.559	0.084	6.651	0.000
I12	0.368	0.078	4.706	0.000
L2	0.774	0.089	8.684	0.000
L1	0.493	0.164	3.003	0.003