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The impact of corporate volunteering on CSR image: A consumer perspective

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Abstract:

Corporate volunteering (CV) is known to be an effective employee engagement initiative. However, despite the prominence of corporate social responsibility (CSR) in academia and practice, research is yet to investigate whether and how CV may influence consumer perceptions of CSR image and subsequent consumer behaviour. Data collected using an online survey in Australia shows perceived familiarity with a company's CV program to positively impact CSR image and firm image, partially mediated by others-centred attributions. CSR image, in turn, strengthens affective and cognitive loyalty as well as word-of-mouth. Further analysis reveals the moderating effect of perceived leveraging of the corporate volunteering program, customer status and the value individuals place on CSR. The paper concludes with theoretical and managerial implications, as well as an agenda for future research.

Keywords: corporate volunteering, CSR image, consumer, attribution, loyalty, word of mouth

Abbreviations: Average variance extracted (AVE), CSR = Corporate social responsibility, CV = Corporate volunteering

Introduction

Corporate volunteering (CV) is a well-established employee engagement initiative that is utilised by firms of all sizes in a range of industries. Defined as “a commitment by a commercial organisation to encourage staff to volunteer in the not-for-profit sector” (Volunteering Australia, 2011), CV is reportedly one of the fastest growing corporate social responsibility (CSR) activities in the UK, Western Europe and North America (Pajo and Lee, 2011). Nevertheless, the scope of empirical

research on CV remains narrow. It has been argued that many companies fail to fully exploit the potential strategic value from such activities (Porter and Kramer, 2002). Thus, it is important for research to demonstrate the contributions these programs can make when implemented and leveraged with clear objectives and goals in sight.

Extant literature on CV has predominantly focused on describing its benefits for employees and flow-on effects for organisational performance. For example, reported employee-related benefits of CV include increased productivity, job satisfaction, reduced absenteeism and turnover, team building, and development of other job-related skills (e.g. Gilder, Schuyt and Breedijk, 2005; Peterson, 2004). However, we argue that given its societal impact, CV should be considered alongside other CSR initiatives such as cause related-marketing, as one tool in a company's arsenal to develop a reputation for being proactive in the community (Peloza and Shang, 2011).

Surprisingly, CV as a CSR initiative remains largely unexplored in the marketing discipline, with the exception of minimal conceptual and empirical studies (e.g. Bhattacharya, Sen and Korschun, 2008; Kim, Lee, Lee and Kim, 2010). Hence, despite prolific academic efforts identifying the organisational benefits of CV, little research has been conducted to understand if it has an impact on stakeholder groups other than employees, such as customers. In particular, the impact of a company's CV program on consumer perceptions of its CSR image, and thus of CV as a communication tool to convey a CSR image to stakeholders, has gone largely unnoticed. While some research (eg. Chaisuravirat, 2009) examined how various CSR initiatives, including CV, related to consumer feelings towards the company's initiatives, it did not consider CSR or firm image nor did it contribute to our understanding as to the mechanisms by which CSR image is developed. Current knowledge thus fails to explain *specifically whether and how* CV may influence consumer perceptions of CSR image.

The impact CV initiatives may have on consumer perceptions is likely to depend on related communication with audiences external to the firm. Research has shown considerable benefits of the communication of various CSR initiatives (Riesch, 2006; Sen and Bhattacharya, 2001; Yoon, Gurhan-Canli and Schwarz, 2006). For example, such communication impacts consumer responses relating to purchase motivations, including willingness to pay higher prices for products and services (Creyer, 1997), switching to brands seen as supporting the community (Smith and Alcorn, 1991), and higher evaluations of, and attitudes towards, a firm (Barone, Miyazaki and Taylor, 2000; Sen and Bhattacharya, 2001).

Hence, this research draws on stakeholder, attribution, and resource-matching theories to answer the research question “*Can an organisation’s corporate volunteering program influence consumer perceptions and behaviour relating to the firm?*” It contributes to both literature and practice in three ways. First, overcoming the lack of consumer studies in the context of CSR and in particular CV, a contribution to the literature is made by examining the impact of a CV program on consumer perceptions of a firm’s CSR image. Second, the research adds to our understanding of the mechanisms underpinning consumer perceptions of CSR image in the CV context, considering predictors such as perceived familiarity with the CV program and relevant attributions, as well as resultant firm image, affective and cognitive loyalty and word-of-mouth intentions. Third, to ensure a good understanding of inherent complexities, organisational and consumer moderators are also tested. This offers critical insight into CV as a CSR initiative, providing the foundation for future research in this increasingly relevant context. Practitioners also benefit by gaining recognition that their CV efforts are effective in a consumer, in addition to an employee, context. The results also suggest several communication and segmentation-related implications.

The paper is structured as follows. Based on a review of the literature related to CSR image and CV, hypotheses are developed, leading to the development of a conceptual framework for this

study. The method and results of research are subsequently detailed. This paper then concludes with managerial implications, limitations and future research directions.

Corporate Social Responsibility Image

The concept of CSR is broad and complex. Consequently, there have been more than forty different definitions of CSR offered in the literature (see Dahlsrud, 2008), which represent several different conceptualisations (Maignan and Ferrell, 2004). CSR has been conceptualised as a social obligation, a stakeholder obligation, as ethics-driven, as a managerial process (Maignan and Ferrell, 2004), and recently as philanthropy, business practice or a product-related initiative (Peloza and Shang, 2011). In recent years, the stakeholder perspective has been prevalent in academe, as it identifies those groups directly or indirectly impacted by the firms' CSR activities (Öberseder et al., 2013) and thus narrows the sphere of organisations' responsibility. Stakeholder theory denotes that while firms owe a primary responsibility to shareholders and investors to be profitable, there are also other groups in society to whom the firm owes duty, including employees, customers, suppliers, government, lobbying groups and society at large (Freeman, 1984). However, stakeholder theorists argue that organisations should focus their limited resources on stakeholder groups that are necessary for corporate survival (Mitchell et al., 1997).

This paper adheres to the broader definition of stakeholders, as corporate volunteering requires interaction with specific groups in need within the broader community, and we seek to investigate the impact of this interaction on a key stakeholder group: Consumers. Consistent with this approach, we adopt the European Commission's definition of CSR as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with stakeholders" (European Commission, 2001).

Although there is some evidence that CSR activities positively impact the firm's financial performance (Waddock and Graves, 1997), results across the body of literature are equivocal (Sen and Bhattacharya, 2001). It is argued that superior financial performance is delivered through CSR primarily due to reputation effects (see Orlitzky et al., 2003). Supporting this notion, consumer research argues that a strong CSR image enhances brand differentiation (McWilliams and Siegel, 2001), brand equity (Hoeffler and Keller, 2002), competitive advantage (Porter and Kramer, 2002), consumer attitudes, purchase intentions, and loyalty (Maignan, 2001). However, it should be noted that these relationships have never been investigated for CV activities.

