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CONSUMERS' PERCEPTION OF CORPORATE SOCIAL RESPONSIBILITY AS KEY TO SUCCESSFUL RELATIONSHIPS WITH GROCERY RETAILERS

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Thesis presented in partial fulfilment of the requirements for the Degree of Doctor in Marketing

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ABSTRACT

Nowadays, it is fundamental to build long-term relationships with stakeholders and to win customers' loyalty is viewed as a priority by many organizations. However, it is not enough to implement a loyalty program; it is necessary something more consistent to create, maintain and sustain a solid base of loyal customers.

The main purpose of the current thesis was: (i) to characterize and analyse the socially responsible consumer behavior in the Portuguese context; (ii) and to examine the possible effects of socially responsible consumer behavior, store format, loyalty programs and consumers' Perception of Corporate Social Responsibility on the relationship between grocery retailers and consumers.

In order to address the purpose of this thesis, in an exploratory phase, data were collected and qualitatively analyzed from a focus group and interviews with managers and heads of marketing departments of grocery store. In a second phase, two online surveys, with 988 and 618 valid responses obtained among Portuguese customers were analysed by means of quantitative statistical techniques, namely Structural Equation Modelling.

Results provided clear evidence that socially responsible behaviors are well established among consumers and the strongest effects from psychological factors on these behaviors were obtained for perceived consumer effectiveness, perception of altruist motivations for CSR held by companies and collectivism. Moreover, results suggested that the socially responsible consumer is more likely to be females, elder, with a professional occupation, and with at least one child in the household.

In addition, results showed that consumers' perceptions of Corporate Social Responsibility is determinant for successful relationships between grocery retailers and their customers mainly through more positive satisfaction, trust and loyalty. Results also suggested that supermarkets lead to higher levels of customers' trust and loyalty (indirectly) and that loyalty programs' membership do not show higher levels of customers' loyalty.

RESUMO

Atualmente, é fundamental construir relacionamentos de longo prazo com as partes interessadas e a conquista da fidelização dos clientes é entendida como uma prioridade por muitas organizações. No entanto, para o efeito não é suficiente a implementação de um cartão de fidelização, é necessário algo mais consistente para criar, manter e sustentar uma base sólida de clientes fiéis.

Esta tese teve como propósito: (i) caracterizar e analisar o comportamento do consumidor socialmente responsável no contexto Português; (ii) e examinar os possíveis efeitos do comportamento socialmente responsável do consumidor, do formato de loja, dos programas de fidelização e da perceção dos clientes sobre a Responsabilidade Social Empresarial no relacionamento entre os retalhistas de base alimentar e os seus clientes.

No sentido de abordar o propósito da presente tese, numa fase exploratória, os dados foram recolhidos e analisados qualitativamente a partir de um *focus* grupo e de entrevistas com Diretores de Marketing e Diretores de lojas de retalho de base alimentar. Numa segunda fase, dois inquéritos por questionário *on-line*, com 988 e 618 respostas válidas obtidas de clientes portugueses, foram analisados utilizando técnicas estatísticas, nomeadamente a Modelação de Equações Estruturais.

Os resultados evidenciaram que os comportamentos socialmente responsáveis estão bem estabelecidos entre os consumidores e a magnitude mais forte das características psicológicas que tiveram impacto sobre esses comportamentos foi obtida a partir da eficácia percebido do consumidor, da perceção de motivos altruístas das empresas e do coletivismo. Além disso, os resultados sugeriram que o segmento de consumidores socialmente responsável teria uma maior probabilidade de ser constituído por pessoas do sexo feminino, mais velhas, com ocupação profissional e com pelo menos um filho no agregado familiar.

Paralelamente, os principais resultados mostraram que a perceção dos clientes sobre a Responsabilidade Social das Empresas dos clientes é determinante para os relacionamentos bem-sucedidos entre os retalhistas de base alimentar e os seus clientes, principalmente por meio de maiores níveis de satisfação, confiança e fidelização. Os resultados sugeriram também que os supermercados conduzem a níveis mais elevados de confiança e fidelização

(indiretamente) e que os membros de programas de fidelização não apresentaram maiores níveis de fidelização.

Palavras-Chave: Marketing relacional, formato de loja, programas de fidelização, Responsabilidade Social das Empresas, comportamento do consumidor.

JEL Classification System: M14 Social responsibility, M31 Marketing.

"In a gentle way, you can shake the world"

"Be the change you wish to see in the world."

(Mahatma Gandhi)

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x

To my dear children:

Alice and Gabriel.

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List of Statistical Abbreviations

AIC - Akaike Information Criterion

AVE – Average Variance Extracted

BCC - Browne-Cudeck Criterion

BIC - Bayes Information Criterion

CFA – Confirmatory Factor Analysis

CFI - Comparative-of-fit-index

CR - Composite Reliability

EFA – Exploratory Factor Analysis

GFI - Goodness-of-fit index

PCA – Principal Component Analysis

RMSEA - Root Mean Square Error of Approximation

SEM – Structural Equation Model

TLI - Tucker-Lewis Index

List of General Abbreviations

ALT - Perception of Altruistic Motivations for Corporate Social Responsibility

COL – Collectivism

CRM – Customer Relationship Management

CSR – Corporate Social Responsibility

CSRCA - Perception of damage of Corporate Social Responsibility on Corporate Ability

CSRCO- CSR considerations by consumer

CUST - Customers

EMPL – Employees

ENV – Environment

ENVIR – Environment impact purchase and use criteria

LOCAL – Local Community

LOY - Loyalty

LP – Loyalty program

PCE - Perceived Consumer Effectiveness

PCSR - Perception of Corporate Social Responsibility

RECY - Consumer recycling behavior

RM – Relationship Marketing

SAT – Satisfaction

SHARE – Shareholders

SOC – Societal

SRCB - Socially Responsible Consumer Behavior

STR - Perception of Strategic Motivations for Corporate Social Responsibility

TRUST – Trust

Chapter 1:

Introduction

1.1 Research context

In the current context characterized by strong competition, companies are using different strategies to create successful relationships with their consumers. Relationship marketing is a major trend in marketing and an important topic in business management (Egan, 2011) that focuses on the development and maintenance of long-term relationships with consumers, in contrast with the transactional exchanges (Gilaninia *et al.*, 2011). The ultimate expected result from the formation of a successful relationship is the improving of customer retention levels (Kumar & Reinartz, 2012; Payne & Frow, 2013; Peppers & Rogers, 2011).

Sharifi and Esfidani (2014) indicate that relationship marketing reduces cognitive dissonance by the consumer in the post-purchase stage and, thereby, increases customer satisfaction and loyalty, with a mediating role of trust. Indeed, customer loyalty is considered as a key factor to measure the effectiveness of relationship marketing by several authors (Lawson-Body, 2000; Meyer-Waarden & Benavent, 2006, 2008, 2009; O'Loughlin & Szmigin, 2006a, 2006b). In addition, there is a certain consensus that building customer loyalty relationships as an ultimate goal of relationship marketing is only possible by means of variables such as satisfaction (Oliver, 1997, 1999; Selnes, 1998) and trust (Moorman *et al.*, 1992; Morgan & Hunt, 1994; Selnes, 1998).

Relationship marketing has been relevant especially in business-to-business context, because it is easier to develop strong relations with a small number of customers involved in transactions and with a higher value associated with each purchase (Johns, 2012). However, relationship marketing also has been a common and convenient practice in business-to-consumer context, since it is relevant to reverse the trend of an overall slowdown in revenues, keeping the existing consumers with successful relationships.

According to Deloitte (2015) the revenues of the 250 largest retail companies in the world reached 4.4 billion dollars in 2013, each with an average of more than 17.4 billion dollars. The same study shows that revenue of these 250 top companies increased 4.1% in 2013, compared to 4.9% in 2012. US chain Wal-Mart Stores Inc. and Costco Wholesale Corporation leads the global ranking (1st and 2nd place, respectively) of the 250 largest retail companies in the world. The French company Carrefour, SA ranks 3rd in the ranking, which included two Portuguese companies, Jerónimo Martins SGPS, SA, in 62nd place, and Sonae SGPS, SA, in

155th place. Both rose in the rankings from the previous period 2012, 5 and 10 positions, respectively.

In the specific case of the Portuguese grocery retail, it has evolved towards the concentration in a small number of big retailers (Nielsen, 2015a). It is a market characterized by slow growth in sales, highly competitive and increasingly motivated to constantly use innovative strategies to keep current customers and to attract new ones.

On the other hand, TNS Worldpanel (2008) revealed that Portuguese consumers are less and less loyal to companies and brands, and their budget is increasingly dedicated to food, instead of toiletries and drugstore. Portuguese consumers spend time looking for the grocery store that offers them more advantages in a certain product, instead of doing all their shopping in the same store. The current economic crisis has created quite rational consumers, aware of the need to save money, searching for better offers, which leads to the temptation of breaking the relationship with the current retailer and to a possible decline in satisfaction, trust and loyalty.

1.2 Research problem

In view of these significant changes in the grocery market, from both the retailer and the consumer sides, it is of utmost importance to know the factors that can influence the consumer when making a decision on the maintenance of the relationship with their current grocery store.

The emerging consumer attitudes influenced by the economy, technology and new store formats are providing new challenges, options and opportunities for retail managers (Lombart & Louis, 2014). Relationship marketing and loyalty programs are key strategies for companies facing increasing competition (Beck *et al.*, 2015). Loyalty programs are business practices increasingly pursued by companies in order to enhance customer loyalty (Kumar, 2005; Meyer-Waarden, 2007; Meyer-Waarden & Benavent, 2006). Moreover, store format decision is a powerful strategic tool for retailers to influence consumers (Gauri, 2013; Gauri *et al.*, 2008). Particularly in the grocery market, Martínez-Ruiz *et al.* (2010) presented the factors - services, convenience, quality image, economic value - that have a large influence on consumer satisfaction in grocery retail, and emphasized the existence of differences

considering distinct sub-samples of buyers based on store format (hypermarkets or supermarkets).

Managers want to create and maintain stable and long-term relationships with their customers. Thus, they intend to more than meet customers' needs and desires; they also want to build customers' trust in order to potentiate customers' loyalty. In this sense, they resort to tangible strategies, such as loyalty programs or store format, and to less tangible strategies, such as corporate social responsibility. On the consumers' side, several changes have been adopted in their purchasing and consumption decisions over time. Currently, consumers base their decision not only on the physical characteristics of products and their prices, but they also want that corporate social responsibility meets the requirements of their individual social responsibility.

According to a study by Selecções do Reader's Digest (2014), 73% of the Portuguese consumers are willing to pay more for environmentally friendly products; and 82% demonstrate a real concern for the environment and value the commitment of the companies in this subject. More recently, Nielsen (2015b) shows that Portuguese consumers are characterized by their dual thinking, so that they manifest hypersensitivity to the price, but simultaneously are willing to pay more for products from socially responsible companies.

Corporate Social Responsibility (hereinafter CSR) reaches a wider attention by businesses, academics, consumers, media, public in general, among others. It is a subject with crucial interest for the development of sustainable markets and resources, considering its effects for the overall environmental, economic and social welfare (Hill & Martin, 2014).

In fact, at the beginning of the third millennium, CSR has once again become a central theme in academic, business and social contexts (Bigné *et al.*, 2010; Commission of the European Communities, 2002; Garriga & Melé, 2004; Lantos, 2001, 2002; Moir, 2001; World Business Council for Sustainable Development, 2008) and many scholars have focused on CSR in order to understand and approach the goal of creating company value aiming at society welfare (Carroll & Shabana, 2010; Hildebrand *et al.*, 2011; Kotler & Lee, 2004; Porter & Kramer, 2002, 2011; Senge *et al.*, 2008; Smith, 2003).

Several companies are currently aware of the fact that CSR is strategically important and a source of competitive advantages. CSR is recognized as a possible booster to a better

relationship between companies and stakeholders. Therefore, managers and academics have recognized the importance of communicating CSR initiatives to all stakeholders (Aras & Crowther, 2009; Berne-Manero *et al.*, 2014; Du *et al.*, 2010; Luo & Bhattacharya, 2006; Tench *et al.*, 2014), considering the potential benefits which may be obtained when stakeholders assess them as socially responsible (Crane *et al.*, 2014; Denny & Seddon, 2014; Tian *et al.*, 2011).

According to Nybakk and Panwar (2015), the instrumental motivations underlying CSR engagement by companies are associated with their market, learning and risk-related behaviors. The definition of CSR by Aguinis (2011, p. 855) reflects this idea: CSR as the "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance".

The social, political, economic and/or cultural context of each country leads to different CSR practices in a complex and dynamic manner (Ciani *et al.*, 2015; Kim *et al.*, 2013; Matten & Moon, 2008; Singhapakdi *et al.*, 2001). Wang *et al.* (2015) emphasized that CSR is more visible and has a stronger impact on corporate financial performance for companies from developed countries than for those from developing ones. For instance, in Europe, retailer companies in the United Kingdom revealed a more formalized and standardized use of CSR when compared with Italian companies (Candelo *et al.*, 2014).

Consumers, particularly those in developed countries, are placing more importance on CSR in their purchase decisions (Wagner *et al.*, 2009). It is possible to identify a segment of consumers that is very conscious of its consumption (Brekke *et al.*, 2003; Nyborg *et al.*, 2006; Öhman, 2011; Thompson *et al.*, 2010) and that reflects that attitude on purchasing decisions (Carvalho *et al.*, 2010; Creyer & Ross, 1997; De Pelsmacker *et al.*, 2005; Marquina & Morales, 2012; Mohr & Webb, 2005; Mohr *et al.*, 2001).

In line with Green and Peloza (2011), CSR can provide emotional, social, and functional value to consumers. Furthermore, Lacey and Kennett-Hensel (2010) showed that CSR builds trusting and committed customer relationships, and that these influences will be stronger over time. On the other hand, Skarmeas and Leonidou (2013) stated that consumer skepticism about CSR (attributions of egoistic motives of companies) decreases resistance to negative information about the retailer and stimulates unfavorable word of mouth.

Kotler and Armstrong (2012) state that consumer purchasing decisions are influenced by four sets of factors: cultural, social, personal and psychological. According to these authors, psychological factors include motivation, perception, learning, beliefs and attitudes.

The socially responsible consumer balances personal and social interests in his/her purchasing and consumption decision. When consumers become socially responsible, they seek for opportunities to achieve this behavior by identifying companies that share their commitments to social, ethical and environmental issues. The criteria used by consumers in the evaluation of socially responsible activities of companies are issues directly related to ethics, community, environment, protection of labor, among others. If consumers value what a company is doing in terms of social responsibility regarding these issues, they will be more inclined to buy from this company (Wesley *et al.*, 2012).

Worldwide, consumers are very concerned about social questions and require companies to implement programs to improve the environment and/or society; additionally, they are more willing to purchase a brand that sees CSR as integral to their daily operations, rather than as a separate program (Nielsen, 2008). However, behavioral differences between consumers were found according to their nationalities and cultural environment (Arli & Lasmono, 2010; Endacott, 2004; Lee & Wesley, 2012; Maignan & Ferrell, 2003; Marquina & Morales, 2012).