The CSR image of an organisation is an identity-based corporate image that communicates a firm's commitment to CSR (Pomering and Johnson, 2009). It embodies stakeholders' perceptions of the way an organisation presents itself, either deliberately or accidentally, with respect to its socially responsible activities. A company's CSR image reveals aspects of its corporate identity that are enduring and often more distinctive than tangible factors such as product superiority (Bhattacharya and Sen, 2010). Hence, organisations are increasingly using communication campaigns to inform multiple stakeholders, particularly consumers, of their CSR initiatives and to build corporate identities (Pomering and Johnson, 2009). Such communication is critical, as it enables the organisation to raise consumer awareness of CSR initiatives and trigger the desired attitudinal and behavioural responses (McWilliams and Siegel, 2001). Most consumers do not actively seek information on CSR activities and therefore are not aware of the CSR activities that companies perform (Pomering and Dolnicar, 2009). Indeed, it is their exposure to CSR information that determines consumers' CSR beliefs and general attitudes towards the firm (Wagner et al., 2009).

Some consumers exhibit scepticism and cynicism about the communication of CSR initiatives. For example, advertising is particularly conducive to cynicism when the firm is deemed to overstate its involvement in CSR activities; when consumers believe the firm is using CSR as an excuse to

achieve more profits or deflect from problems; when the CSR initiative itself is not perceived as credible (Öberseder et al., 2013); or when information focuses on the CSR initiative rather than an independent party (Pomeroy and Dolnicar, 2009). Under these circumstances, stakeholders perceive a firm's motivation for undertaking CSR initiatives as driven by external factors. That means the company is seen as exploiting the opportunity to increase its profits, leading to less favourable consumer attitudes and behaviours. Conversely, if the attribution is perceived as predominantly intrinsic, the firm is viewed as acting out of a genuine concern for society, meaning consumers will react more positively (Du, Bhattacharya and Sen, 2010). While consumers are tolerant of the fact that there is a strategic or business incentive to engage in socially responsible behaviour (Skarmeas and Leonidou, 2013), a key challenge of CSR communication is to overcome potential stakeholder scepticism and generate favourable CSR attributions (Du, Bhattacharya and Sen, 2010).

While any corporate citizenship initiative is a potential attempt at persuading stakeholders, promotional CSR programs have been found to elicit greater consumer scepticism and less impact on consumer loyalty and purchase intentions than institutional programs (Pirsch et al., 2007). This suggests that CV, which is often institutionalised and enduring, may be an effective CSR initiative to communicate to the market. However, there are surprisingly few academic studies in the marketing literature that examine the role of CV as a CSR initiative (e.g. Bhattacharya et al., 2008; Kim et al., 2010). Chaisuravirat (2009) examined how various CSR initiatives, including CV, influenced consumer feelings towards the company's initiatives but did not consider the impact of these initiatives on the firm image. Kim et al (2010) empirically studied both CV and CSR perceptions; however, the relationship between these particular variables was not tested nor was the impact on consumers investigated. Furthermore, research has shown considerable benefits of the communication of various CSR initiatives (Sen and Bhattacharya, 2001; Yoon, Gurhan-Canli and

Schwarz, 2006) but little is known about the impact of CV and the process by which it could influence the CSR image and overall image of the firm.

Corporate Volunteering

Corporate volunteering is an increasingly salient CSR activity that demonstrates proactive, discretionary corporate citizenship (Maignan and Ferrell, 2001), and engages stakeholders both internal and external to the organisation. An increasing number of organisations have formalised CV programs, whereby the firm supports and organises opportunities for employees to volunteer their time and skills in service to the community (Basil, Runte, Basil and Usher, 2011; Cavallaro, 2006; Peloza, Hudson and Hassay, 2009). This support can include internally promoting the community's need for volunteers, organising team volunteering projects, providing matching funds for employees devoting time to volunteer projects, acknowledging and awarding employee participation in volunteer programs, including volunteer participation in job performance evaluations, and providing employees with release time from work to perform volunteer activities (Peterson, 2004; Wild, 1993).

The magnitude of firms' support for CV can differ in terms of the frequency and extent of release time from work employees are provided with. It is commonplace for companies to allocate a set number of hours/days that may be taken as extra leave for the purposes of volunteer work, which employees can typically elect to take at their discretion for the cause of their choosing. Teams are often encouraged to use their volunteering time as a group, thus utilising the experience as a team-building activity. Moreover, in some companies, CV activities are organised around an annual, company-wide volunteering day.

Corporate volunteering provides an obvious benefit to the community group at the receiving end of the program. However, employee and corporate benefits from participation in volunteering have

also been established (see for example, Tuffrey, 1997; Zappala, 2004). In addition to providing an opportunity to gain professional and interpersonal skills, CV programs also have positive effects on attitudes and behaviours towards employers, including enhanced motivation, commitment and job satisfaction (Gilder et al., 2005). Reported employee-related benefits of CV have included increased productivity, reduced absenteeism and turnover, enhanced team-building and other job-related skills (e.g. Gilder et al., 2005; Peterson, 2004). Furthermore, CV can be a key point of attraction (and retention) for motivated and highly qualified potential employees (Caudron, 1994; Peterson, 2004).

Firms may also benefit from an enhanced image in the eyes of consumers that can result from CSR activities such as corporate volunteering (Pomering and Johnson, 2009; Skarmeas and Leonidou, 2013). Anecdotally, organisations have embraced CV as a CSR initiative, with 54% of companies that embark on a CV program in Australia ranking CSR considerations as the main reason why they support corporate volunteering (Cavallaro, 2006). However, this outcome has received little attention in the academic literature, with a dearth of research on consumer responses to CV. This is a surprising oversight, given that a corporate volunteering program allows organisations to act in a socially responsible manner, engaging with internal as well as external stakeholders. Moreover, given that many organisations communicate their corporate volunteering activities to external stakeholders via websites, media engagement, and other traditional promotional channels; scholars should investigate the outcomes of consumer awareness of corporate volunteering, like they have with regard to other CSR activities.

Hypotheses Development

Corporate volunteering initiatives and consumer perceptions of CSR

Involvement in social initiatives has become a prevalent component of firms' corporate level strategies to communicate their external CSR (Brammer, Millington and Rayton, 2007; Pomering and Dolnicar, 2009). Houghton, Gabel and Williams (2009) refer to CV programs as being part of a

firm's *external face* of CSR, as these initiatives extend into the community and are “designed to be visible while cementing a firm's reputation as a responsible community member” (Houghton et al., 2009, p. 481). This corporate involvement in the community can contribute to sustained competitive advantage, through the establishment and/or enhancement of the firm's social responsibility and corporate image (Peterson, 2004; Kemper et al., 2013).

Examining the link between CV and improved customer and community perceptions of the firm is an important direction for future research in this field. Although extant literature has examined the impact of other CSR initiatives, results in this area are mixed, and the influence of CV has never been established. One study found that CSR initiatives that involve employee participation appear not to influence the reputation of a firm in external stakeholders' eyes (Brammer and Millington, 2005). However, many authors believe this lack of traction is a result of low awareness levels, and that CSR initiatives have a strong potential to impact on CSR image (Auger, Burke, Devinney and Louviere, 2003; Pomeroy and Johnson, 2009), with experimental approaches demonstrating CSR's impact on consumer attitudes and behaviours (Mohr et al., 2001; Auger et al., 2003). Hence, drawing on the broader CSR literature, our first hypothesis states that

H1 Consumer perceptions of the company's CSR image change when familiarised with a company's CV program.

The level of awareness of CSR initiatives is an important driver of consumers' appreciation of the firm's contribution to society and it influences their behaviour (Auger et al., 2003; Pomeroy and Dolnicar, 2009; Sen and Bhattacharya, 2001). Only if consumers receive relevant information through communication that embraces a CSR message, can they form an opinion of the firm's CSR performance (Maignan and Ferrell, 2001; Pomeroy and Johnson, 2009). Indeed, it is their exposure to CSR information that determines consumers' CSR beliefs and general attitudes towards firms (Wagner, 2009).