The segment of socially responsible consumers has grown over the years and organizations appear to be quite interested in reaching this market segment and enhancing the effects of the assumption of CSR. In the case of Portugal, no thorough study was found analyzing the propensity of individuals for socially responsible consumption, characterizing their profiles and evaluating the possible effect on the relationship with companies. Besides that, there seems to be a lack of an in-depth study about the possible effect of store format, loyalty programs and perception of CSR on customers' relationship with retailers.

1.3 Research purpose and objectives

The main purpose of the current thesis is: (i) to characterize and analyse the socially responsible consumer behavior in the Portuguese context; (ii) and to examine the possible effects of socially responsible consumer behavior, store format, loyalty programs' membership and consumers' Perception of Corporate Social Responsibility (hereinafter PCSR) on the relationship between grocery retailers and consumers.

Thus, this thesis has the six following research objectives (each research objective is explained after its identification):

Research objective 1: to examine the propensity of Portuguese consumers for socially responsible consumption and to determine the socio-demographic profile of the socially responsible consumer.

Research objective 2: to determine the possible effect of several psychological factors on socially responsible consumer behavior.

Research objective 3: to analyse customers' relationship with their grocery retailers and to evaluate store format and loyalty programs' membership as key determinants of this relationship.

Research objective 4: to analyse if there is a positive link between a favourable customers' perception of CSR and customers' levels of satisfaction, trust and loyalty with their grocery retailers.

Research objective 5: to examine a possible moderating effect of socially (ir)responsible consumer behavior on the relationship between customers' perception of CSR and customers' levels of satisfaction, trust and loyalty with their grocery retailers.

1.4 Proposed Conceptual Framework

The proposed conceptual framework is represented in Figure 1.1 and has originated four main studies, as suggested by the displayed colored dashed and dotted lines.
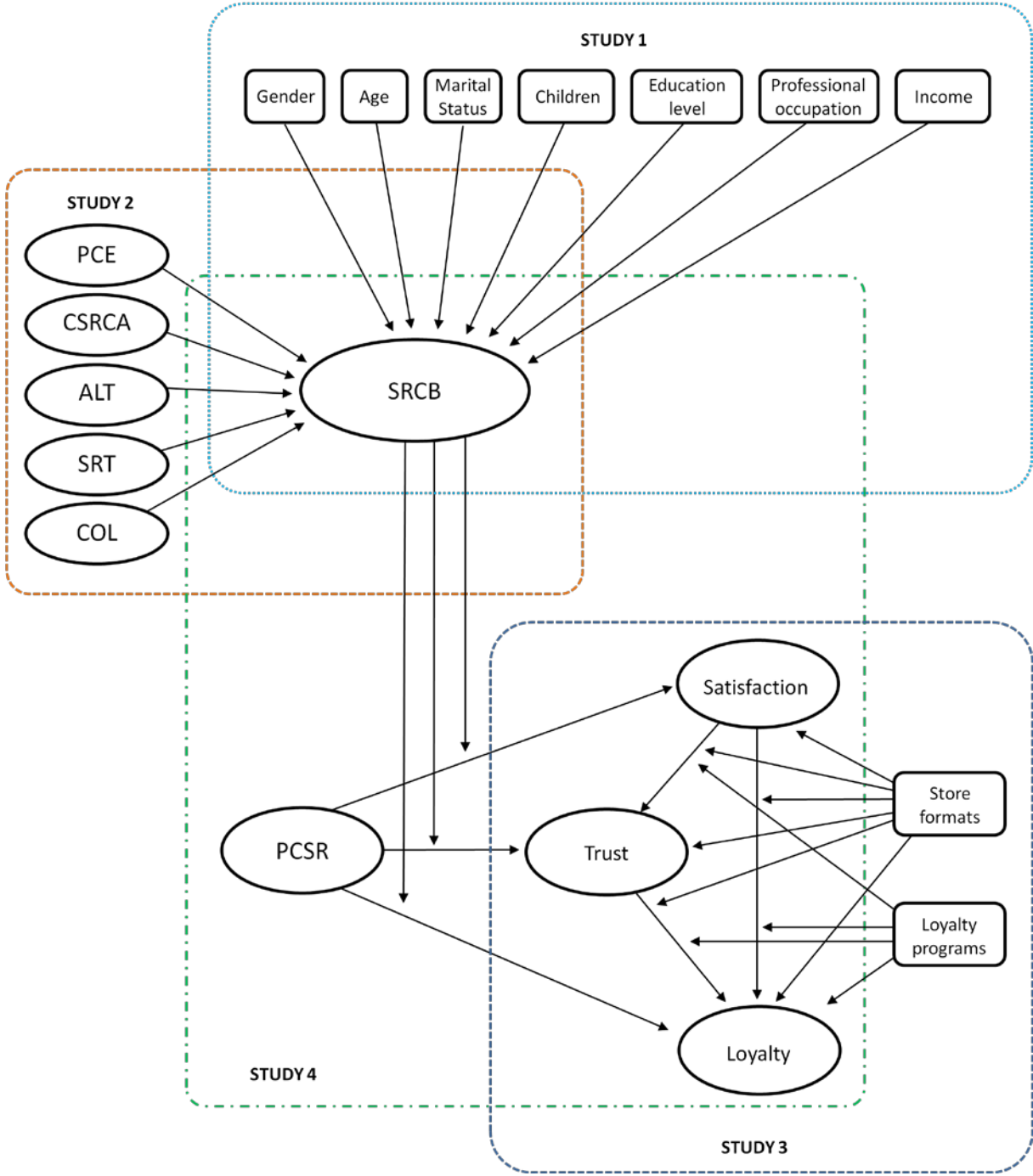
Figure 1. 1- Proposed Conceptual Framework.

The set of four complementary studies provides a broad view on the subject under analysis and helps shedding light on how to boost successful relationships with grocery retailers. The theoretical background leading to the specific research hypotheses proposed in each study will be presented in the literature review section of the corresponding study, with a specific focus on its purpose.

The first study characterizes the propensity of Portuguese customers for socially responsible consumer behavior (SRCB) and investigates the socio-demographic consumer profile.

Figure 1.2 presents the conceptual model underlying Study 1.
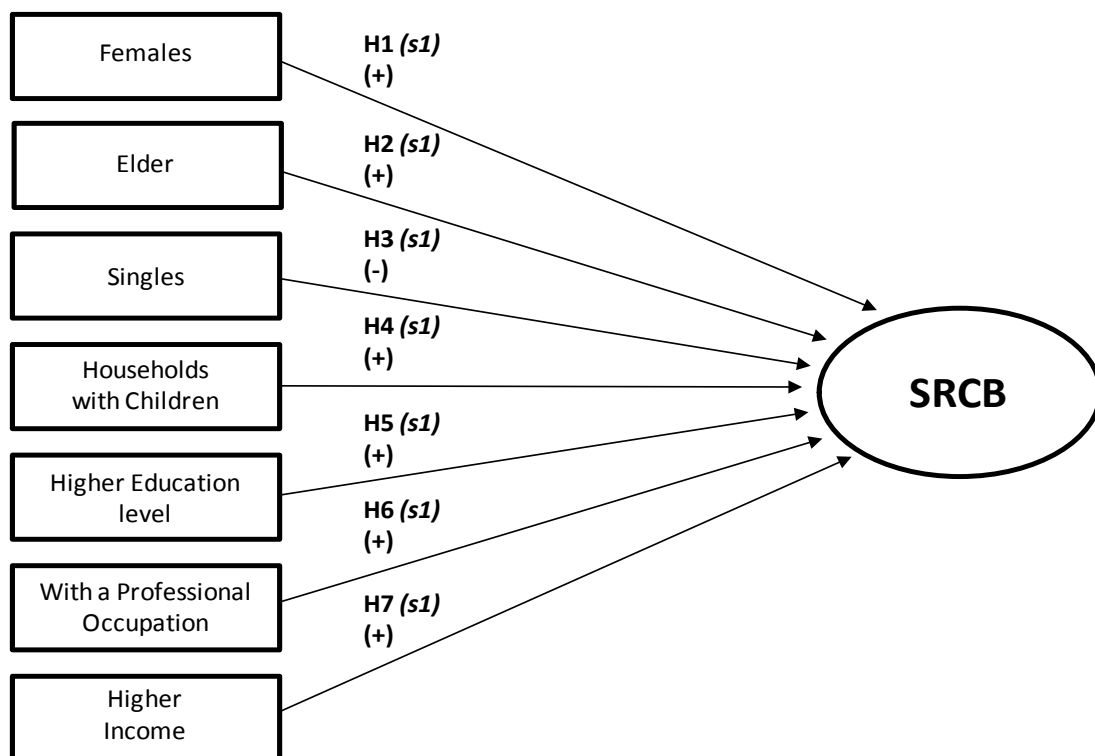
Figure 1. 2 - Conceptual model underlying study 1.

The second study aims to deepen the understanding of a socially responsible consumer profile, considering the psychological determinants of the consumers as possible explanatory variables of SRCB.

Its underlying conceptual model is described in Figure 1.3.
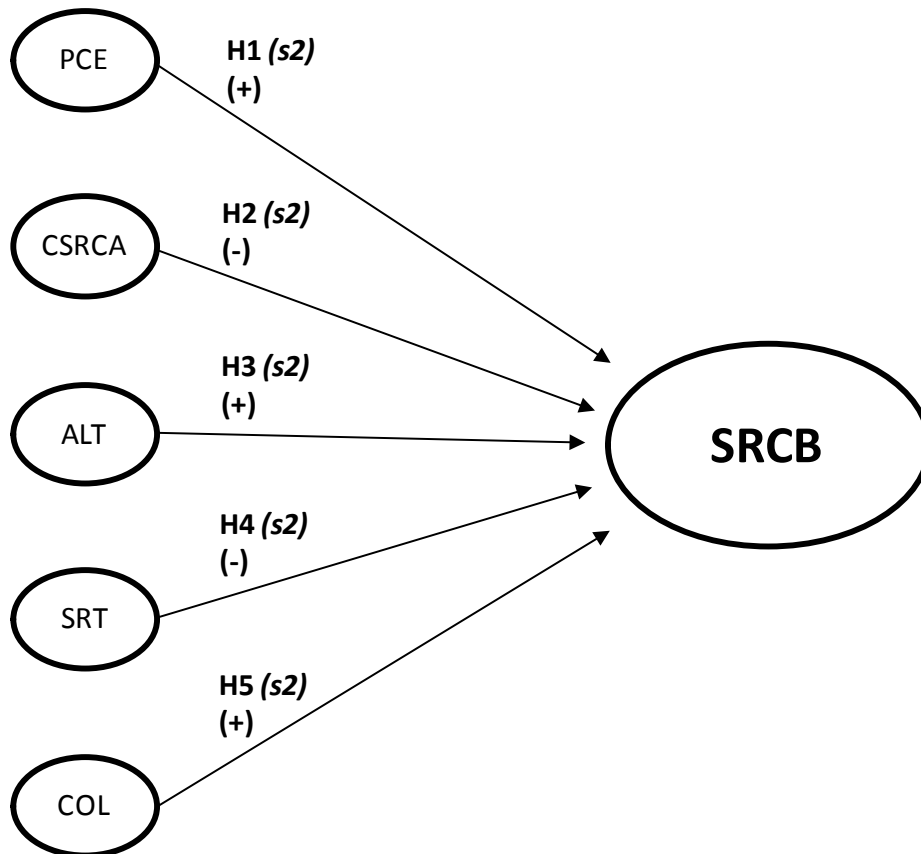
Figure 1. 3 - Underlying conceptual model of study 2.

After these two studies, focused on the characterization of the profile of socially responsible consumers, the work of this thesis is directed to a third study. Study 3 examines two factors (store format and loyalty programs' membership) explaining three key variables in the creation and maintenance of stable relationships between grocery retailers and consumers: satisfaction, trust and loyalty. Competing models are postulated in order to discuss and contrast a mediating or a moderating role of store format and loyalty programs' membership.

Figure 1.4 presents the diagram of the conceptual models underlying Study 3.
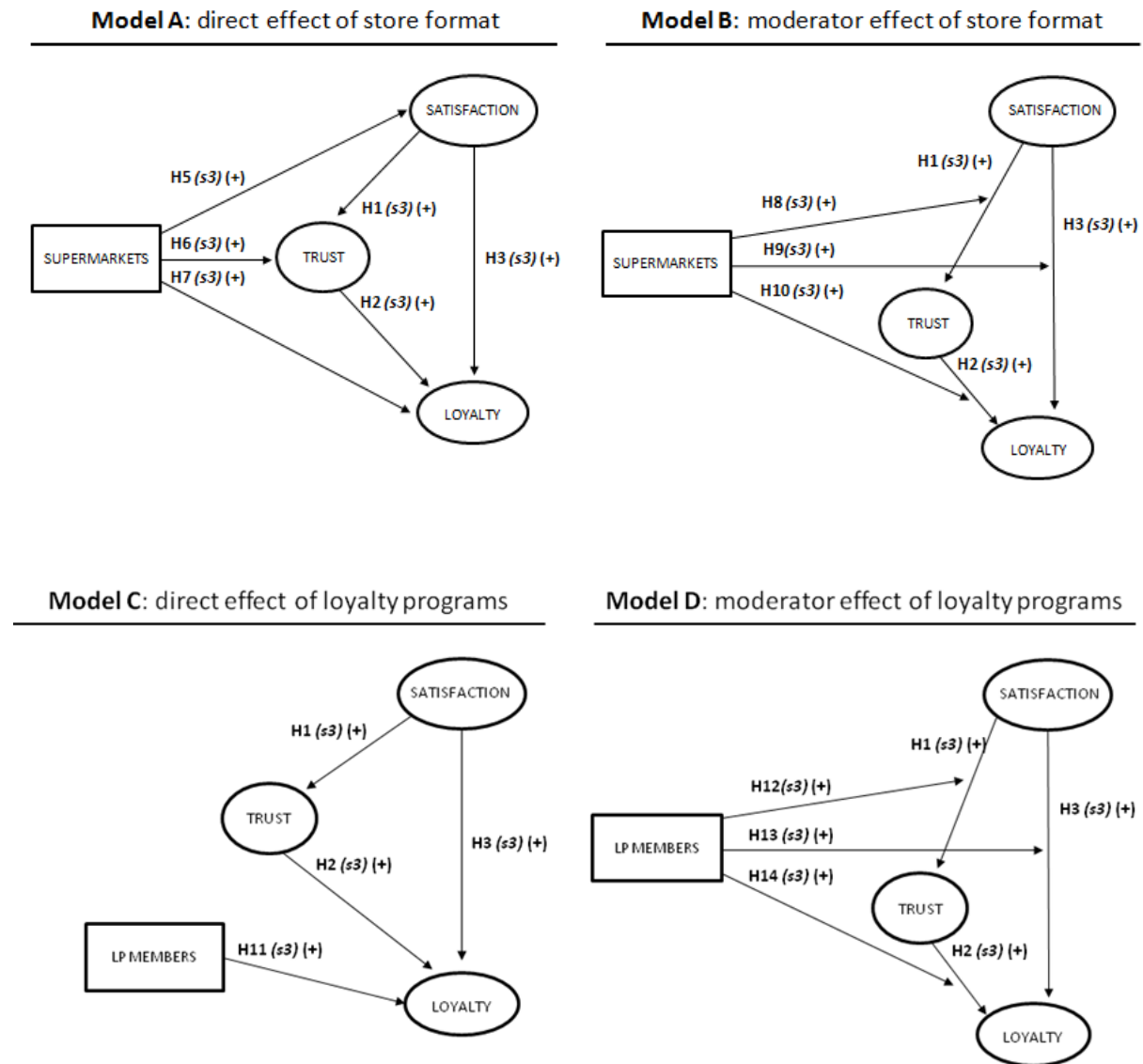
Figure 1. 4 - Conceptual models underlying study 3.

Then, and in order to achieve objectives 4 and 5 of this thesis, the fourth study analyzes the impact of consumers' Perception of Corporate Social Responsibility on their satisfaction, trust and loyalty with grocery stores and the possible moderating effect of Socially (Ir)Responsible Consumer Behavior on these links.

The underlying conceptual model is described in Figure 1.5.
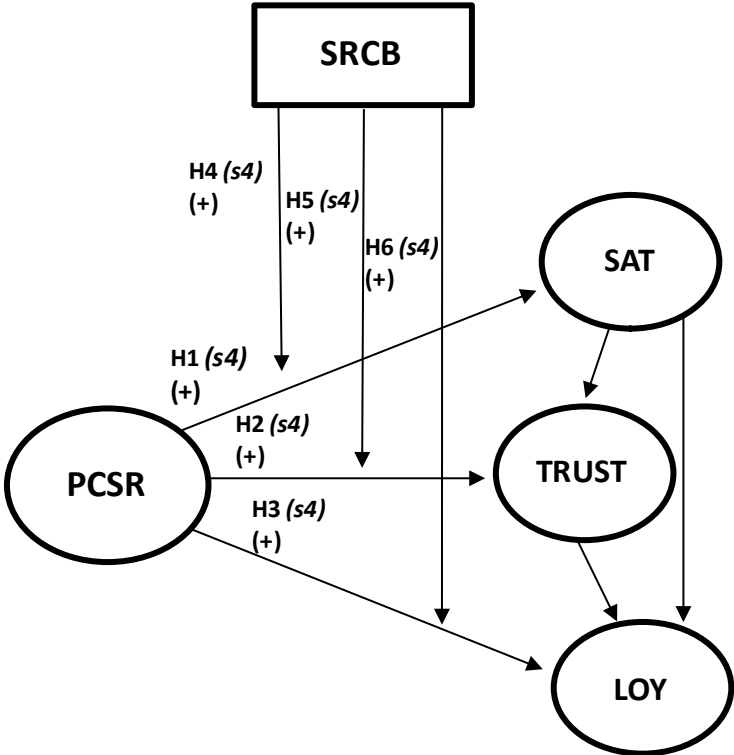
Figure 1. 5 - Underlying conceptual model of study 4.

The content and sequence of the four studies follows the scope and working process of the research. After the literature review and the qualitative research, the first study reflects an exploratory phase of the work and a quantitative survey based research with a pre-test sample. Studies 2 to 4 reflect a more advanced phase of the work, based on two quantitative survey based research, involving both a pre-test sample and the main sample. Various parts of the

research work were presented and discussed in International Conferences. Each of the four studies was prepared as a final manuscript submitted for publication in scientific journals.

Table 1.1 systematizes the working process of the research that originated the four studies and their contribution to the research objectives of the thesis.

Research working process and manuscript preparation for publication	Contribution to the research objectives of the thesis
The Study 1 is based on a preliminary paper published in the proceedings of the 2nd International Conference on Innovation and Entrepreneurship in Marketing and Consumer Behavior 2015, winning the Best Paper Award in Social Responsibility and Consumer Behavior. The final manuscript is ready to submit for publication in the *International Journal of Consumer Studies*.	Research objective 1
Study 2 further develops the first study. The final manuscript is ready to submit for publication in *Business Ethics: A European Review*.	Research objective 2
Study 3 is based on an oral presentation in 6th LCBR European Marketing Conference 2015. The abstract is published in the proceedings of the Conference. The final manuscript is ready to submit for publication in the *Journal of Retailing and Consumer Services*.	Research objective 3
Study 4 builds on the work presented at the 4th Multinational Enterprises and Sustainable Development International Conference (MESD 2015). The abstract is published in the proceedings of the Conference. The final manuscript is under preparation for submission to the *Journal of Business Ethics*.	Research objectives 4 and 5

Table 1. 1 – Research working process and preparation of manuscripts for publication

1.5 Research Methodology

The current section presents information about the methodological approach that was followed in the four studies. The presentation of each studies is than adapted in order to avoid repetitions and focus on the specific aspects concerning the purpose of each study. Since data collection has a common origin, the methodology of analysis of four studies is interconnected.

For that reason, there is some similarity regarding the methods / methodology section of each study / paper.

This thesis collected secondary and primary data aiming to address the research hypotheses and measure the constructs presented in the proposed conceptual framework. In this sense, starting from the literature review, an exploratory qualitative research was first developed, followed by a quantitative research.

1.5.1 Qualitative research

The qualitative research was conducted in three phases.

In the first phase, an initial version of the survey was developed based upon existing measures developed in English by others authors (e.g. Webb *et al.* (2008), Öberseder *et al.* (2014), among others) - and was translated into Portuguese by two independent translators in accordance with the acceptable standards (Sperber *et al.*, 1994). English speakers examined pre-translated and post-translated instruments and the results suggested only minor linguistic changes, which were incorporated into future versions of the instrument.

The second phase consisted in refining the Portuguese version of the questionnaire using a focus group involving seven researchers of different scientific areas. Results from the focus group indicated the need to adapt some scale items to the Portuguese social context. The original focus group guide is included in Appendix G.

The third phase of the qualitative research involved four personal interviews with grocery store managers and heads of marketing departments. These personal interviews were conducted during December 2014 and January 2015. The original interview guide is included in Appendix A. The collected data were subject to a qualitative analysis, but the condition of anonymity guaranteed by researchers to the respondents was preserved. In these interviews, also the business professionals examined the revised version of the questionnaire. The suggested changes, such as summarizing some contents of the questionnaire to make it easier to read and to optimize the response rate, were incorporated into the final version of the questionnaire.

1.5.2 Quantitative research

The quantitative research was conducted by applying the online questionnaires to two independent samples of Portuguese customers of grocery retailers operating on the market. The target population of this research was confined to individuals living in Portugal over 17 years old, who could be considered as consumers or customers.

LimeSurvey software was used to edit the first version of the questionnaire, which was made available online, between 3rd and 23rd of February 2015, to a preliminary convenience sample gathered using a snow ball non-random sampling technique. The first questionnaire was structured as described in table 1.2. This first version of the questionnaire is presented in Appendix B, in Portuguese (the original language used for data collection).

Parts of the questionnaire	Topics covered / subject of the questions
Introduction	Brief description and explanation about:
	- The scope of the questionnaire and the purpose of data collection
	- The importance of participation in completing it and collaboration with sincerity
	- The guarantee of anonymity in completing it
	- A thank you to the availability and collaboration.
Section I- Identification of the grocery retailer	Name of the main grocery retailer
	Loyalty program membership
	Filter in order to identify employees and former employees of the grocery retailer
Section II- Customer's perception of CSR of grocery retailer	Employee domain
	Customer domain
	Environment
	Local community
	Shareholders
	Society
Section III- Relationship between customers and grocery retailer	Satisfaction
	Trust
	Loyalty

Section IV- Social responsibility of customers and psychological factors	CSR consideration by consumer
	Consumer Recycling Behavior
	Environment Impact Purchase and Use criteria
	Perceived Consumer Effectiveness
	Perception of damage of CSR on Corporate Ability
	Perception of Altruistic Motivations for CSR
	Perception of Strategic Motivations for CSR Collectivism
Section V- Socio-demographics characteristics of customers	Gender
	Age
	Marital status
	Household composition
	Professional occupation
	Education level
	Family Income
	Region of residence
	Area of residence

Table 1. 2 - Structure of the first version of the questionnaire used to collect the pre-test sample

A total of 1027 complete responses were obtained in this first questionnaire, among which 988 were considered as valid responses. The measures proposed in the conceptual model were checked for dimensionality and reliability by means of principal component analysis and Cronbach alpha values, conducted in the statistical package IBM SPSS Statistics V.22. The results are presented in Appendix D.

After some refinements, a second version of the questionnaire was used to collect the main sample. The data were collected, between 16th and 22nd April 2015. Data collection was made by a company specialized in field work and market research (Multidados) through their online household research panel, composed by 600.000 users. This main sample was established by quotas, according to data collected by INE (2011) at the time of the 2011 Portuguese Census, and representative of the general population by age, sex and district of residence. The respondents accessed the questionnaire through an online link distributed via email by Multidados.

The second version of the questionnaire, used for the collection of the main sample, was slightly adjusted from the preliminary version concerning the wording of some items and the sequence-order of the various parts that compose the questionnaire: the old section IV - Social

responsibility of customers and psychological factors became the new section II; the old section II became the new section III and the old section III became the new section IV. The complete revised version of the questionnaire is included in Appendix C. A total of 618 valid responses were considered for quantitative analysis.

The data collected from the second questionnaire were initially analysed using exploratory statistical techniques with IBM SPSS Statistics V.22, similarly to what was performed for the analysis of the data obtained in the first questionnaire. A summary of the results is presented in Appendix E.

After this preliminary analysis, a two-step maximum likelihood structural equation modeling procedure was conducted using AMOS 20.0. In a first step confirmatory factor analysis (CFA) was used to build the measurement model (Arbuckle, 2011; Blunch, 2013). Constructs were validated for composite reliability, convergence and discriminant validity (Bagozzi & Yi, 2012). These analyses and results are presented in detail along the studies included in this thesis (chapters 2 to 5).

In a second step, and once the measurement model was validated, global structural equation models were estimated and the research hypotheses were tested. The correspondent standardized factor loading and significance were inspected, the coefficients of determination were calculated, the hypotheses were analyzed, and finally, the conclusions and implications were discussed. The results of these analyses are also presented in detail along the studies that form the main body of this thesis (chapters 2 to 5).

1.6 Structure of the Thesis

This thesis is organized in six chapters.

The thesis begins with an introduction, the current chapter 1. In this chapter the main topic of the thesis is introduced, a brief literature review is developed, the conceptual model is proposed, and the methodology and structure of the thesis are presented.

After this introduction follows the main body of the thesis, based on four studies prepared for publication. Each study is presented in one of the chapters. The presentation follows the sequence-order of the sections of the second questionnaire. Moreover, the first study is based only on the pre-test sample and the remaining studies are based on both samples.

Chapter 2 characterizes the Portuguese socially responsible consumer behavior in terms of the socio-demographic profile. Chapter 2 is entitled "Study 1 - The socially responsible consumer: a study of the socio-demographic profile".

Chapter 3 explores the possible impact of some psychological determinants on socially responsible consumer behavior. Chapter 3 is entitled as "Study 2 - Socially responsible consumer behavior: the effect of psychological determinants".

Chapter 4 investigates the importance of store format and of loyalty programs' membership on relationship marketing with customers in grocery retail. Chapter 4 is entitled as "Study 3 - Customers' relationship with their grocery retailer: direct and moderating effects from store format and loyalty programs".

The chapter 5 analyses the impact of customers' perception of corporate social responsibility on relationship marketing with their grocery retail. Chapter 5 is entitled as "Study 4 - Corporate Social Responsibility and the Socially Responsible Behavior of consumers on their relationship with retailers".

The thesis ends in chapter 6 with the main conclusions, presents the research contribution and the practical implication. In addition, limitations of the research and suggestions for future research are presented.

After these six chapters, all bibliographic references cited throughout this thesis are compiled and presented.

Finally, the remaining material was organized and placed in the Appendix section, where each of the appendices was identified with a different letter, including: i); the interview guide (Appendix A); ii) the preliminary questionnaire (Appendix B); iii) the main questionnaire (Appendix C); iv) the validation of measures based on the pre-test sample (Appendix D); v) the validation of measures based on the main sample (Appendix E); vi) the validation of measures based on pre-test subsample (Appendix F); vii) the focus group guide (Appendix G); viii) the main conclusions from content analysis of in-depth interviews (Appendix H).

Chapter 1: *Introduction*

Chapter 2:

Study 1 - The socially responsible consumer: a study of socio-demographic profile

Abstract[1]

Purpose – This study aims to examine the propensity of Portuguese people for socially responsible consumption and its determinants by analyzing the socio-demographic consumer profile.

Design/methodology/approach – In an exploratory phase, data were collected and qualitatively analyzed from a focus group. In a second phase, a convenience sample of 988 Portuguese adults answered an online questionnaire. Collected data were analyzed using quantitative statistical techniques, namely Structural Equation Modelling.

Findings – The main results suggest that a socially responsible behavior appears to be well established among consumers. Moreover, results show that the segment of socially responsible consumer mainly involves females, elder consumers, with a professional occupation, non-singles, and with at least one child in the household.

Research limitations/implications – Due to the sampling method adopted, the results of this study cannot be generalized to the Portuguese population. Thus, given the interesting results, it is recommended that this study should be replicated with other consumer groups.

Practical implications - For managers of companies operating in Portugal, it is important to know that consumers are very sensitive to environmental, ethical and social issues. Therefore, they must incorporate in their offer to the market these requirements of responsibility by consumers and manage the social marketing strategies to target this segment.

Originality/value – This study provides a comprehensive understanding about the socially responsible consumer profile and behavior. The results will provide relevant considerations for companies, for philanthropic associations and the national government.

Keywords: Consumer behavior, social responsibility, socially responsible consumer.

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2.1. Introduction

Over the last few decades, academic literature has been putting a notable emphasis on the concept of the socially responsible consumer: someone that grounds acquisition and use of products in a desire to minimize adverse effects and to maximize positive effects on society in the long-term. It highlights the emergence of a new type of consumer who is increasingly aware of how his or her purchase has differing values and carefully considers the effects of his or her actions on the market (Anderson & Cunningham, 1972; Antil, 1984; Antil & Bennett, 1979; Berkowitz & Lutterman, 1968; Roberts, 1996b; Webster, 1975).

In fact, consumers from various nationalities are demonstrating more concern about the natural environment, and more social and ethical behavioral intentions concerning purchasing decisions (Beckmann *et al.*, 1997). However, this socially responsible behavior is not intrinsically universal, and the degree of social consciousness and responsibility differs not only among individuals but also between countries.