The persuasion knowledge model suggests that consumers learn to interpret and evaluate the motivations of a company through the communication they receive (Friestad and Wright, 1994). Consumers assign to companies two primary types of motives: firm-serving motives, which emphasise the primary benefit to the firm itself and may entail egoistic or strategic motives, and other-centred motives, which focus on stakeholders outside the company and may be values-driven or stakeholder driven (Ellen, Webb and Mohr, 2006; Forehand and Grier, 2003). The attribution of motivations to company actions by consumers is known to subsequently affect their attitudes and behaviour. Attribution theory has been recently adopted in the CSR context in several studies, as it is an appropriate framework for exploring consumer scepticism toward CSR (Pelozo and Shang, 2011; Skarnea and Leonidou, 2013, Vlachos et al., 2009). Pelozo and Shang (2011) proposed that CSR activities, particularly philanthropic activities such as CV, enhance consumers' perceptions of other-oriented attributions, although this proposition has yet to be tested in the literature.

When compared with other CSR initiatives, CV is deemed as more genuine and community-centric (Kotler and Lee, 2005), suggesting that its impact on consumer behaviour arises from the other-centred attributions it elicits. Hence, this study focuses on values-driven and stakeholder-driven motives, commonly conceptualised as others-centred. When consumers attribute values-driven motives to the firm, they believe the organisation engages in CV because it reflects the moral and ethical ideals within the company (Ellen et al., 2006). In this situation, consumers are likely to embrace the information they receive about the firm's CV activities and to feel more positive about the firm. As the CV activity is consistent with the consumer's perceptions of the firm's corporate identity, it will impact positively on the CSR image and overall firm image.

Attributing a stakeholder-driven motivation to CV activities reflects the belief that a company engages in CV to satisfy the expectations of different stakeholders (shareholders, employees,

society) (Vlachos et al., 2009). Some argue that companies are responsive to stakeholders out of necessity (Skarmeas and Leonidou, 2013) and only because stakeholders pressure them into such behaviour (Groza, Pronschinskee and Walker, 2011). In contrast, others conceptualise stakeholder-driven motives as community-focused and responsive to stakeholder needs (Walker, Heere, Parent and Drane, 2010). In line with the latter, both value-driven and stakeholder-driven attributions have been shown to positively impact reputation of a firm. Hence, our two next hypotheses are as follows:

H2 Perceived familiarity with a company's CV program is positively related to consumer perceptions of the company's CSR image (H2a), firm image (H2b) and consumer attribution of others-centred motivations (H2c).

H3 Consumer attributions of others-centred motives are positively related to consumer perceptions of the company's CSR image (H3a) and firm image (H3b).

Having a pro-social agenda is thought to be a powerful marketing tool upon which to build a company's reputation and gain a competitive advantage through differentiation (Bronn and Vriionni, 2001). Communicating a firm's image, and in particular its CSR image, educates consumers about the socially responsible activities the firm is undertaking, and indirectly create a bond based on shared values, hence gaining the loyalty of consumers (Maignan, 2001).

Oliver's (1997) four-stage model of loyalty allows for the impact of education and shared values to be explored independently. The sequential levels of loyalty include cognitive, affective, and conative loyalty (Oliver, 1997; Harris and Goodes, 2004). The first stage of loyalty, cognitive loyalty, is typically determined by information consumers have about the price and quality of the offering (Harris and Goodes, 2004). When CSR activities are communicated to consumers, this information acts as external information cues in determining brand evaluations (Klein and Dawar, 2004), which will be used in assessing the inherent value of the offering and hence determine their

cognitive loyalty to it. When a customer identifies with the company by relating to its values, and particularly its CSR values, this will effectuate an enhanced attitude towards the brand and thus affective loyalty.

Conative loyalty implies that attitudinal loyalty is accompanied by an intention to act positively toward the brand (Oliver, 1997). Conative loyalty is commonly empirically tested by examining intention to repurchase (Harris and Goode, 2004). However, the telecommunications market in Australia, the context in which this study is set, is characterised by lock-in contracts and limited number portability that hinders the immediacy of a consumer's ability to switch. Hence, word-of-mouth intentions, rather than purchase intentions, is used here to reflect conative loyalty. It is anticipated that the CSR image of a firm is consistent with behavior that is considered as going 'above and beyond' what is expected of every company. Therefore, a positive CSR image is likely to promote word-of-mouth recommendation among consumers. Du et al (2010) argued for CSR communication impacting both loyalty and advocacy. While this association did not capture CSR image and is yet to be tested, it is consistent with previous research that has found that perceptions of CSR are even more important for long-term survival than the actual performance of a product (Liston-Heyes and Cator, 2009). Furthermore, in line with research in the tourism service context (Andreassen and Lindestad, 1998), corporate image is deemed to enhance word-of-mouth intentions and thus conative loyalty. Hence, it is hypothesised:

H4 Consumer perceptions of the company's CSR image positively relate to their perceptions of the firm image (H4a), affective loyalty (H4b), cognitive loyalty (H4c) and word-of-mouth intentions (4d)

H5 Consumer perceptions of the company's firm image positively relate to affective loyalty (H5a), cognitive loyalty (H5b) and word-of-mouth intentions (H5c).

The influence of corporate image on consumer preference and purchase behaviour has been well documented (e.g. Sen and Bhattacharya, 2001). However, there have been ambiguous findings pertaining to the influence of CSR activities on consumer loyalty and purchase intentions. Researchers have previously suggested that only specific groups of consumers will develop brand preference for organisations with a CSR program (e.g. Mohr et al., 2001) or that certain programs will foster this relationship (e.g. Pirsch et al., 2007). However, in this study we examine the influence of CV through firm image and CSR image and examine its impact on cognitive loyalty, affective loyalty and word-of-mouth.

Whereas cognitive loyalty is based on rational consideration of information to determine value, affective loyalty is borne out of the emotional response that occurs when the perceived performance is greater than expected (Oliver, 1997; Harris and Goode, 2004). Therefore, as attitude is a function of cognition, affective loyalty develops sequentially to cognitive loyalty (Harris and Goode, 2004). Conative loyalty, being an intention to act, implies that attitudinal loyalty is already in existence. In contrast with the findings of Harris and Goode (2004), we hypothesise that cognitive loyalty, as well as affective loyalty, could impact on word-of-mouth behaviour directly, as consumers discuss with others their brand preference:

Hence we hypothesise:

H6 Cognitive loyalty positively relates to affective loyalty (H6a) and word-of-mouth intentions (H6b).

H7 Affective loyalty positively relates to word-of-mouth intentions.

The hypotheses are summarised in Figure 1.

Insert Figure 1 about here

Company-related influence factors

An increasing number of firms are communicating their CSR activities to the general public in an attempt to leverage their efforts, meet the expectations of society, and potentially reap financial benefit as a consequence of improving their CSR image (Skarmeas and Leonidou, 2013). However, increasing media coverage of corporate misconduct and wrongdoings (e.g. Wagner et al., 2009) has led to increasing levels of scepticism surrounding CSR. Skarmeas and Loeondiou (2013) argue that leveraging CSR activities can be positive if the communication addresses the negative attributions of consumers and ensures the message regarding their social efforts is authentic, genuine, consistent, and supported by their actions. However, others argue that the very nature of promoting an activity that is intended to advance the social good is exploitative and unethical and therefore likely to meet with consumer resistance (Prasad and Holzinger, 2013).

Consumers are notoriously sceptical of any advertising message (Obermiller et al., 2005); yet there are concerns that CSR in particular has become more of a public relations exercise and less of an endeavour to deliver social good. Prasad and Holzinger (2013) provided an illustration of this potential misuse of CSR in the case of tobacco companies spending more on promoting their CSR philanthropy than their original donation (Coalition Quebecoise Pour le Controle du Tabac, 2003). Hence, as consumer perceptions of an organisation's leveraging of a CV program may be met with a negative response, we hypothesise that

H8 Perceived leveraging moderates the above relationships, such that the higher the perceived leveraging of the CV program the lower the proposed relationships.

The importance of fit or congruence is well established in the marketing literature, particularly in terms of sponsorship (Fleck and Quester, 2007), celebrity endorsements (Lynch and Schuler, 1994) and brand extensions (Echambadi, Arroniz, Reinartz and Lee, 2006). Strong perceived fit has been shown to elicit more favorable responses (Deitz, Myers, and Stafford, 2012), such as attitude and

perceived sincerity (Olson, 2010). On the flip side, a lack of fit or congruence between the brand and the cause is argued to decrease consumers' purchase intentions (Simmons and Becker-Olsen, 2006). Although there is some evidence suggesting no effect of fit (Lafferty, 2007) and some suggestion that high fit could lead to consumer scepticism (Ellen et al., 2006), the general consensus in academic literature points to perceived fit being related to a positive attitude towards the brand (Zdravkovic et al., 2010).

These results are commonly derived based on the conceptualisation and measurement of fit between an organisation and another organisation or individual, such as a sporting club, cause or celebrity, rather than between the organisation and a specific type of initiative, such as CV, as proposed here. Nevertheless, some examples exist in the management literature testing fit within the internal organisational context. For example, Venkatraman (1989) illustrated fit between the strategy and structure of the firm to bring forth performance improvements. Perceptions of fit may be derived from perceptions of similarity in relation to a variety of key associations, such as functionality, attributes, or images (Gwinner and Eaton, 1999; Simmons and Becker-Olsen, 2006; Speed and Thompson, 2000). Hence, drawing on existing literature positing perceived fit between two organizations or between an organisation and individual, we hypothesise that

H9 Perceived fit between the firm and a corporate volunteering program moderates the above relationships, such that the higher the perceived fit, the higher the proposed relationships.

Customer-related influence factors

While brand experience may be induced by brand-related stimuli and does not solely comprise consumption experience (Brakus, Schmitt and Zarantonello, 2009), extant research suggests the importance of considering differences between novice and experienced consumers when examining the relevance of image for consumer evaluations of a product and service and subsequent behaviour (Dagger and Sweeney, 2007). For example, examining expertise and thus the perceived ease of

evaluating quality of the service, Andreassen and Lindestad (1998) found a lesser effect of image on perceptions of quality and satisfaction for expert individuals. However, while arguing that consumption experiences enable the individual to make a more knowledgeable evaluation (Dagger and Sweeney, 2007), thus enabling consumers to base their behaviour on a cognitive evaluation of product or service attributes rather than on extrinsic cues such as image, Andreassen and Lindestad (1998) did not find expertise to significantly affect the link between image on loyalty. Image emerged as a strong driver of loyalty for all respondents, independent of their expertise with the service.

In comparison, focusing on familiarity and thus the number of times a service has been used, Brunner, Stöcklin and Opwis (2008) found a stronger association between image and loyalty for those customers who were experienced with the organisation. The more experience the individual gains in dealing with the organisation and consuming its products, the more dependable the image becomes, in turn allowing the customer to more strongly rely on the image rather than specific consumption experiences in determining loyalty. While inconsistent findings warrant further examination of consumption experience, extant research suggests that familiarity with product or service is relevant when investigating associations between image and loyalty. Hence, it is proposed here that

H10 Customer status moderates the above relationships, such that the proposed relationships are higher for current customers than for non-customers.

When examined in a human resource context, a key justification of the effectiveness of CV is that it reflects an alignment of company/managerial values with those of employees. Similarly, in a consumer context, we recognise that the proposed relationships will depend on the consumer's value system. Only if consumers view CSR as important, will they view CV initiatives in a positive light, leading to perceptions of favourability and CSR image. This is consistent with the Sen and

Bhattacharya (2001) finding that a firm's CSR is linked to people's support for the CSR domain. Consumers who don't view CSR as important are unlikely to exhibit the positive responses to a company's CV program. Resource-matching theory, which considers the demand and supply of cognitive resources as part of the persuasion process, further strengthens this argument. If individuals do not see any value in CSR, they will engage fewer cognitive resources when hearing about CV programs than other individuals who do. And where required cognitive resources are not allocated to the processing of information, persuasion is likely to be limited (Pomeroy and Johnson, 2009). Therefore, we hypothesise that

H11 The value individuals place on CSR initiatives moderates the impact of perceived familiarity on CSR image, such that the higher the value an individual places on CSR, the stronger the link.

Method

Research design

An online survey was deemed most suitable to meet the objectives of this study and gain quantified data to investigate consumer perceptions of a company communicating their CV activities. A pre-test of the questionnaire was first conducted with a small sample of the target population, consisting of nine individuals of varying ages, all located in a southern state of Australia. These individuals were identified using judgment sampling to include people expected to have differing levels of perceived familiarity with CV. Pre-test participants were asked to complete the survey online, and to provide feedback on potential ambiguous wording or biased questions and comment on any difficulties they faced (Page and Meyer, 2000; Zikmund, 2003). Furthermore, feedback was obtained on the order and flow of the survey, as well as the helpfulness of the statements guiding respondents through the survey.

Consistent with experimental approaches used in previous studies of CSR initiatives, a scenario was provided to respondents to influence their awareness of a CV program (Mohr et al 2001; Auger et al., 2003). This scenario used the CV activities of Vodafone, a telecommunications provider, to examine the impact of communicating CV to consumers. Vodafone was selected as it had a high level of awareness among the general public, and its company image was deemed neither extremely negative nor extremely positive. For example, while many banks offer (and leverage) CV programs, the current economic climate combined with the banks' recent actions have created a general negative sentiment towards these banks that might skew findings. The telecommunication industry within Australia had not experienced the same negative sentiment.

The survey was structured as follows. Following a brief introduction, respondents were first asked to indicate their perceptions regarding Vodafone, answering questions relating to CSR image, firm image, attributions and loyalty but also relating to word-of-mouth and levels of familiarity.

Following these questions, respondents were asked to read the following statement:

“Vodafone employees have the opportunity to be involved in a range of corporate volunteering activities. Vodafone employees are each given a "Passion Day", which allows them to take a day off work each year to volunteer for a charity of their choice. Often teams or departments will take their Passion Day as a group. Vodafone also has a "Hands Up" program, which gives employees the opportunity to go and work for a charity of their choice for 3 months to deliver a particular project as needed by the charity.”

Measures relating to Vodafone were repeated, with an additional measure testing perceptions regarding the leveraging of the CV program. The survey concluded with questions relating to demographics and usage of Vodafone.