The studies that evaluate the receptivity and importance given by consumers to the social responsibilities of companies have different results depending on the nationality of the consumers (Ismail & Panni, 2008; Maignan, 2001; Ramasamy & Yeung, 2009). For instance, the study by Arli and Tjiptono (2014), in Indonesia, indicated that perceptions of legal and philanthropic responsibilities significantly explained consumers' support for responsible businesses followed by economic and ethical responsibilities (challenging the traditional order of importance of these responsibilities). The literature also acknowledges the existence of differences in the behavioral attitudes of consumers, due to the influence of socio-cultural context and social interactions (Lee & Wesley, 2012; Özçağlar-Toulouse *et al.*, 2009). In the case of Portugal, no thorough study was found analyzing the propensity of individuals for socially responsible consumption.

Thus, in order to provide relevant theoretical and practical contributions to the area of consumer behavior, this study has two main objectives: (i) to characterize the degree of social responsibility of the Portuguese consumer, and (ii) to examine the profile of the socially responsible consumer using socio-demographic characteristics. More specifically, building on the work of Webb et al. (2008), the current study proposes a three-dimensional

measurement scale for Socially Responsible Consumer Behavior (SRCB), and aims at examining its determinants by analyzing the socio-demographic consumer profile.

This research, focuses on the study of the Portuguese consumer behavior regarding social responsibility, seeks to contribute to the academic, business and social understanding of multinational consumption. Among the various stakeholders, consumers have a key role in the marketing of products, but there is still insufficient research on the ethical consumers and their embedded purchasing behavior (Carrigan & Attalla, 2001; Folkes & Kamins, 1999). There is still a need for studies expanding the knowledge of consumer ethics (whether cross-cultural or not), especially considering variables such as gender, level of education and level of income as determinants of ethical beliefs Vitell (2003).

According to Pepper *et al.* (2009) the socially responsible consumer behavior is under-researched when compared to the ecological consumer behavior. Furthermore, for companies that want to use Corporate Social Responsibility (hereinafter CSR) for strategic purposes, it is mandatory to understand the nature of the differences in the importance given by consumers to environment, ethical and philanthropic issues. This requires a deep knowledge of many characteristics of the consumers. Finally, to the philanthropic associations and the national governments with the aim of improving the well being of local and national society, it is important to recognize the social responsibility assumed by individuals, in order to drive them to initiate appropriate awareness campaigns.

After this introduction, the study follows with a literature review of the concept of socially responsible consumption and describes the potential predictors of socially responsible consumer behavior, leading to the research hypotheses. The following section focuses on the methodological aspects of the study, including the context of the research and the techniques for collecting and processing data. The fourth section is devoted to presenting the main results. The study ends with a discussion of the results, main conclusions and limitations.

2.2. Literature review and hypotheses

2.2.1. The socially responsible consumer

The concept of socially responsible consumption is consolidated with the studies of Berkowitz and Lutterman (1968), Webster (1975) and Brooker (1976). According to Webster (1975, p. 188), "the socially conscious consumer can be defined as a consumer who takes into account the public consequences of his or her private consumption or who attempts to use his or her purchasing power to bring about social change". Antil (1984) states that a socially conscious consumer is one that adopts behaviors and purchasing decisions associated with environmental problems and shows interest not only in meeting individual needs, but is concerned about the possible effects on society. In the same line of thought, Mohr *et al.* (2001, p. 47) argue that the socially responsible consumer is identified as "a person who bases its acquisition, use and disposal of products on the desire to minimize or eliminate the harmful effects and maximize the positive long-term benefits to society". More recently, Newholm and Shaw (2007) report that the socially responsible consumer is concerned with distinct elements, such as, the origin of the product, the human rights, the manufacture, the labor relations, the experimental use of animals, among others.

Starting with a brief historical review, the concept of socially responsible consumer has its origin in the green consumer and is often associated with it (Anderson *et al.*, 1974). Later it expanded to the concept of ethical consumer, the one that takes into account moral factors in his or her purchasing decisions, and also includes the environmental concerns (Strong, 1996). Thus, according to Shaw and Shiu (2002), the ethical consumer is a broader and more complex concept than the green consumer. The social issues underlying consumer behavior have led to the emergence of the socially responsible consumer concept.

The decisions of the socially responsible consumer integrate environmental and ethical concerns, as well as specific aspects such as corporate social responsibility, socio-economic and cultural context, and other information not limited to products and services (Barrientos, 2013; De Pelsmacker *et al.*, 2005; Gurviez *et al.*, 2003; Marin & Ruiz, 2007; Marquina & Morales, 2012; Mohr *et al.*, 2001; Öhman, 2011; Sprinkle & Maines, 2010; Webb *et al.*, 2008). Other researchers point out that CSR positively influences the consumer behavior,

including purchase intention and also purchasing (Auger *et al.*, 2008; Klein & Dawar, 2004a; Maignan, 2001; Mohr & Webb, 2005). According to Wesley *et al.* (2012) socially responsible consumption is the buying and using by those that support the ethical behavior of companies and that show real feelings of responsibility toward society in general. The socially responsible consumer is conscious that by accepting, versus rejecting, certain products or companies, he or she is contributing to the preservation of the environment, to sustainability and to improving the quality of life of society in general, both now and in the future.

In recent years, socially responsible consumption is considered not only determined by the social and environmental responsibility, but also crucial to understand the economic and social context of the consumer. Furthermore, the information that consumers have, and their possibilities to acquire socially responsible products and services, largely determines their purchase and consumption decisions. Lee (2008) and Lee and Shin (2010) have been proposing studies of socially responsible consumption confined by geographical context. For instance, Lee and Shin (2010) in Republic of Korea found that corporate social contribution (economic development, consumer protection, social welfare, donations, and education), and corporate local community contribution (culture activities, local community development and local community involvement) affect consumers' purchase intention while corporate environmental contribution have no effect on consumers' purchase intention.

Francois-Lecompte and Roberts (2006) built a specific measurement scale for France, and identified that the French thought more on the side of community, in comparison with the individualistic consumption of the Americans. Based on the scales of François-Lecompte and Roberts (2006) and Webb *et al.* (2008), Yan and She (2011) developed measurements contextualized in China and the results of socially responsible consumption in China differ from both the United States and France. Herrera and Díaz (2008) determined, in the Spanish context, the CSR has a central role in the reputation of organizations and from there has an effect on consumer behavior. In Brazil, consumers are willing to pay higher prices for products and services of companies with social responsibility (Carvalho *et al.*, 2010) Inversely, Mexican consumers prefer not to be informed about CSR practices and

continue to make their purchasing decisions based on price (Arredondo Trapero *et al.*, 2010).

Lee (2008) states that social influence is the most important factor of socially responsible behavior in adolescents in Hong Kong. Hence, socially responsible consumption should be studied as a collective phenomenon, associated with the construction of identity in a culture and in a particular context.

The consumer behavior literature has been defining culture as a set of socially acquired behavioral patterns transmitted symbolically through language, rituals, beliefs and value systems (Deeter-Schmelz & Sojka, 2004; Sojka & Tansuhaj, 1995). According to Solomon (2014), in the society at large there are groups, denominated subcultures, whose members share beliefs and common experiences that set them apart from others, and that can be based on similarities in age, race, ethnic background or strong identity with something.

2.2.2. Socio-demographic determinants of the socially responsible consumer behavior

Several authors have dedicated their studies to identifying and characterizing the demographic profile of the ecologically or/and socially responsible consumer (Diamantopoulos *et al.*, 2003; Roberts, 1996a). However, the results have not been consistent (Park *et al.*, 2012). The profile of this consumer can be characterized by personality, attitudes and socio-economic characteristics, despite the weak relationships found by Webster (1975). Vitell (2003) states that there is still a need for studies expanding the knowledge of consumer ethics (whether cross-cultural or not), especially considering variables such as gender, level of education and level of income as determinants of ethical beliefs. François-Lecompte & Valette-Florence (2006) show that gender, age and socio-economic status play an important role in identifying the demographic profile of the socially responsible consumer.

As previously mentioned, socially responsible consumer behavior is under-researched compared to ecologically consumer behavior. According to Tilikidou (2007) individuals more engaged in pro-environmental purchasing behavior in Greece were professionals, between 35 and 55 years old, holding a graduate or a postgraduate degree and with an

higher income. In the Portuguese context, the results of the green consumer market segmentation by Paço and Raposo (2010) show that geographic variables are not significant to explain the green consumer, while some demographic variables are. The "green activists" were mainly women; aged 25 to 34 or 45 to 54; with higher education levels; working in more qualified jobs and earning higher incomes. Akehurst *et al.* (2012) conclude that socio-demographic variables are not relevant in explaining the ecological consumer behavior in Portugal. However, these results come from a convenience sample of 186 respondents, 51.1% of which were below 30 years of age and 59.1% were undergraduates.

Laroche *et al.* (2001) show that the segment of consumers more environmentally conscious is more likely to be female, married and with at least one child living at home. Singh (2009) and Thompson *et al.* (2010) suggest that women are more likely to display socially and environmentally conscious behavior, respectively. In same line, Moosmayer and Fuljahn (2010, p. 547) report that "women respond more strongly to social issues than men". Especially in developed countries, women have an independent power of purchase and, as a consequence, may have stronger care in the decision process of buying and consumption (Barrientos, 2013). As far as age is concerned, Carrigan and Attalla (2001) admit that ethical behavior may be influenced by age and Shauki (2011) found that concerns about CSR by older individuals are greater than those of younger individuals.

Hence, the following hypotheses of research are proposed:

H1 *(s1)*: Females are more socially responsible regarding purchase and consumption than males.

H2 *(s1)*: Elder consumers are more socially responsible regarding purchase and consumption than younger consumers.

H3 *(s1)*: Single consumers are less socially responsible regarding purchase and consumption than consumers with other marital status.

H4 *(s1)*: Consumers in households with children are more socially responsible regarding purchase and consumption than consumers in households without children.

According to Diaz-Rainey and Ashton (2011) potential green adopters have higher income and are better informed. Further, Berne-Manero *et al.* (2014) state that socially responsible consumers are highly conscious, extremely well informed, and use available information to discern the contribution of the purchase and consumption to the CSR.

Responsible consumption requires from consumers that they are capable of overcoming the obstacles they face that prevent them from taking an appropriate decision (Beckmann, 2007). These obstacles are classified by Valor (2008) as motivational obstacles (self-identity and perceived efficacy), cognitive obstacles (information obtained about brands and ability to process it) and behavioral obstacles (possibility to find a fair brand in purchase decision). For instance, the concept of Corporate Social Responsibility is more known and understood by consumers with higher education levels (Boccia & Sarno, 2012). In fact, knowledge is one of the factors that has been studied in the understanding of the consumption process and the characterization of the green, ethical and socially responsible consumer. Someone who has knowledge will be much more mainstreamed and specialized. A person with knowledge can interpret all the information received, in a way that transforms this information into actions that are reflected in behavior. Thus, elder consumers, with higher education levels, a professional occupation, and belonging to families with higher incomes may have a greater ability to adopt a socially responsible behavior.

Given the results of the various studies concerning the socio-demographic profile of the socially responsible consumer and the conclusions of the national studies regarding the green consumer profile, in the current study the following research hypotheses are also proposed:

H5 *(s1)*: Consumers with higher education levels are more socially responsible regarding purchase and consumption than those with lower education levels.

H6 *(s1)*: Consumers with a professional occupation are more socially responsible regarding purchase and consumption than those without professional occupation.

H7 *(s1)*: Consumers belonging to families with higher income levels are more socially responsible regarding purchase and consumption than those from families with lower incomes.

Figure 2.1 displays the path diagram of the proposed conceptual model, with the 7 postulated research hypotheses:
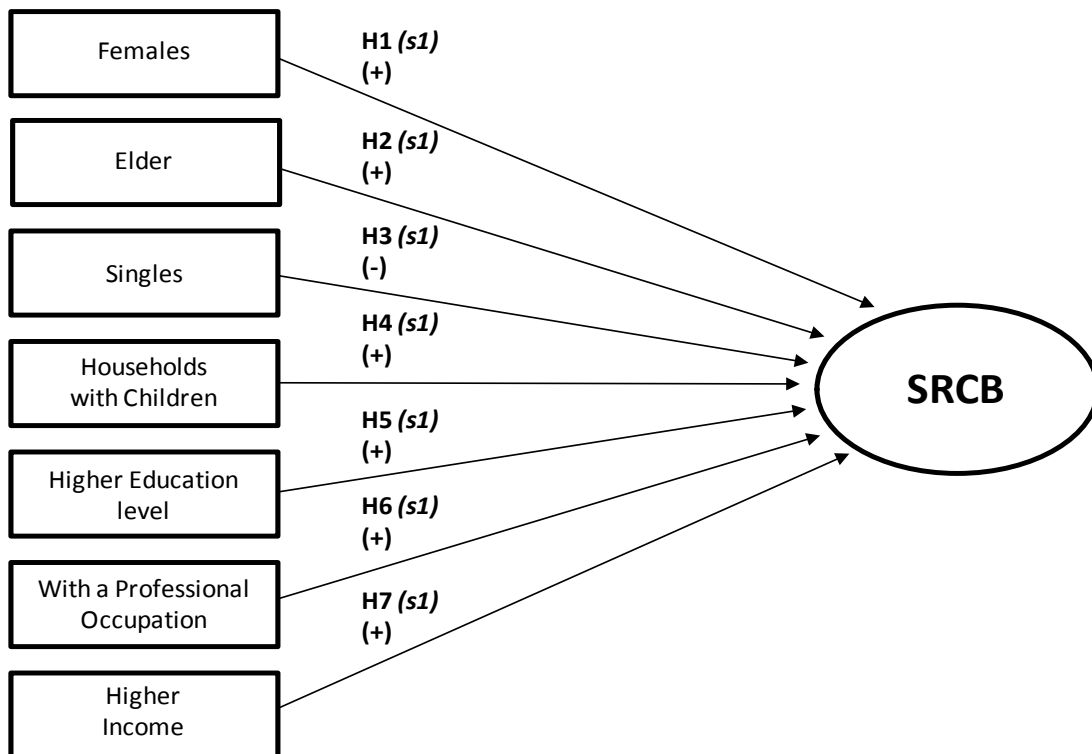
Figure 2. 1 - Diagram of the conceptual model with the seven proposed research hypotheses.

Note: The effect from each socio-demographic variables was tested separately.

2.3. Methodology

2.3.1. Scale development and data collection procedures

In order to measure SRCB and to address the seven research hypotheses postulated in this study, an exploratory qualitative research was first developed, followed by a quantitative survey based research.

The qualitative research was conducted in three stages. In the first stage, an initial version of the questionnaire was developed based on the Socially Responsible Purchase and Disposal scale, proposed in English by Webb *et al.* (2008) and translated into Portuguese by two independent translators in accordance with the acceptable standards (Sperber *et al.*, 1994). Also, English speakers examined pre-translated and post-translated instruments. The results suggested only minor linguistic changes, which were incorporated in later versions of the instrument. The second stage consisted in refining the Portuguese version of the questionnaire using a focus group involving seven researchers of different scientific areas. Results from the focus group indicated the need to adapt some scale items to the Portuguese social context. In particular, recycling items had to be reworked and adjusted to address materials commonly recycled in Portugal and for which recycling infrastructures are available. The third stage of the qualitative research involved four personal interviews with marketers and business professionals that examined the revised version of the questionnaire. The suggested changes, such as summarizing some contents of the questionnaire to make it easier to read and to optimize the response rate, were incorporated into the final version of the instrument.

The quantitative research was conducted by applying a questionnaire to a sample of Portuguese customers. The target population of this research is confined to individuals living in Portugal over 17 years old. Data collection has ensured sample variability concerning the education level of the respondents, their household composition, family income and region of country. Furthermore, all individuals coming from different age segments who could be consumers were considered. The inclusion of the pre-adults (18 to 24 years old) is easily justified by two complementary reasons: (1) this may be an interesting segment to study in terms of consumption decisions, since, in many cases, with

entry to the university, most young people are forced to leave their home area, starting independent consumer decisions; (2) this is a group of the population composed mainly of students that may have differing habits and perceptions on consumer environment from the remaining population. On the other hand, the seniors (age above 64 years old) were also included in the study, since they may also be a segment with different characteristics that we aim to examine.

LimeSurvey software was used to edit the questionnaire, which was made available online, between 3rd and 23rd of February 2015, to a convenience sample gathered using a snow ball non-random sampling technique. Collected data were used to conduct exploratory factor analysis. After the elimination of incomplete responses, the sample resulted in 1027 customers of different grocery retailers. Afterwards, 35 respondents had to be discarded due to their working connection (present or past) with retailers under analysis. Additionally, 4 atypical cases (considered as outliers) had also to the removed from the sample as a result of the exploratory statistical analysis that was conducted. Hence, the sample is composed of 988 valid responses.

2.3.2. Instrument and Measures

The questionnaire included several questions separated into two main sections. The first section included 25 questions measuring Socially Responsible Consumer Behavior. The last section of the questionnaire included questions regarding the socio-demographic measures, namely gender; age; marital status; household composition; educational level; professional occupation and family income.

<u>Socially Responsible Consumer Behavior (SRCB) measures</u>

This is a multidimensional scale adapted from Webb *et al.* (2008). In line with Filipe *et al.* (2015), it includes 25 items grouped into three dimensions: 13 items measuring CSR consideration by consumer (CSRCO); five items measuring Consumer Recycling Behavior (RECY) and seven items measuring Environment Impact Purchase and Use criteria (ENVIR). All items were measured in a Likert-format, using a five-point rating scale from

1 to 5, anchored by "Never True" and "Always True". Table 2.1 presents the items used to measure each construct.

Constructs	Items	Questions
CSR consideration by consumer (CSRCO)	CSRCO1	I try to buy from companies that help the needy
	CSRCO2	I try to buy from companies that hire people with disabilities
	CSRCO3	I avoid buying products or services from companies that discriminate against minorities
	CSRCO4	When given a chance to switch to a retailer that supports local schools, I take it
	CSRCO5	I try to buy from companies that make donations to medical research
	CSRCO6	I make an effort to buy from companies that sponsor food drives
	CSRCO7	When given a chance to switch to a brand that gives back to the community, I take it
	CSRCO8	I avoid buying products made using child labor
	CSRCO9	When given a chance, I switch to brands where a portion of the price is donated to charity
	CSRCO10	I avoid buying products or services from companies that discriminate against women
	CSRCO11	When I am shopping, I try to buy from companies that are working to improve conditions for employees in their factories
	CSRCO12	I try to buy from companies that support victims of natural disasters
	CSRCO13	I make an effort to buy products and services from companies that pay all of their employees a living wage
Consumer recycling behaviour (RECY)	RECY1	I recycle cardboard/paper/magazines/journals
	RECY2	I recycle plastic/aluminium
	RECY3	I recycle glass
	RECY4	I recycle batteries
	RECY5	I recycle medicines
Environment impact purchase and use criteria (ENVIR)	ENVIR1	I avoid buying from companies that harm endangered plants or animals
	ENVIR2	Whenever possible, I walk, ride a bike, car pool, or use public transportation to help reduce air pollution
	ENVIR3	I avoid using products that pollute the air
	ENVIR4	I avoid buying products that pollute the water
	ENVIR5	I make an effort to avoid products or services that cause environmental damage
	ENVIR6	I avoid buying products that are made from endangered animals
	ENVIR7	I limit my use of energy such as electricity or natural gas to reduce my impact on the environment

Table 2. 1 - The three dimensions of SRCB and the items used to measure them (on a scale from 1=Never true to 5=Always true).

2.3.3. Data analysis procedures

Each construct in the conceptual model was first checked for dimensionality by means of principal component analysis using the statistical package IBM SPSS Statistics V.22. Cronbach alpha values were calculated to assess the reliability of each of the eight constructs under analysis and Cronbach alpha values if item deleted were also inspected. Constructs with Cronbach alpha values above 0.70 were considered as reliable (Nunnally & Berstein, 1994). Multicollinearity was evaluated with the VIF statistic regression module implemented in IBM SPSS Statistics (Gaur & Gaur, 2006).

The existence of outliers was assessed in AMOS 20.0 by the Mahalanobis distance (D^2), and the possibility of normality of the distribution underling the observed variables was

assessed by the exogenous asymmetry coefficient (Sk) and kurtosis (Ku) (Shumacker & Lomax, 2004). No exogenous variable had Sk or Ku values suggesting severe violations of the Normality assumption (|Sk| <3 and |Ku| <10, Kline (1998)). Concerning the existence of outliers, four observations (individuals) were considered as outliers and removed from the sample.

After this preliminary exploratory analysis (Anderson and Gerbing (1988)), a two-step maximum likelihood structural equation modelling procedure was conducted using AMOS 20. In a first step confirmatory factor analysis (CFA) was used to build the measurement model (Arbuckle, 2011; Blunch, 2013). The three constructs in the model were then validated for reliability, convergence and discriminant validity (Bagozzi & Yi, 2012). The reliability of each construct was assessed through composite reliability (CR), capturing the degree to which the items behave in a similar manner relating to a common latent construct. CR values above 0.70 are considered as satisfactory (Hair *et al.*, 2015). The average variance extracted (AVE) was calculated to evaluate convergent validity and values greater than 0.50 were considered to demonstrate convergent validity (Fornell & Larcker, 1981; Hair *et al.*, 2015). Discriminant validity was assumed when, for each construct, the square root of the AVE was larger than the correlation between that construct and any other (Fornell & Larcker, 1981).

In a second step, and once the measurement model was validated, the global structural equation model was estimated and the research hypotheses were tested. Model-data fit was assessed through a variety of fit indices. A good model-data fit is assumed when the chi-square value (χ^2) is not statistically significant (p<0.05), the ratio of χ^2 to its degrees of freedom is less than 3.0, the comparative-of-fit-index (CFI) and the Tucker-Lewis index (TLI) are larger than 0.90 (Hair *et al.*, 2015). A root mean square error of approximation (RMSEA) value lower than 0.08 is indicative of good fit, while an acceptable fit is assumed for RMSE values between 0.08 and 0.1 (Byrne, 2010). Three criteria were used to compare the fit of models with different variables: Akaike Information Criterion (AIC), Browne-Cudeck Criterion (BCC), and Bayes Information Criterion (BIC). The model that presents the lowest values in these criteria is considered to have the best fit. The coefficients of determination R^2 were obtained in order to evaluate the proportion of variance of each dependent latent variable explained by its explanatory variables in the model. These can

vary from 0 to 1 and the higher the value, the greater the explanatory power of the structural relations (Hair *et al.*, 2015). The significance of the structural weights was evaluated using the Z tests computed by AMOS (Arbuckle, 2011) and statistical significance was assumed at the 5% level.

2.4. Analysis and Results

2.4.1 Sample characterization

Following the previously defined methodology, 988 responses were obtained and considered for quantitative analysis. Respondent ages ranged from 18 to 78 years old, with a mean of 39 years old. The majority of the respondents were: females (61.0%); between 35 and 44 years old (32.6%); bachelor degree holders (39.2%); working for others (63.7%); married/consensual union (57.5%); living in the central region of the mainland (46.0%); and, living in an urban area (77.9%). The number of households with children under 18 years of age was 451 (45.6%) and the family income was equally shared by intermediate levels of income. Additional details concerning the sample characteristics are presented in Table 2.2.

	n	%		n	%
Total sample			**Marital status**		
Size	988	-	Married/consensual union	569	57.5
Gender			Single	334	33.8
Female	603	61.0	Divorced/separated	77	7.9
Male	385	39.0	Widow	8	0.8
Age (years)			**Household composition**		
18–24	159	16.1	Only adults	537	54.4
25–34	191	19.3	With children <18 years	451	45.6
35–44	322	32.6	**Family income**		
45–54	211	21.4	Does not know/no answer	90	9.1
55–64	81	8.2	< 500 euros	26	2.6
More than 64	24	2.4	501–1,000 euros	171	17.3
Education level			1,001–1,500 euros	188	19.0
Compulsory education	238	24.1	1,501–2,000 euros	169	17.1
Associate Degree	37	3.7	2,001–3,000 euros	191	19.4
Bachelor's Degree	387	39.2	3,001–4,000 euros	102	10.3
Master's Degree	229	23.2	More than 4,000 euros	51	5.2
Doctorate	97	9.8	**Region of country**		
Occupation			Northern mainland	232	23.5
Self-employed	88	8.9	Center mainland	454	46.0
Employee	629	63.7	South mainland	177	17.9
Unemployed	53	5.4	Autonomous regions	125	12.6
Housewife	6	0.6	**Place of residence**		
Student	174	17.6	Rural	218	22.1
Retired	38	3.8	Urban	770	77.9

Table 2. 2 – The pre-test sample socio-demographic characteristics.

Although there was an effort to ensure sample variability when collecting data, there may be some bias in the sample which might prevent us from generalizing the results to the population. Indeed, according to INE (2011), at the time of the Portuguese Census, 52% of the residents of this Country[2] were female, 47% were married/consensual union, and, only 13.2% held a bachelor's degree at minimum; in regard to age groups, 23% of residents had over 64 years old, 18% had between 40 and 44 years old, 17% had between 50 and 54 years, and, the remaining 42% are equally distributed by the corresponding age groups (15-24; 25-34; 55-64).

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[2] Residents over 14 years old (the Portuguese Census does not provide information about residents over 17 years old).

2.4.2 Characterizing consumers' socially responsible behavior practices

Analyzing the distribution of the 998 responses to the 25 SRCB items, it is possible to conclude that socially responsible behavior practices are very present among the respondents.

As regards "CSR consideration by consumer", the results highlight four items that are always present (=5) in the daily lives of respondents: avoiding buying products made using child labor (56.5%); avoiding buying from companies that discriminate women (49.6%); avoiding buying from companies that discriminate minorities (33.2%); and also, effort to buy products and services from companies that pay all of their employees a living wage (30.7%). With respect to "Consumer recycling behavior", all five items have more than 43.8% of the respondents always recycling (the mode equals 5). Finally, concerning "Environment impact purchase and use criteria", the three items always present are: avoid buying products that are made from endangered animals (57.7%); avoid buying from companies that harm endangered plants or animals (38.9%); and, limit the use of energy such as electricity or natural gas to reduce the impact on the environment (31.4%).

Inversely, the practices included in SRCB items that show to be never present (=1) in the daily lives of respondents are: recycle medicines (11.2%); walk, ride a bike, car pool, or use public transportation to help reduce air pollution (8.3%).

It is important to note that in all 25 items, the practices of socially responsible behavior never adopted have much lower values than the practices of socially responsible behavior always adopted by the respondents. Additional details concerning the distribution of the responses to the 25 items measuring SRCB are presented in Table 2.3.

SRCB	Never true	Rarely true	Sometimes true	Frequently true	Always true
CSRCO					
CSRCO1	5.4	10.4	32.1	34.3	17.8
CSRCO2	5.9	12.0	32.5	31.5	18.1
CSRCO3	4.9	8.6	21.9	31.4	33.2
CSRCO4	4.0	7.0	24.6	37.0	27.4
CSRCO5	6.1	11.8	31.5	29.7	20.9
CSRCO6	4.9	7.8	24.5	36.6	26.2
CSRCO7	3.2	4.8	19.8	42.2	30.0
CSRCO8	5.4	4.5	12.8	20.8	56.5
CSRCO9	3.6	6.6	24.4	35.8	29.6
CSRCO10	3.8	6.3	15.7	24.6	49.6
CSRCO11	2.8	4.5	20.5	39.9	32.3
CSRCO12	4.7	9.0	24.9	33.1	28.3
CSRCO13	3.7	5.8	25.5	34.3	30.7
RECY					
RECY1	5.4	5.2	10.7	21.1	57.6
RECY2	6.3	5.5	11.9	19.3	57.0
RECY3	5.4	5.3	8.8	18.3	62.2
RECY4	6.7	5.8	11.9	17.3	58.3
RECY5	11.2	9.2	16.4	19.4	43.8
ENV					
ENV1	3.8	5.8	22.1	29.4	38.9
ENV2	8.3	18.5	28.6	22.4	22.2
ENV3	2.1	7.8	25.7	36.9	27.5
ENV4	2.1	5.9	22.9	39.5	29.6
ENV5	1.8	5.5	23.4	40.4	28.9
ENV6	2.4	4.0	12.3	23.6	57.7
ENV7	2.5	5.3	23.4	37.4	31.4

Table 2. 3 - Distribution of the responses (in %) to the items of SRCB (1= Never true; 5 = Always true).

Note: For a detailed description of the items see Table 2.1.

2.4.3. Measures validation – exploratory and confirmatory factor analysis

Statistical analysis concerning the dimensionality of the SRCB scale was first conducted using the 988 responses in the sample. The bivariate correlations between the pairs formed by the 25 items proposed to measure SRCB were inspected. The items CSRCO8, CSRCO10, RECY5, ENV1, ENV2 showed extremely high correlations with some other items and were removed from the analysis. Principal component analysis was then

conducted using the 20 remaining items; a Promax rotation was considered and a total variance explained of 72.4% was obtained – see Appendix D. Table 2.4 presents the 20 items and the values that were obtained for the factor loadings in a three-dimensional solution (the largest value in each line of the table is boldfaced). Each item has loaded according to what was expected: these three dimensions are in line with the literature review that was conducted. Cronbach's Alpha values were calculated to support constructs' reliability, ranging from 0.89 (ENV) to 0.96 (CSRCO).

Constructs/ items	Component			Cronbach's Alpha
	1	2	3	
CSRCO				
CSRCO1	**.844**	-.027	-.005	**.96**
CSRCO2	**.857**	-.034	-.019	
CSRCO3	**.719**	.045	-.094	
CSRCO4	**.863**	-.051	.088	
CSRCO5	**.878**	-.027	.012	
CSRCO6	**.883**	-.056	.023	
CSRCO7	**.836**	-.020	.055	
CSRCO9	**.833**	-.032	.043	
CSRCO11	**.793**	.090	-.055	
CSRCO12	**.832**	.064	-.030	
CSRCO13	**.782**	.105	-.040	
RECY				**.92**
RECY1	.014	-.023	**.953**	
RECY2	.001	-.018	**.955**	
RECY3	-.015	-.037	**.956**	
RECY4	-.012	.159	**.706**	
ENVIR				**.89**
ENVIR3	-.029	**.923**	.022	
ENVIR4	.017	**.915**	-.003	
ENVIR5	.045	**.915**	-.001	
ENVIR6	-.003	**.742**	-.043	
ENVIR7	-.007	**.634**	.084	

Table 2. 4 - Factor loadings and Cronbach's Alpha values obtained from principal components analysis for SRCB.