Sampling

With the sample population set as Australian adult consumers, and thus potential customers of Vodafone, data was collected by means of an external online consumer panel. While offering many advantages, particularly in relation to the efficiency of collecting large numbers of responses and

the opportunity to monitor and set quotas for different demographic characteristics, the limitations of the online consumer panel lie in the potential for “under-coverage” of ethnic minority groups, the elderly, and those with low levels of education (Toepoel, 2012). The provider used for this study maintains a consumer panel of individuals who have elected or opted-in to participate in market research (Toepoel, 2012) and receive a nominal amount for their participation in the research. Based on the panel provider’s access to around 102,000 households across Australia and New Zealand, invitations to participate in this research were sent to individuals representing the general Australian population. With 603 individuals viewing the introductory page, 357 completed data sets were derived for the analysis. As intended, these respondents were representative of the Australian general population, with an even gender split (180 male, 177 female responses), and ages ranging between 17 and 87 years (mean of 44.3 years).

While the survey provided an example scenario related to consumer behaviour in respect to patronage of Vodafone, the status of the consumer was not a discriminate issue for the purpose of this research, with customers, non-customers and previous customers all included in the sample. While 46.5% of respondents had never been a customer of Vodafone, 26.1% had previously been a customer, and 27.5% were current customers.

Measurement

All multi-item variables (outlined in Appendix 1) were adopted from the existing literature and measured using a seven-point Likert scale. At the beginning of the survey, respondents were asked to indicate their perceptions regarding Vodafone. Existing scales were adapted for this study, including measures of values-driven and stakeholder-driven attributions (Ellen et al., 2006), affective and cognitive loyalty (Harris and Goode, 2004), CSR image (Dean, 2003), firm image (Pope, Voges and Brown, 2004), as well as perceived value of CSR (Walker and Kent, 2009). A single-item measure was used to test word-of-mouth, using a Likert scale ‘I would recommend

Vodafone to others', as well as for perceptions regarding the leveraging of a CV program: 'To what extent do you think Vodafone promotes its corporate volunteering activities?' (not at all - to a great extent). The level of perceived familiarity with Vodafone's CV program was measured with a single-item semantic differential scale ('How familiar are you with Vodafone's corporate volunteering?').

To ensure reliability and validity of multi-item constructs, one-factor congeneric measurement models were tested using AMOS 19 prior to the evaluation of a comprehensive measurement model ($\chi^2_{(1)} = 279.011$, $df=120$, $p = .002$, $GFI=.92$; $AGFI=.88$, $CFI = .98$, $NFI = .96$, $RMSEA = .06$). All variables show Cronbach's alphas of at least 0.93 as well as high composite reliability scores (Fornell and Larcker, 1981), demonstrating reliability. Discriminant validity was confirmed with all average variance extracted (AVE) scores exceeding the square of the correlations between constructs (Fornell and Larcker, 1981). These results, as well as the means, standard deviations and correlations, are presented in Table 1.

Given the complexity of the model and the limited sample size, composites were computed for each construct for further analysis using a three-step approach (Rowe, 2002). After testing one-factor congeneric measurement models for all multi-item constructs (step one), factor score regression weights provided by AMOS 19 were used to create a proportionally weighted scale score for every item (step two). The final composite scores were then computed in SPSS 19 (step three), as each proportionally weighted scale score was multiplied by the data column of the respective item (Rowe, 2002). The composite of others-centred attributions was calculated as a first-order reflective, second order formative construct comprising values-driven and stakeholder-driven motives.

Insert Table 1 about here

Results and Discussion

Corporate volunteering initiatives and consumer perceptions of CSR

To test the difference corporate volunteering initiatives make in relation to consumer perceptions of CSR, an experimental design was used to compare CSR image before and after respondents were provided with the excerpt of Vodafone's involvement in CV. Only the 82% of respondents who indicated at the beginning of the survey that they were unfamiliar with Vodafone's CV (score of 4 or below) were included in the final sample for this test. Results of a paired T-test using SPSS 19 show a significantly higher CSR image following the communication of Vodafone's CV involvement ($p < .001$; mean difference .472). This supports the premise that consumer perceived familiarity with the CV program impacts on how consumers perceive the organisation. When made aware of a company's CV activities, consumers have a greater perception of the corporate social performance of the firm.

To further our understanding of how such positive outcomes are achieved, the interrelationships between perceived familiarity with the company's CV initiatives, consumer attributions, perspectives of CV, CSR image, and related outcome factors are tested by means of a path model. For this analysis, all responses following the explanatory statement relating to Vodafone's CV initiatives were employed. This was deemed feasible, as the perceived familiarity measured following the excerpt showed a good spread of responses, ranging from 1 (15.4%) to 7 (7%), with 4 (22.7%) and 5 (21.6%) most commonly stated.

The hypothesized model shows a moderate fit with the data ($\chi^2_{(df)} = 3.4$, $p = .04$, GFI=.98, AGFI=.93, CFI = .99, NFI = .99, RMSEA = .08). As shown in Table 2, all hypotheses except for one are supported by the data, with results discussed below. Both direct and total effects (including direct and indirect effects) are included in the table to provide comprehensive insight into the associations between variables. Specifically, it becomes evident that firm image impacts word-of-

mouth indirectly through cognitive and affective loyalty, with no significant direct association. Deleting this insignificant path from further analysis to improve model parsimony, a good model fit can be confirmed ($\chi^2_{(df)} = 2.93$, $p = .64$, GFI=.98, AGFI=.94, CFI = .99, NFI = .99, RMSEA = .07), with R-square values of .49 for CSR image and .42 for firm image, as well as .80 for word-of-mouth, .74 for affective and .63 for cognitive loyalty.

Insert Table 2 about here

Perceived familiarity with a company's CV program was found to positively impact CSR image and firm image, both directly and indirectly through others-centred (value-oriented and stakeholder oriented) attributions (H2a,b,c and H3a,b). This is consistent with the persuasion knowledge theory; as consumers become familiar with the CV program, they are able to evaluate the firm's activities and interpret them in a positive way, building a positive general belief that the organisation is socially responsible. Consumers who are familiar with the firm's CV program believe the organisation has an authentic desire to contribute to society (value-attribution) and meet the needs of its stakeholders (stakeholder-attribution) and is acting in accordance with those values. This results in an increased perception of the identity-based corporate image that communicates a firm's commitment to CSR, and the overall image of the firm. Consequently, if an organisation wishes to enhance its CSR image and overall firm image, it should look to communicate with consumers regarding CV programs to build their awareness and perceived familiarity with the program. This finding strengthens calls in the broader literature for CSR communication to build brand image (Du et al., 2010; Pomeroy and Dolnicar, 2009; Öberseder et al., 2013)

The strong association between CSR image and firm image (H4a) demonstrates that perceptions of a firm's CSR activity have a significant influence on how consumers feel about the firm, which captures the consumer's overall perceptions of the way an organisation presents itself (Walsh and Beatty, 2007). CSR image also has a positive direct association with all the proposed stages of

loyalty - cognitive, affective and conative loyalty (word-of-mouth) (H4b, c and d). The association with affective loyalty emerged as the strongest one, highlighting the strong affective response expected when dealing with CSR image. Conative loyalty has a weaker, but still significant, association with CSR image. Far from being sceptical, consumers are prepared to recommend organisations they believe to hold a have a positive social responsibility image.

Consistent with previous literature (see Harris and Goode, 2004), firm image was found to be positively associated with both cognitive and affective loyalty (H5a and H5b) yet not with conative loyalty (word-of-mouth) (H5c). Interestingly, the relationship with cognitive loyalty was much stronger than the relationship with affective loyalty. This is dissimilar to the nature of the relationships with CSR image, suggesting that evaluation of a firm's overall image is a more rational and cognitive process evaluating the various components to determine the merits of the firm and its offering. Consistent with Oliver's (1997) staged model of loyalty, a cognitive commitment or loyalty to the brand leads to attitudinal loyalty, and ultimately to behavioural, or conative, loyalty. This was demonstrated with the positive association between cognitive and affective loyalty (H6a), and the positive associations between both these factors and word-of-mouth (H6b and H7)¹.

Communication of corporate volunteering and its perceived fit with the individual and firm

Multi-group path analysis was employed to test for moderation. By way of a Chi-Square Difference ($\Delta\chi^2$) test, this allows the identification of variations between values of model parameters across groups (Diamantopoulos and Siguaw, 2000; Kline, 2005). To test the moderating effect of the

¹ To further validate the model, the sample was split randomly into a 60% analysis sample and a 40% hold-out sample, then used to reanalyse the model. Both models show good fit ($\chi^2_{(df)} = 2.07, p = .29, GFI=.98, AGFI=.90, CFI=.99, NFI=.98, RMSEA=.08; \chi^2_{(df)} = 1.33, p = .39, GFI=.99, AGFI=.95, CFI = .99, NFI = .99, RMSEA = .04$), indicating the same significant effects as reported above, with one main exception. While the path between others-centred attributions and firm image only emerges as moderately significant in the model with the hold-out sample ($p=.06$), CSR image does not show a significant direct effect on word-of-mouth in the model based on the analysis sample, even though the standardized total effects of CSR image on word-of-mouth remain the same across all models. Hence, while the results generally hold well across all models, future research should further examine the partial mediation of the CSR image WOM association reported here.

perceived extent of leveraging, the sample was split by calculating the mean and discarding those respondents with a mean \pm half a standard deviation. This resulted in two groups with respondents who viewed the extent of Vodafone's leveraging of its CV activities as low and high respectively. Invariance testing employing a Chi-Square Difference ($\Delta\chi^2$) test (Kline, 2005; Byrne, 2001) indicated a significant difference between the two groups, confirming H8 (refer to Table 3). To elaborate further on these differences, we estimated the model for each group separately and compared the respective regression weights. Three sources of invariance emerged, suggesting a variation in the predictors of affective loyalty.

Insert Table 3 about here

For those who view the company as strongly leveraging their CV program, affective loyalty is determined more strongly by cognitive loyalty, rather than by the company's CSR or broader firm image. The association between cognitive and affective loyalty was also stronger among those who perceive the firm to leverage (0.73, $p < .001$ compared with 0.40, $p < .001$). This influence from cognitive loyalty overrode the influence of firm image (0.16, $p < .05$) and CSR image (not significant) on affective loyalty, amongst consumers who perceived the firm leveraged their CV activities. This suggests that by leveraging the CV program, the firm motivates consumers to think about the company and its offers. This enables consumers to differentiate the products and services of the firm (see Kemper et al., 2013), and the emotional connection with the brand (affective loyalty) is now driven from a cognitive reasoning rather than from a general 'belief' about the company (image). In comparison, a more balanced range of predictors emerged for those reporting low levels of perceived leveraging, with affective loyalty significantly impacted by CSR image (0.16, $p < .01$) and firm image (0.43, $p < .001$) as well as cognitive loyalty (0.40, $p < .001$).

The same approach was employed to test for the effect of other proposed moderators, such as the perceived fit between the company and its CV program. The results indicated no significant difference between the groups who perceived high/low levels of fit, rejecting H9. This result aligns with previous research that found the fit between a cause and the sponsor brand did not influence the consumers' attitudes or purchase intentions (Lafferty, 2007). Some researchers suggest that a highly fitting relationship may be just as ineffective as a poorly fitting relationship, as consumers become sceptical of the company motivations (Ellen et al., 2006). It should also be recognised that our scenario provided little or no information regarding the beneficiaries of the CV activities or specific attributes of the program or the organisations, so making a judgement on perceived fit might have been difficult.

Customer status was also predicted to moderate the observed relationships. A significant chi-square test confirmed hypothesis 10. The analysis of data from consumers who have never been customers of the firm show very limited impact of CSR image on loyalty. While CSR image is significantly associated with affective loyalty (.11; $p < .05$), significance is not given for the cognitive loyalty construct (.03; $p > .05$). Instead, for these consumers, firm image appears to be a stronger driver of cognitive loyalty (.78; $p < .001$ compared to .40; $p < .001$ for current customers). For current customers, on the other hand, both firm image and CSR image are significant and equal predictors of loyalty dimensions, with path coefficients of .38 ($p < .001$) and .44 ($p < .001$) for affective and cognitive loyalty respectively. Cognitive loyalty reflects a customer's belief that the offerings of the company are superior to the competition. Therefore, for non-customers, a positive CSR image does not impact their overall cognitive loyalty to the firm, as they believe in the products and services of an alternative provider. However, a positive CSR image does impact their general 'liking' of the company and therefore influences their affective loyalty. These results further our understanding of the impact of experience with the brand on the image-loyalty link by showing differences between CSR and firm image as well as their associations with affective and cognitive loyalty.

Finally, a significant chi-square test indicated the need to further investigate differences between those who perceive CSR as important for organisations and those who do not value CSR (H11). A stepwise estimation of the model indicates two sources of non-invariance, namely the paths between cognitive and affective loyalty and the association between perceived familiarity with the company's CV program and its CSR image. An estimation of the model for each group and comparison between the respective regression weights showed a significant impact of perceived familiarity on CSR image only for those consumers who view CSR as important, with path coefficients of .26 ($p < .001$) and $-.07$ ($p > .05$) respectively. Hence, whether a CV program helps in developing consumer perceptions of a firm's CSR image depends not only on their level of perceived familiarity with the program but also on the importance they place on a firm engaging in socially responsible behaviour. Only those who value such activities will exhibit an improvement of their CSR image perceptions.

It should be noted that for the group that places little value on organisations acting in a socially responsible manner, perceived familiarity with a CV program does not impact on an other-centred attribution (0.19 , $p > .05$), whereas this relationship is positive for the group who values CSR (0.39 , $p < .001$). This suggests that those who value CSR take out a positive other-centred message from the knowledge of the CV program, whereas the other group may be more sceptical and attribute the actions of the program to another, more egoistic or strategic, motivation. Similarly, the relationship between an others-centred attribution and CSR image is stronger for consumers who value CSR (0.65 , $p < .001$) than for those placing less importance on it (0.30 , $p < .01$), although the relationship holds in both instances.

The results also show that for those who value CSR, cognitive loyalty has a greater impact on affective loyalty, with a respective path coefficient of $.65$ ($p < .001$) compared to $.24$ ($p < .05$) for the

group viewing CSR as not important. This suggests that for those consumers who value CSR, their loyalty stems from a rational, cognitive evaluation of the CSR activities, not just a general 'liking' that the firm is doing good. Interestingly, CSR image only impacts on the word-of-mouth intentions of the group who have a low value of CSR (0.23, $p < .001$) rather than those customers who value CSR (0.02, $p > .05$). This could be attributed to the fact that they are more likely to have a negative perception of the CSR image of the firm, and consumers are more likely to speak negatively than positively about a brand (Harris and Goode, 2004).