In order to try to validate the measurement scale, a confirmatory factor analysis model with three correlated factors, measured by 20 items and specified according to the structure previously obtained in the exploratory analysis, was then estimated in AMOS. A good

model-data fit was obtained χ^2(162)= 727.580 (p<0.001), χ^2/df = 4.491; CFI= 0.97, TLI= 0.96, RMSEA=0.06. The χ^2 statistic was significant (p<0.001), however, its ratio to the degrees of freedom was within the usually accepted range. Also, it is important to consider other indices, given that the χ^2 statistic is sensitive to sample size (Fan *et al.*, 1999; Hair *et al.*, 2015; Schermelleh-Engel, 2003). CFI has satisfied the recommended criteria for very good fit, TLI value was indicative of good fit, while RMSEA value was indicative of a good fit. Overall, the measurement model showed a good fit to the data and was within the required criteria for good psychometric properties. Estimated factor loadings (in a standardized solution) are shown in Table 2.5. All items showed high factor loadings ranging from 0.54 (ENVIR7) to 0.96 (RECY 1 e RECY2), while the Z-values ranged from 18.02 (ENVIR7) to 40.79 (RECY2) indicating that each item did load significantly on the construct it is measuring.

Constructs/ items	Stand. Estimate	Variance explained	Z-value	AVE	CR
CSRCO				.70	.92
CSRCO1	0.78	0.61	29.02		
CSRCO2	0.79	0.62	29.13		
CSRCO3	0.68	0.46	23,91		
CSRCO4	0.85	0.72	32.81		
CSRCO5	0.86	0.73	33.30		
CSRCO6	0.86	0.74	33.69		
CSRCO7	0.84	0.70	32.06		
CSRCO9	0.82	0.66	30.86		
CSRCO11	0.78	0.61	29.09		
CSRCO12	0.84	0.70	32.01		
CSRCO13	0.78	0.61	29.05		
RECY				.78	.80
RECY1	0.96	0.92	40.59		
RECY2	0.96	0.92	40.79		
RECY3	0.90	0.81	36.34		
RECY4	0.63	0.39	21.61		
ENVIR				.70	.83
ENVIR3	0.91	0.83	36.90		
ENVIR4	0.94	0.89	39.45		
ENVIR5	0.95	0.89	39.57		
ENVIR6	0.61	0.37	20.71		
ENVIR7	0.54	0.29	18.02		

Table 2. 5 - Measurement Model Results: the three dimensions of SRCB, measured by 20 items.

At this phase, the three constructs were validated for their reliability, convergent validity and discriminant validity. As presented in Table 2.5, composite reliability was above the

minimum recommended values, ranging from 0.80 (RECY) and 0.92 (CSRCO). Convergent validity was achieved for all constructs: AVE value range from 0.70 (CSRCO and ENV) to 0.78 (RECY). Constructs have discriminant validity since correlations between all pairs of constructs are lower than the square rooted AVE values of the corresponding constructs (see Table 2.6).

	CSRCO	RECY	ENVIR
CSRCO	**0.84**		
RECY	0.21	**0.89**	
ENVIR	0.50	0.33	**0.83**

Table 2. 6 - Inter-construct correlation and square root of AVE (boldfaced values) for the three dimensions of SRCB.

According to the previously described, SRCB is a multi-dimensional construct, involving CSRCO, RECY, and ENV. In order to assess whether, given the sample under analysis, a second order factor should be preferred to just having a single SRCB factor measured by all items, two alternative models were considered. A CFA considering SRCB as a unidimensional first-order factor measured by 20 items was first estimated and the following measures of model-data fit were obtained: AIC= 7156.221, BCC= 7158.177, BIC= 7376.527. Then, SRCB was considered a second-order factor measured by three first order factors: CSRCO, RECY, and ENVIR. Obtained model-data fit values (AIC= 823.580, BCC= 825.667, BIC= 1058.573) suggest the single-factor model should be ruled out (since it has a worse fit) and SRCB should be measured as a three-dimensional construct.

Hence, SRCB is proposed as a three-dimensional second-order factor. Figure 2.2 presents the path diagram with the obtained estimates (in a standardised solution). Regression weights between the second-order and the three first-order factors are all statistically significant ($p<0.01$). It is possible to conclude that SRCB is best reflected in ENVIR and CSRCO (with standardised coefficients of 0.88 and 0.56, respectively), and less reflected in RECY (with a standardised coefficient of 0.38).
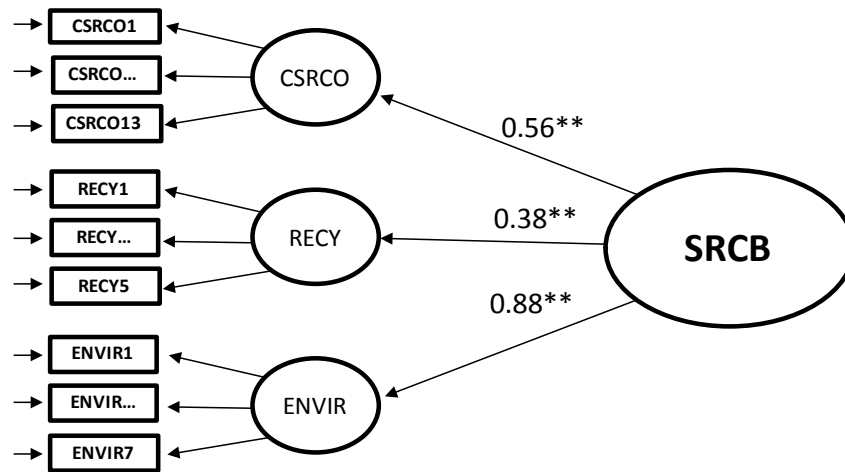
Figure 2. 2 - SRCB as a three-dimensional second-order factor (with estimates in a standardized solution).

Note: *p<.05; ** p<.01

2.4.4. Testing the research hypotheses

In order to test whether there are significant differences in SRCB levels according to the socio-demographic characteristics, seven additional models were considered, each of them having the socio-demographic characteristic of interest as a dichotomous variable possibly influencing SRCB. Males and consumers below 40 years old are the reference categories chosen for gender and age. Non-singles and consumers belonging to households without children are the reference categories for marital status and household composition. Regarding educational level, professional occupation and family income, the reference categories are lower educational level, without a professional occupation (unemployed, student, retired) and lower family income. Table 2.7 summarizes the results of the seven hypotheses that were tested, concerning the effect of each of the socio-demographic characteristics on SRCB (recall these hypotheses are represented in Figure 2.1).

Hypothesis	Stand. Estimate	*p-value*	Hypothesis support
H1 *(s1)* **:** SRCB <--- Females	0.08	0.028	Supported
H2 *(s1)*: SRCB <--- Elder	0.33	<0.001	Supported
H3 *(s1)*: SRCB <--- Single consumers	-0.20	<0.001	Supported
H4 *(s1)*: SRCB <--- Households with children	0.08	0.042	Supported
H5 *(s1)*: SRCB <--- Higher education level	0.01	0.726	Not supported
H6 *(s1)*: SRCB <--- With a professional occupation	0.24	<0.001	Supported
H7 *(s1)*: SRCB <--- Higher family income	0.07	0.059	Not supported

Table 2. 7- Results of the hypotheses tests conducted to validate the effects of socio-demographic characteristics on SRCB.

Statistically significant differences ($p<0.05$) in the levels of SRCB were found for five socio-demographic characteristics: gender, age, marital status, existence of children under 18 years old in the household and professional occupation. Indeed, females are more socially responsible regarding purchase and consumption than males (standardised coefficient= +0.08, $p<0.05$), which supported **H1** *(s1)*. Elder consumers are more socially responsible than younger consumers (standardised coefficient= +0.33, $p<0.01$), validating **H2** *(s1)*. Moreover, Singles are less socially responsible than consumers with another marital status (standardised coefficient= -0.20, $p<0.05$), supporting **H3** *(s1)*. Consumers in households with children are more socially responsible than the ones in households without children (standardised coefficient= +0.08, $p<0.05$), supporting **H4** *(s1)*. Also, consumers with a professional occupation (employees or self-employed) are more socially responsible than those without a professional occupation (standardised coefficient= +0.24, $p<0.01$) supporting **H6** *(s1)*. However, **H5** *(s1)* and **H7** *(s1)* are not supported ($p>0.05$): lower or higher education levels and lower or higher family income values do not impact differently on the overall levels of socially responsible consumer behavior.

2.5. Discussion and conclusion

2.5.1 Discussion

This study provided empirical evidence of the socially responsible consumer profile in the Portuguese context. Thus, it is possible to conclude that socially responsible behavior appears to be well established among respondents. In countries with historical and social affinity with Portugal the results were in the same direction. For instance, the study by Herrera and Díaz (2008) in Spain, and the study by Carvalho *et al.* (2010) in Brazil produced similar results.

It was found that consumers have very high levels of recycling behavior and are prepared to base their buying decisions on purchase and consumption products that do not harm the environment, and they also avoid socially irresponsible companies. As regards "CSR consideration by consumer," the results highlight four items: avoiding buying from companies that discriminate minorities, avoiding buying from companies that discriminate women, avoiding buying products made using child labor, and also, make an effort to buy from companies that pay all employees a living wage. With respect to "Consumer recycling behavior", in the Likert scale from 1 (=Never true) to 5 (=Always true), the value 5 occurs most frequently in all of the five items. Finally, concerning to "Environment impact purchase and use criteria", the three behavioral practices more socially responsible are: avoiding buying products that are made from endangered animals, avoiding buying from companies that harm endangered plants or animals; and, limit the use of energy such as electricity or natural gas to reduce the impact on the environment.

The analysis of the results leads to the conclusion that there are differences in SRCB levels according to the following socio-demographic characteristics of the respondents: gender, age group, marital status, professional occupation, and children in the household. As expected, the segment of socially responsible consumers is more likely to include women, elder in age, non-single and with a professional occupation. These finding are partially in agreement with the results of Moosmayer and Fuljahn (2010), Shauki (2011) and Thompson *et al.* (2010). Moreover, consumers in households with children are more socially responsible than the ones in households without children. This result is in line with

Laroche *et al.* (2001). Contradicting the results by Diaz-Rainey and Ashton (2011) and Paço and Raposo (2010) about the green consumer, there is evidence that consumers with a higher educational level and belonging to families with higher income values are not necessarily more socially responsible than those with a lower educational level and belonging to families with lower income values.

2.5.2 Academic, managerial and social implications

This study focuses on the study of Portuguese consumer behavior as regards social responsibility, and contributes to the academic, business and social scope. The study allows defining the consumer's socially responsible demographic profile, thus better tailoring the strategy of companies, philanthropic associations or national government to the specific market segments.

This study shows that individual social responsibility of Portuguese consumers is well present in their daily lives. Also, that the segment of socially responsible consumers is more likely to include women, older in age, non-single, with a professional occupation and with children in the households. Based on these results managers could make better decisions for their companies. Therefore, they must incorporate in their offer to the market these requirements of responsibility by consumers and manage the social marketing strategies to target this segment.

For companies that want to use CSR for strategic purposes, it is important to understand the nature of the differences in the importance given by consumers to environment, ethical and philanthropic issues. Furthermore, for philanthropic associations and national government aiming at improving the wellbeing of the local and national society, it is important to recognize the social responsibility assumed by individuals, in order to initiate appropriate awareness campaigns.

Prior research in the field of marketing suggests that social responsibility activities by companies in certain CSR domains (e.g., environmental protection, local community involvement) may have a direct effect on reputation of companies and on consumers' purchase intentions. Thus, managers should seek more efficient and effective ways to be

socially responsible according to the judgment of consumers. In order to make a correct segmentation of the market and to meet CSR requirements of different consumers, managers and marketers need to know the propensity of individuals for socially responsible consumption; additionally, they need to have a detailed characterization of the different social responsibility profiles of consumers.

Finally, regarding the social scope, for the national government and philanthropic associations aiming at improving the wellbeing of the local and national society, it is important to recognize the social responsibility of consumers, in order to develop appropriate awareness campaigns. For instance, two potential areas for intervention are recycling medicines and promoting the use of bikes and public transports in order to help reduce air pollution.

2.5.3 Limitations and suggestions for future research

This study has some limitations which need to be taken into account. Due to the sampling method that was adopted, results cannot be immediately generalized to the Portuguese population: if possible, future research should attempt to obtain data that better represents the Portuguese consumer. Additionally, respondents may have provided a socially and ethically desirable response and, consequently, a social desirability bias may have been present in some responses (as also suggested by François-Lecompte and Roberts (2006) and d'Astous and Legendre (2009) in their studies). Yet, the current survey was anonymous.

Various topics for future research development are possible. In particular, it would be interesting to bring about a more detailed characterization of the socially responsible profile by including psychographic variables already identified in the literature (e.g., Perceived Consumer Effectiveness, Altruism and Collectivism).

Chapter 3:

Study 2 - Socially responsible consumer behavior: the effect of psychological determinants

Abstract[3]

Although research on the concept of socially responsible consumption has been increasing, there is still a need for empirical studies expanding the knowledge on socially responsible consumer behavior. Thus, this study aims to characterize degree of social responsibility of the Portuguese consumer and to explain socially responsible consumer behavior using psychological determinants.

First, in an exploratory phase, qualitative data were collected and analysed through a focus groups. Then, two independent samples of Portuguese customers answered a questionnaire and the collected valid responses were analysed using quantitative statistical techniques, namely Structural Equation Modelling.

The main results provide clear evidence that socially responsible behaviors are well established among consumers. The strongest positive effects from psychological determinants on these behaviors were obtained for perceived consumer effectiveness, perception of altruist motivations for Corporate Social Responsibility held by companies and collectivism. Moreover, perception of strategic motivations for Corporate Social Responsibility held by companies did not have a significant impact on socially responsible behavior.

Implications of the results and future research are discussed.

Keywords: Consumer behavior, Social responsibility, socially responsible consumer behavior.

3.1. Introduction

Over the last few decades, academic literature has been putting a notable emphasis on the concept of socially responsible consumer: someone that grounds acquisition and use of products in a desire to minimize adverse effects and to maximize positive effects on society in the long-term. It highlights the emergence of consumers who are increasingly aware of their purchase, have different values and carefully consider the effects of their actions on the market (Anderson & Cunningham, 1972; Antil, 1984; Antil & Bennett, 1979; Berkowitz & Lutterman, 1968; Roberts, 1996b; Webster, 1975).

Nowadays, it is possible to identify a segment of consumers that is very conscious of its consumption (Brekke *et al.*, 2003; Nyborg *et al.*, 2006; Öhman, 2011; Thompson *et al.*, 2010) and that reflects that attitude on purchasing decisions (Carvalho *et al.*, 2010; Creyer & Ross, 1997; De Pelsmacker *et al.*, 2005; Marquina & Morales, 2012; Mohr & Webb, 2005; Mohr *et al.*, 2001). This segment of socially responsible consumers has grown over the years and organizations appear to be quite interested in reaching this market segment and enhancing the effects of the assumption of Corporate Social Responsibility (hereinafter CSR). Therefore, it is crucial to characterize the socially responsible consumer and to identify the social responsibility elements he or she favors. However, the CSR activities that are most appropriate and valued by consumers still remain unknown.

In fact, consumers from various nationalities are demonstrating more concern about the natural environment, and more social and ethical behavioral intentions regarding purchasing decisions (Beckmann *et al.*, 1997). However, this socially responsible behavior is not intrinsically universal, and the degree of social consciousness and responsibility differs not only among individuals but also between countries. The studies that evaluate the receptivity and importance given by consumers to the social responsibilities of companies have different results depending on the nationality of the consumers (Ismail & Panni, 2008; Maignan, 2001; Ramasamy & Yeung, 2009). For instance, Williams and Zinkin (2008) state that the propensity of consumers to punish firms for socially irresponsible behavior was related to the cultural dimensions - identified by Hofstede and Hofstede (2005) - of each country. The literature acknowledges the existence of differences in the behavioral attitudes of consumers, due to the influence of the socio-cultural context and the social interactions (Lee & Wesley,

2012; Özçağlar-Toulouse *et al.*, 2009). In the case of Portugal, no thorough study was found analysing the propensity of individuals for socially responsible consumption.

Thus, in order to provide relevant theoretical and practical contributions to the area of consumer behavior, the aim of this study is two-fold: (i) to characterize the degree of social responsibility of Portuguese consumers, and (ii) to explain socially responsible consumer behavior using psychological determinants.

The study focuses on Portuguese consumers and seeks to contribute to the understanding of socially responsible consumption from the academic, business and social perspectives. Indeed, Pepper *et al.* (2009)) state that socially responsible consumer behavior is under-researched when compared to ecological consumer behavior. Among the various stakeholders, consumers have a key role in marketing, but there is still insufficient research on ethical consumers and their embedded purchasing behavior (Carrigan & Attalla, 2001; Folkes & Kamins, 1999).

According to Maignan and Ferrell (2003) consumers wish to be good citizens and want to support CSR. In the same direction, Auger and Devinney (2007) highlighted the role of ethical issues on consumer purchase decision and Freestone and McGoldrick (2008) emphasized the orientation of consumers to responsible consumption. Furthermore, for companies that want to use CSR for strategic purposes, it is mandatory to understand the nature of the differences in the importance given by consumers to environmental, ethical and philanthropic issues. This requires a deep knowledge of the characteristics of the consumers. Additionally, for philanthropic associations and national governments aiming at improving the well-being of local and national society, it is important to recognize the social responsibility of individuals, in order to develop appropriate awareness campaigns.

After this introductory section, this study presents the literature review on the concept of socially responsible consumption and describes psychological determinants as possible predictors of socially responsible consumer behavior, thus leading to the research hypotheses. The following section focuses on the methodological aspects of the study, including the context of the research and the techniques for collecting and analysing data. The fourth section is devoted to presenting the main results. The last sections include a discussion of the results, main conclusions and limitations of the study.

3.2. Literature review and research hypotheses

3.2.1. Socially Responsible Consumer Behavior (SRCB)

The concept of socially responsible consumption is consolidated with the studies of Berkowitz and Lutterman (1968), Webster (1975) and Brooker (1976). According to Webster (1975, p. 188), "the socially conscious consumer can be defined as a consumer who takes into account the public consequences of his or her private consumption or who attempts to use his or her purchasing power to bring about social change". Antil (1984) states that a socially conscious consumer is one that adopts behaviors and purchasing decisions associated with environmental problems and shows interest not only in meeting individual needs, but is also concerned about the possible effects on society. In the same line of thought, Mohr *et al.* (2001, p. 47) argue that the socially responsible consumer is identified as "a person who bases its acquisition, use and disposal of products on the desire to minimize or eliminate the harmful effects and maximize the positive long-term benefits to society". Devinney *et al.* (2006, p. 32) state that consumer social responsibility (referred as "the other CSR" by the authors) is "the conscious and deliberate choice to make certain consumption choices based on personal and moral beliefs". Furthermore, Newholm and Shaw (2007) report that the socially responsible consumer is concerned with distinct elements, such as, the origin of the product, the human rights, the manufacture, the labour relations and the experimental use of animals, among others.

Consumers' concerns with the environmental and social impacts of their purchase and consumption behaviors is not new. Starting with a brief historical review, the concept of socially responsible consumer has its origin in the green consumer and is often associated with it (Anderson *et al.*, 1974). Later it evolved to the concept of ethical consumer, one that takes into account moral factors in his or her purchasing decisions, and also includes the environmental concerns (Strong, 1996). Thus, according to Shaw and Shiu (2002), ethical consumer is a broader and more complex concept than green consumer. The social issues underlying consumer behavior have led to the emergence of the concept of socially responsible consumer. The decisions of the socially responsible consumer integrate environmental and ethical concerns, as well as specific aspects such as corporate social responsibility, socio-economic and cultural context, and other information not limited to products and services (Barrientos, 2013; De Pelsmacker *et al.*, 2005; Gurviez *et al.*, 2003;

Marin & Ruiz, 2007; Marquina & Morales, 2012; Mohr *et al.*, 2001; Öhman, 2011; Sprinkle & Maines, 2010; Webb *et al.*, 2008).

The socially responsible consumer is conscious that, by accepting or rejecting certain products or companies, is contributing to the preservation of the environment, to sustainability and to improving the quality of life of the society, now and in the future. Auger *et al.* (2003) have shown that the social characteristics of the products could affect the likelihood of purchasing, and have identified distinct customer segments with ethical orientations. Klein (2004b) highlights that when information concerning the quality of a new product is not very clear, consumers try to assess its quality based on the information of its social component. Mohr *et al.* (2001) conclude that the consumer's relationship with companies is mediated by the initiatives these companies promote to avoid the negative externalizations of products or services and by their efforts to maximize the social benefits in the short, medium and long-term. Becker-Olsen *et al.* (2006) show that CSR strategies that are well designed and with good choices regarding social issues can result in significant changes in consumer behavior. Also, Pivato *et al.* (2008) show that consumer perceptions about social orientation by a company are associated with a higher level of trust in that company and its products. In the same line of thought, other researchers point out that CSR positively influences consumer behavior, including purchase intention and effective purchasing (Auger *et al.*, 2008; Klein & Dawar, 2004a; Maignan, 2001; Mohr & Webb, 2005). According to Wesley *et al.* (2012) socially responsible consumption is the buying and using by those that support the ethical behavior of the companies and that show real feelings of responsibility towards society in general.

In recent years, socially responsible consumption is considered not only determined by the social and environmental responsibility, but also crucial to the understanding of the economic and social context of the consumer. Furthermore, the information that consumers have, and their possibilities to acquire socially responsible products and services, largely determines their purchase and consumption decisions. Lee and Shin (2010) and Lee (2008) have proposed studies of socially responsible consumption confined by a geographical context.

François-Lecompte and Roberts (2006) built a specific measurement scale for France, and identified that the French privileged the sense of community, in comparison with the individualistic consumption of the Americans. One of the scales more academically

recognized and used in the framework of socially responsible consumption was developed by Webb *et al.* (2008) in USA and is titled by Socially Responsible Purchase and Disposal. Based on the scales of François-Lecompte and Roberts (2006) and Webb *et al.* (2008), Yan and She (2011) developed measurements contextualized in China and the results of socially responsible consumption in China differ from both the United States and France. Lee (2008) states that social influence is the most important factor of socially responsible behavior in adolescents in Hong Kong.

Herrera and Díaz (2008) conclude that, in the Spanish context, the CSR has a central role in the reputation of organizations and hence has an effect on consumer behavior. In Brazil, consumers are willing to pay higher prices for the products and services of companies with social responsibility (Carvalho *et al.*, 2010). However, Mexican consumers prefer not to be informed about CSR practices and continue to make their purchasing decisions based on price (Arredondo Trapero *et al.*, 2010). On the other hand, the study by Lee and Shin (2010) in Republic of Korea found that both the corporate social contribution (economic development, consumer protection, social welfare, donations, and education) and the corporate local community contribution (culture activities, local community development and local community involvement) affect consumers' purchase intention, whereas corporate environmental contribution has no effect on consumers' purchase intention.

The consumer behavior literature has been defining culture as a set of socially acquired behavioral patterns transmitted symbolically through language, rituals, beliefs and value systems (Deeter-Schmelz & Sojka, 2004; Sojka & Tansuhaj, 1995). While Schwartz (1992) focuses on values at the individual level and on the role of the individual within society, (Hofstede, 1980, 1983, 1985, 2001) focuses on values at the aggregate or national level. Hofstede (2001) states that national culture provides a society's characteristic profile with respect to norms, values, and institutions, thus providing an understanding of how societies manage exchanges. Regardless of the literature perspective, values have been widely viewed as reflecting the characteristics of the particular culture from which individuals emanate. According to Solomon (2014), there are groups, denominated subcultures, whose members share beliefs and common experiences that set them apart from others and that can be based on similarities of age, race, ethnic background or strong identity with something.

Hence, socially responsible consumption should be studied as a collective phenomenon, associated with the construction of identity in a culture and in a particular context.

3.2.2. Psychological determinants of SRCB

Several authors have dedicated their studies to identifying and characterizing the socially responsible consumer (Diamantopoulos *et al.*, 2003; Roberts, 1996a). However, the results have not been consistent (Park *et al.*, 2012). The profile of this consumer can be characterized by personality, attitudes and socio-economic characteristics, despite the weak relationships found by Webster (1975).

Socially responsible consumers recognize their actions as valuable and representative for the social and environmental problems. This recognition is a determining factor for socially responsible consumption. These consumers believe that their lifestyles, behaviors and selections have a positive contribution on sustainable development in society (Jackson, 2005). Basil and Weber (2006) show that individuals motivated by a concern for appearance, as well as individuals motivated by their values, shopped by supporting the philanthropic corporate responsibility, but the former did not see CSR as a normative requirement, whereas the latter did.

Kinnear and Taylor (1973), Webster (1975) and Antil (1984) admit that the belief that a person has about effectiveness on resolution of social and environmental problems can have a positive influence on behavior. Similarly, Ellen (1994) states that the Perceived Consumer Effectiveness (PCE) is linked to socially responsible attitudes. Roberts (1996a) identified PCE as the best predictor of environmentally responsible consumer behavior. Additionally, Straughan and Roberts (1999) state that PCE is a key dimension associated with an ecologically responsible consumer behavior. Also Webb *et al.* (2008) validated the construct of SRCB using PCE as a predictor, and Lee and Wesley (2012) compare the positive influence of PCE on consumer responses to CSR initiatives between the US and South Korea. Wesley *et al.* (2012) consider that the effectiveness perceived by the consumer is the factor that mostly determines changes in consumers regarding CSR.

Given the above, the first research hypothesis[4] is proposed:

H1 *(s2)*: Perceived Consumer Effectiveness (PCE) has a positive effect on Socially Responsible Consumer Behavior.

Academic literature has examined the potential benefits of consumers' corporate associations (Brown & Dacin, 1997; Sen & Bhattacharya, 2001; Sen *et al.*, 2006). Brown and Dacin (1997) state that corporate associations are the knowledge and the cognitive image of consumers regarding the company, and include a firm's capability to produce quality products (corporate ability - CA) and a firm's commitment to its societal obligations (CSR). The authors found that CSR and CA associations may have different effects on consumer evaluations of companies and consumers responses to products, but associations concerned with social responsibility appear to have less influence. However, when interacting with CA associations, leads to a significant effect on consumers' general feeling about a company. Sen and Bhattacharya (2001) highlighted that the influences of CSR on consumers' purchase behavior are more positive when they incorporate both company factors: the CSR issues and the quality of products. Consumer will not compromise the product attributes to the detriment of social attributes. Moreover, Webb *et al.* (2008) found that consumers who believe that CSR comes at the expense of other corporate abilities were less socially responsible in their consumption.

Therefore, the second hypothesis is postulated:

H2 *(s2)*: Perception of damage of CSR on Corporate Ability (CSRCA) has a negative effect on Socially Responsible Consumer Behavior.

Handelman and Arnold (1999) and Webb and Mohr (1998) have suggested that the evaluation of a company by consumers depends on the motives that they attribute to CSR activities. If consumers attribute sincere and authentic motives to social responsibility activities by companies, their reaction is more positive towards CSR (Chernev & Blair, 2015; Sen *et al.*, 2006). Indeed, if CSR initiatives are perceived as being driven by motives like social

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[4] Where *(s2)* stands for study 2.

wellbeing rather than only by profit, consumer attitudes towards these initiatives will increase (Becker-Olsen *et al.*, 2006). Moreover, Swaen and Chumpitaz (2008) show that the connections between consumer perceptions of CSR activities and the perceived quality of the company's product are stronger for consumers who attribute less of a strategic motive to companies.

Given the above, the third and fourth hypotheses are proposed:

> **H3** *(s2)*: Perception of Altruist Motivations for CSR (ALT) has a positive effect on Socially Responsible Consumer Behavior.

> **H4** *(s2)*: Perception of Strategic Motivations for CSR (SRT) has a negative effect on Socially Responsible Consumer Behavior.

Cultural differences are likely to affect the way consumers respond to sustainable efforts including the CSR initiatives (Lee & Wesley, 2012). One key cultural difference in relation to consumption is the individualism/collectivism construct (Hofstede, 2001). Collectivism reflects the relationships between an individual and other people, and emphasizes the needs of the community and the benefits of consensus (Hofstede, 1980). An individualistic person is concerned with individual self-interest, or the interests of small social groups to which she/he is tied (for instance, the family), while a collectivist person is primarily concerned with the prevailing interest of his/her broad group. Persons that perceive themselves as part of a broader community should be more sensitive to socially responsible actions (Maignan, 2001) and their beliefs about the importance of recycling in society are positively related to the propensity to recycle (McCarty & Shrum, 2001).

Hence, the fifth hypothesis is presented:

> **H5** *(s2)*: Collectivism (COL) has a positive effect on Socially Responsible Consumer Behavior.