It should be noted that control factors of gender, perceived familiarity with the concept of CV, and volunteering experience were also tested. Multi-group analyses showed no significant differences between male and female, between those with a high and low level of knowledge about corporate volunteering, or between those with and without volunteering experience.

Managerial implications

Despite acknowledging the role of CV as a CSR initiative, few organisations communicate their CV activities to external stakeholders such as customers. However, our findings demonstrate the importance of consumer perceived familiarity with the firm's CV initiatives. Hence, there is an impetus on the firm to build awareness and familiarity among consumers in order to enhance attitudes and behaviours towards the firm. For consumers who value CSR, in particular, building familiarity with the firm's CV initiatives will lead to a belief that the organisation has an authentic desire to contribute to society and meet the needs of its stakeholders. Subsequently, they will form an improved CSR image and firm image, as well as increased word-of-mouth intentions.

Given that consumers generally do not seek information on CSR activities (Pomeroy and Dolnicar, 2009), managers need to leverage their CV programs and communicate with the market. It is precisely this communication of CV-related information that will raise consumer awareness of CV

initiatives and trigger the desired attitudinal and behavioural responses (McWilliams and Siegel, 2001; Wagner et al., 2009). Interestingly, the positive response is most apparent amongst consumers who value CSR. Although there was no negative effect of leveraging CV activities among consumers who did not value CSR, it would be prudent to ensure that any advertising incorporating a CSR message is authentic, credible and that it does not overstate the firm's involvement (Öberseder et al., 2013). Given that CSR Image had the strongest effect on behavioural intentions through affective loyalty, it would also be beneficial to incorporate an emotional message in communication with a CV-related message.

These findings are congruent with the results of other CSR initiatives (Maignan, 2001), and therefore CV should be included in the strategic objectives of the broader CSR program. However, as knowledge about CV programs is not as extensive as some other CSR initiatives, such as sponsorship, issues such as the fit between the company and the CV program are not as influential on the consumers' evaluation of the program. This might change in situations where the volunteering efforts are directed towards a particular cause, which implies that company-cause fit becomes relevant within a CV context. Also, the influence of CSR image on loyalty was greater for current customers of Vodafone than non-customers, which suggests that the leveraging of CV initiatives should feature more in a retention than an acquisition strategy.

Conclusion, limitations and future research directions

In a society where many consumers value CSR, firms use a range of activities to influence consumer perceptions of their image as a good corporate citizen. Specifically, CV has seen extensive industry uptake ahead of empirical evidence supporting its potential benefits. The findings from this study suggest that CV should be considered amongst the various activities that help develop a CSR image with the consumer base and encourage companies to communicate with consumers regarding their CV programs. As consumers become more familiar with the CV

activities of the firm, they will take on a more favourable perception of the company's CSR image. Importantly, this relationship is stronger for consumers who place a higher value on CSR and for current customers of the firm. Importantly for firms, our results showed that perceptions of leveraging the company's CV activities stimulated consumers to think about the CV initiative, resulting in positive outcomes.

This study was undertaken as an initial investigation into how consumers respond to communication about CV, with clear limitations. Due to low awareness of CV activities among consumers, an experimental approach was adopted, in line with previous research on CV (Mohr et al., 2001; Auger et al., 2003). This approach has some limitations as the transparent nature of the intervention may create experimental demand effects. Opportunities exist for future researchers to work with organisations to raise the profile of their CV activities and measure their outcomes. As with all experimental research, the findings cannot be generalised beyond the online panel of Australian respondents who participated in this study. In addition, this study was limited to only one organisation in the telecommunications sector, and a CV program that included two broad types of activities. Replication of the study with different companies, in different industries, and across different countries is therefore necessary to validate the findings. Furthermore, researchers may consider testing CV as one component of a comprehensive program of CSR engagement undertaken by an organisation rather than as a single initiative.

As this study obtained single-source data at one point in time, future research could consider longitudinal investigations of these relationships. This would also assist in determining whether the consumer benefits of familiarity with the CV program are enduring or only prevalent in the immediate aftermath of learning about the program. Similarly, the cross-sectional design of this study restricts the ability to establish the causal relationships between the variables. It is possible that loyal customers have a better image of the firm, and due to a greater level of engagement, seek

information about the CV programs to increase their familiarity. Given the overall low awareness of the firm's CV activities prior to being shown the scenario, however, this sequence is unlikely and not supported by established literature. However, longitudinal research would provide further insight into the causality of these relationships.

Having established that there is value in communicating CV to consumers, it is now important for future research to examine how best to communicate CV, for instance, by understanding the modes and channels of communication that are most effective. Consistent with previous studies (e.g. Mohr et al., 2001; Auger et al., 2003), this study provided respondents with a written excerpt that outlined the CSR initiatives of Vodafone. However, as consumers are known to have different responses to various communication channels (Mohr and Nevin, 1990), an overt advertising campaign leveraging the CV activities may well be met with a different response. Überseder et al (2013 in press) found that advertising CSR activities on a large scale was seen to be image polishing and met with cynicism. Recent research by Perks et al (2013 in press), examined how companies publicise CSR strategies through print advertisements. Their findings identify various impression management approaches firms adopt to legitimise their CSR strategies through 'informing' (CSR) and/or 'diverting attention' (CSI). This suggests that even within a communication mode, different approaches may impact differently on consumers.

The Vodafone scenario presented to respondents, although representative of their actual CV program, was chosen because it covered a broad range of CV circumstances. It could be applied to both individual and group volunteering sessions, and emphasised neither skilled nor unskilled volunteering. Although this situation was ideal for a preliminary study to investigate a link between CV and consumer responses, future research should seek to investigate whether different CV activities (ie. skilled versus unskilled volunteering, volunteering with particular causes, programs with a clear philanthropic approach as opposed to a business practices) impact differently on the

attributions, other-oriented values or self-oriented values, and ultimately resonate better with consumers.

This study takes a preliminary step towards understanding consumers' response to corporate volunteering initiatives. It demonstrates that CV programs have a positive impact on stakeholder groups external to the firm, impacting positively on consumers' perceptions of the firm and their cognitive, attitudinal and behavioral loyalty. It is hoped this study will inspire future research into CV as an important CSR initiative and that it will encourage firms to continue to pursue CV, a socially responsible activity that benefits many groups within the community.

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APPENDIX 1. Measurement Items

Variable	Items used (all measured on 7-point Likert scales)
CSR Image	Vodafone is a good corporate citizen of the communities in which it does business
	Vodafone works to satisfy its social responsibilities to the communities it serves
	As a business Vodafone fulfils its social obligations to the community
Firm Image	Does not have - Has good products/services
	Is not - is well managed
	Does not respond - responds to customer needs
Values-driven attributions	Vodafone has a long-term interest in the community
	Vodafone's directors believe in the causes the company volunteers for
	Vodafone is trying to give something back to the community
Stakeholder-driven attributions	Vodafone feels its customers expect it
	Vodafone feels society in general expects it
	Vodafone feels its shareholders expect it
Affective loyalty	I like the features of Vodafone's services and offers
	I like the performance and services of Vodafone
Cognitive loyalty	I believe using Vodafone is preferable to other
	I believe that Vodafone has the best offers at the moment
	I prefer the service of Vodafone to the service of competitors
Fit	It makes sense to me that Vodafone would be involved in corporate volunteering
	Corporate volunteering is compatible with Vodafone's image
	Vodafone and corporate volunteering fit well together
Value CSR	Companies should regularly make donations to charity
	Companies should have programs to allow their employees to do volunteer work in the community
	Companies should donate some of their products/services to people in need
	Companies should support local community organisations and programs
Perceived familiarity with Vodafone's CV program	How familiar are you with Vodafone's corporate volunteering? (not unfamiliar with Vodafone's corporate volunteering activities – familiar with Vodafone's corporate volunteering activities)
Leveraging	To what extent do you think Vodafone promotes its corporate volunteering activities? (not at all - to a great extent)
Word of mouth	I would recommend Vodafone to others (strongly disagree – strongly agree)

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Figure 1: Conceptual model

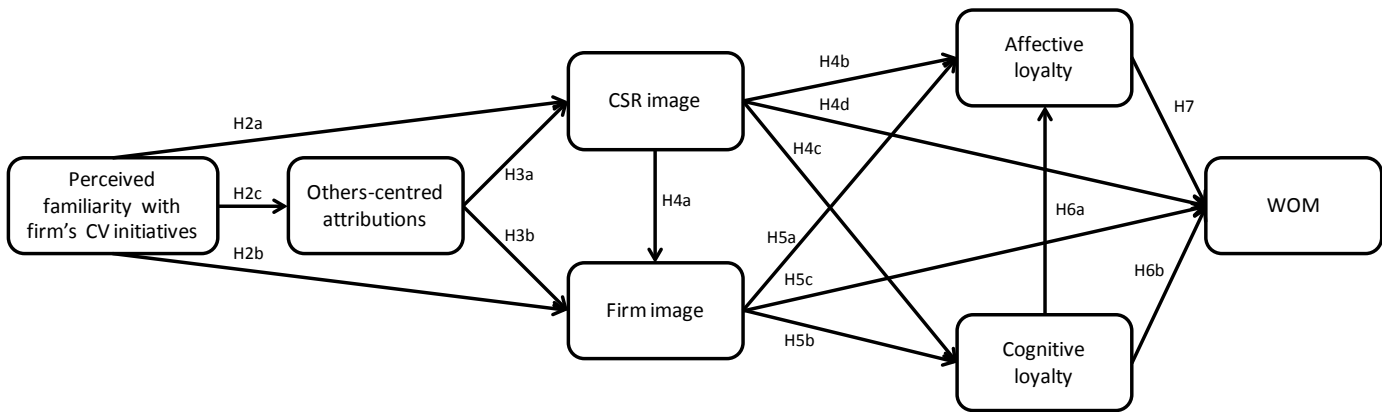


Table 1: Psychometric properties of the scale

	α	ρ_{η}	AVE	High- est λ^2	mean	St. dev	1	2	3	4	5	6	7	8	9	10	11
1 CSR image	.97	.97	.91	.42	4.58	1.23	1										
2 Firm image	.94	.87	.78	.71	4.22	1.53	.61	1									
3 Values-driven att.	.92	.92	.79	.42	4.58	1.13	.71	.59	1								
4 Stakeholder-driven att.	.91	.91	.78	.42	4.56	1.14	.50	.38	.60	1							
5 Affective loyalty	.92	.92	.86	.79	3.88	1.44	.60	.78	.58	.39	1						
6 Cognitive loyalty	.92	.92	.80	.79	3.59	1.47	.57	.78	.50	.30	.83	1					
7 Fit	.91	.91	.77	.65	4.59	1.12	.61	.55	.72	.56	.51	.49	1				
8 Value CSR	.89	.90	.74	.13	5.35	1.11	.24	.18	.29	.39	.06	.12	.34	1			
9 Word-of-mouth					3.67	1.68	.59	.74	.49	.31	.85	.86	.45	.10	1		
10 Perceived Familiarity					3.99	1.80	.43	.41	.41	.32	.35	.36	.46	.24	.34	1	
11 Leveraging					4.13	1.59	.43	.44	.47	.35	.42	.38	.45	.10	.36	.52	1

Table 2: Path analysis

Hyp.	Independent variable	Dependent variable	Standardized Effects		Critical Ratio
			Direct	Total	
H2a	Perceived familiarity company's CV	CSR image	.18	.43	4.38***
H2b	Perceived familiarity company's CV	Firm image	.16	.41	3.42***
H2c	Perceived familiarity company's CV	Other-centred attributions	.41	.41	8.47***
H3a	Other-centred attributions	CSR image	.60	.60	14.45***
H3b	Other-centred attributions	Firm image	.20	.45	3.64***
H4a	CSR image	Firm image	.41	.41	7.23***
H4b	CSR image	Affective loyalty	.12	.47	3.36***
H4c	CSR image	Cognitive loyalty	.15	.43	3.65***
H4d	CSR image	Word-of-Mouth	.08	.47	2.48*
H5a	Firm image	Affective loyalty	.31	.67	6.68***
H5b	Firm image	Cognitive loyalty	.69	.69	16.92***
H5c	Firm image	Word-of-Mouth	.01	.60	.763
H6a	Cognitive loyalty	Affective loyalty	.52	.52	11.71***
H6b	Cognitive loyalty	Word-of-Mouth	.47	.68	10.22***
H7	Affective loyalty	Word-of-Mouth	.40	.40	8.52***

* $p < .05$; ** $p < .01$; *** $P < .001$.

TABLE 3. Stepwise $\Delta\chi^2$ Test

	χ^2	df	$\Delta\chi^2$	Δ df	Sign.
CHI-SQUARE TEST – Leveraging (H8)					
Hypothesized Model	32.78	14	-	-	-
Structural Weights equal	61.74	28	28.96	14	<.05
STEPWISE CHI-SQUARE TEST – Leveraging					
Cognitive loyalty -> affective loyalty	40.35	15	7.57	1	<.01
CSR image -> affective loyalty	38.42	15	5.64	1	<.05
Firm image -> affective loyalty	39.36	15	6.58	1	<.05
CHI-SQUARE TEST – Fit (H9)					
Hypothesized Model	14.65	14	-	-	-
Structural Weights equal	35.95	28	21.30	7	n.s.
CHI-SQUARE TEST – Customer Status (H10)					
Hypothesized Model	15.97	14	-	-	-
Structural Weights equal	50.24	28	34.27	14	<.01
STEPWISE CHI-SQUARE TEST – Customer Status					
CSR image -> affective loyalty	23.59	15	7.62	1	<.01
CSR image -> cognitive loyalty	29.44	15	13.47	1	<.001
Firm image -> cognitive loyalty	30.03	15	14.06	1	<.001
CHI-SQUARE TEST – Value of CSR (H11)					
Hypothesized Model	37.33	14	-	-	-
Structural Weights equal	119.56	28	82.23	14	<.001
STEPWISE CHI-SQUARE TEST – Value of CSR					
Perceived familiarity -> CSR image	50.27	15	12.94	1	<.001
Perceived familiarity -> others-centred attributions	43.55	15	6.22	1	<.05
Others-centred attributions -> CSR image	50.26	15	12.93	1	<.001
Cognitive loyalty -> affective loyalty	48.06	15	10.73	1	<.01
CSR image -> word-of-mouth	46.72	15	9.39	1	<.01