Figure 3.1 displays the path diagram of the proposed conceptual model, with the 5 postulated research hypotheses:
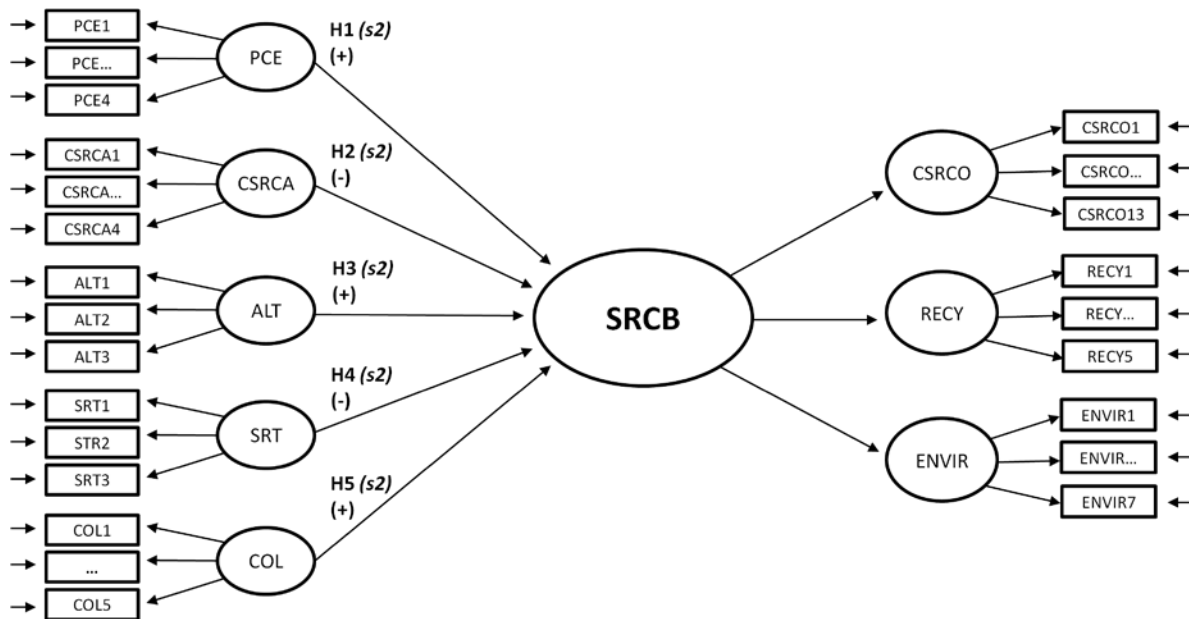
Figure 3.1 - Diagram of the conceptual model with the five proposed research hypotheses concerning the effect of five psychological determinants on the three-dimensional construct of SRCB.

3.3 Methodology

3.3.1. Scale development and data collection procedures

In order to address the five research hypotheses postulated in this study, an exploratory qualitative research was first developed as described in Chapter 2 (Section 2.3.1), followed by a quantitative survey based research involving both a pre-test sample and the main sample.

LimeSurvey software was used to edit the first questionnaire, which was made available online, between 3rd and 23rd of February 2015, to a convenience sample gathered using a snow ball non-random sampling technique. Collected data were used to conduct exploratory factor analysis. After the elimination of incomplete responses, the sample resulted in 1027 customers of different grocery retailers. Afterwards, 35 respondents had to be discarded due to their working connection (present or past) with retailers under analysis. Additionally, 4 atypical cases (considered as outliers) had also to the removed from the sample as a result of the exploratory statistical analysis that was conducted. Hence, the pre-test sample is composed of 988 valid responses.

A second questionnaire was conducted to obtain the main sample. The data were collected, between 16th and 22nd April 2015. Data collection was made by a company specialized in field work and market research (Multidados) through their online household research panel, composed by 600.000 users. This main sample was established by quotas, according to data collected by INE (2011) at the time of the 2011 Portuguese Census, and representative of the general population by age, sex and district of residence. The respondents accessed the questionnaire through an online link distributed via email by Multidados. A total of 618 valid and complete responses were obtained and considered for quantitative analysis. Collected data were used to validate the measurement scales, estimate the global model and test the proposed research hypotheses.

3.3.2. Instrument and Measures

The questionnaire included several questions separated into two main sections: i) socially responsible profile and assignment of responsibility by consumers; ii) socio-demographic characteristics. The first section included 25 questions measuring Socially Responsible Consumer Behavior and 19 questions proposed to measure five psychological dimensions: Perceived Consumer Effectiveness; Perception of Damage of Corporate Social Responsibility on Corporate Ability; Perception of Altruistic Motivations for Corporate Social Responsibility; Perception of Strategic Motivations for Corporate Social Responsibility; and Collectivism. Table 2.1 presents the items used to measure the three dimensions of Socially Responsible Consumer Behavior and Table 3.1 presents the items used to measure each of the five psychological constructs. The last section of the questionnaire included questions regarding socio-demographic characteristics, namely: gender; age; marital status; household composition; educational level; professional occupation, family income and place of residence.

Socially Responsible Consumer Behavior (SRCB) measures

A multidimensional scale adapted from Webb *et al.* (2008) was considered. Following Filipe *et al.* (2015), a three-dimensional scale with 25 items was initially considered to measure SRCB: 13 items measuring CSR consideration by consumer (CSRCO); five items measuring Consumer Recycling Behavior (RECY) and seven items measuring Environment Impact Purchase and Use criteria (ENVIR). All items were measured in a Likert-format, using a five-

point rating scale from 1 to 5, anchored by "Never True" and "Always True". For a detailed description of the complete wording of the items see Chapter 2, Table 2.1.

Psychological measures

Five psychological constructs measured by 19 items were considered, as detailed in Table 3.1. Perceived Consumer Effectiveness (PCE) was measured by four items adapted from Webb *et al.* (2008). Perception of damage of Corporate Social Responsibility on Corporate Ability (CSRCA) was measured by four items adapted from Webb *et al.* (2008). Perception of Altruistic Motivations for CSR (ALT) and Perception of Strategic Motivations for CSR (STR), were both measured by three items each, adapted from Swaen and Chumpitaz (2008). These 14 items were measured in a Likert-type scale from 1 to 5, anchored by "Strongly Disagree" and "Strongly Agree''. Collectivism (COL) was measured by five items adapted from McCarty and Shrum (2001) in a five-point rating scale anchored by "Not at all important" and "Extremely important", ranging from 1 to 5 respectively.

Constructs	Items	Questions	Source
Perceived Consumer Effectiveness (PCE)	PCE1	What I purchase as a consumer has an effect on the nation's environmental problems	Webb, Mohr and Harris (2008)
	PCE2	Each consumer's behavior can have an effect on how companies treat their employees	
	PCE3	Since one consumer cannot have any effect on how companies behave toward the community, it does not make any difference what I do *(reversed)*	
	PCE4	Each consumer can have a positive effect on society by purchasing products sold by socially responsible companies	
Perception of damage of CSR on Corporate Ability (CSRCA)	CSRCA1	Socially responsible behavior reduces a company's ability to provide the highest quality products	Webb, Mohr and Harris (2008)
	CSRCA2	Socially responsible behavior is a drain on a company's resources	
	CSRCA3	Socially responsible companies are likely to have higher prices than companies that are not socially responsible	
	CSRCA4	A company can be both socially responsible and make products of high quality at a fair price (reversed)	
Perception of Altruistic Motivations for CSR (ALT)	ALT1	Companies get involved in environmental and social activities because they want to give something back to society	Swaen and Chumpitaz (2008)
	ALT2	Companies get involved in environmental and social activities because they are fully-fledged members of society	
	ALT3	Companies get involved in environmental and social activities by pure altruism	
Perception of Strategic Motivations for CSR (STR)	STR1	Companies get involved in environmental and social activities because this gives them good publicity	Swaen and Chumpitaz (2008)
	STR2	Companies get involved in environmental and social activities because this lets them increase profits	
	STR3	Companies get involved in environmental and social activities because this gets them more customers	
Collectivism (COL)	COL1	I work hard for the goals of a group even it doesn't result in personal recognition	McCarty and Shrum (2001)
	COL2	I am a cooperative participant in group activities	
	COL3	I readily help others in need of help	
	COL4	I do what is good for most of the people in the group, even if it means that the individual will receive less	
	COL5	I share with others	

Table 3.1- The five psychological determinants and the 19 items used to measure them.

3.3.3. Data analysis procedures

Each construct in the conceptual model was first checked for dimensionality by means of principal component analysis using the statistical package IBM SPSS Statistics V.22. Cronbach alpha values were calculated to assess the reliability of each of the eight constructs under analysis and Cronbach alpha values if item deleted were also inspected. Constructs with Cronbach alpha values above 0.70 were considered as reliable (Nunnally & Berstein, 1994). Multicollinearity was evaluated with the VIF statistic regression module implemented in IBM SPSS Statistics (Gaur & Gaur, 2006).

The existence of outliers was assessed in AMOS 20.0 by the Mahalanobis distance (D^2), and the possibility of normality of the distribution underling the observed variables was assessed by the exogenous asymmetry coefficient (Sk) and kurtosis (Ku) (Shumacker & Lomax, 2004). No exogenous variable had Sk or Ku values suggesting severe violations of the Normality assumption (|Sk| <3 and |Ku| <10, Kline (1998)). Concerning the existence of outliers, four observations (individuals) were considered as outliers and removed from the sample.

After this preliminary exploratory analysis (Anderson and Gerbing (1988)), a two-step maximum likelihood structural equation modelling procedure was conducted using AMOS 20. In a first step confirmatory factor analysis (CFA) was used to build the measurement model (Arbuckle, 2011; Blunch, 2013). The eight constructs in the model were then validated for reliability, convergence and discriminant validity (Bagozzi & Yi, 2012). The reliability of each construct was assessed through composite reliability (CR), capturing the degree to which the items behave in a similar manner relating to a common latent construct. CR values above 0.70 are considered as satisfactory (Hair *et al.*, 2015). The average variance extracted (AVE) was calculated to evaluate convergent validity and values greater than 0.50 were considered to demonstrate convergent validity (Fornell & Larcker, 1981; Hair *et al.*, 2015). Discriminant validity was assumed when, for each construct, the square root of the AVE was larger than the correlation between that construct and any other (Fornell & Larcker, 1981).

In a second step, and once the measurement model was validated, the global structural equation model was estimated and the research hypotheses were tested. Model-data fit was assessed through a variety of fit indices. A good model-data fit is assumed when the chi-square value (χ^2) is not statistically significant (p<0.05), the ratio of χ^2 to its degrees of

freedom is less than 3.0, the comparative-of-fit-index (CFI) and the Tucker-Lewis index (TLI) are larger than 0.90 (Hair *et al.*, 2015). A root mean square error of approximation (RMSEA) value lower than 0.08 is indicative of good fit, while an acceptable fit is assumed for RMSE values between 0.08 and 0.1 (Byrne, 2010). Three criteria were used to compare the fit of models with different variables: Akaike Information Criterion (AIC), Browne-Cudeck Criterion (BCC), and Bayes Information Criterion (BIC). The model that presents the lowest values in these criteria is considered to have the best fit. The coefficients of determination R^2 were obtained in order to evaluate the proportion of variance of each dependent latent variable explained by its explanatory variables in the model. These can vary from 0 to 1 and the higher the value, the greater the explanatory power of the structural relations (Hair *et al.*, 2015). The significance of the structural weights was evaluated using the Z tests computed by AMOS (Arbuckle, 2011) and statistical significance was assumed at the 5% level.

3.4. Analysis and Results

Following the previously defined methodology, 988 responses were obtained in the pre-test sample (and used for exploratory analysis), while 618 valid responses were obtained in the main sample (and used for CFA and SEM). As suggested by Bagozzi and Yi (2012), the sample size largely exceeds the minimum of 200 valid cases and the ratio 3:1 in terms of sample size to number of parameters to be estimated in a SEM.

3.4.1. Customers' socio-demographic characteristics

The pre-test sample included 988 customers, with ages ranging from 18 to 78 years old, with a mean of 39 years old. Most respondents where female (61%) and had a bachelor degree or a higher education level (72.2%). Additional details concerning the pre-test sample characteristics are presented in Chapter 2 (Table 2.2).

The main sample included 618 valid responses established by quotas according to data collected by INE (2011) at the time of the 2011 Portuguese Census. Overall, 52.4% of the customers were female. The percentage of respondents aged 64 years old or more equals

23.3%, followed by 22.6% of respondents aged between 25 and 34 years old. Regarding education, 36.4% hold a bachelor degree and 48.5% only accomplished the compulsory education level. Concerning professional occupation, 41.1% of the respondents are skilled workers or specialists and 21.1% are housewives. The number of households with children under 18 years old was 234 (37.9%). For 43.5% of the respondents the household monthly net income ranges between 501 and 1500 Euros. In terms of area of residence, 42.8% of the customers live in the south region of the mainland and 80.3% of the customers reside in an urban area. Additional details concerning the main sample characteristics are presented in Table 3.2.

	n	%		n	%
Total sample			**Marital status**		
Size	618	-	Married/consensual union	349	56.4
Gender			Single	221	35.8
Female	324	52.4	Divorced/separated	26	4.2
Male	294	47.6	Widower	22	3.6
Age (years)			**Household composition**		
18–24	60	9.7	Only adults	384	62.1
25–34	140	22.6	With children <18 years	234	37.9
35–44	81	13.1	**Family income**		
45–54	106	17.2	Do not know/no answer	104	16.8
55–64	87	14.1	1–500 euros	34	5.5
More than 64	144	23.3	501–1,000 euros	134	21.7
Education level			1,001–1,500 euros	135	21.8
Compulsory education	300	48.5	1,501–2,000 euros	100	16.2
Associate Degree	19	3.1	2,001–3,000 euros	80	12.9
Bachelor's Degree	225	36.4	3,001–4,000 euros	16	2.6
Masters Degree	73	11.8	More than 4,000 euros	15	2.4
Doctorate	1	0.2	**Region of country**		
Occupation			Northern mainland	187	30.3
Middle or higher manager	107	17.3	Center mainland	141	22.8
Skilled worker/specialist	254	41.4	South mainland	262	42.8
Unemployed	47	7.7	Autonomous regions	28	4.5
Housewife	131	21.2	**Place of residence**		
Student	8	1.3	Rural	122	19.7
Unskilled worker	71	11.5	Urban	496	80.3

Table 3.2- The main sample socio-demographic characteristics.

3.4.2. Characterizing psychological determinants and SRCB levels of the respondents

This section focuses on characterizing the psychological determinants and the SRCB levels using descriptive statistics for the 618 respondents of the main sample.

Analysing the distribution of the responses to the 19 items measuring psychological determinants, on a scale from 1=Strongly Disagree to 5=Strongly Agree (PCE, CSRCA, ALT, STR) and on a scale from 1=Not at all important to 5=extremely important (COL), it is possible to conclude that the items that which measure Collectivism are those with the overall highest values – see Table 3.3.

Specifically, the majority of the respondents reveals that it is extremely important for them: to readily help others in need of help (43.5% of the respondents); to share with others (40.8% of the respondents); and to be cooperative participant in group activities (35% of the respondents).

Also, respondents reveal high values of agreement concerning Perceived Consumer Effectiveness: 28% of the respondents strongly agree that each consumer can have a positive effect on society by purchasing products sold by socially responsible companies; 25.1% of the respondents strongly agree that each consumer's behavior can have an effect on how companies treat their employees; and, 20.9% of the respondents strongly agree that what He or She purchase as a consumer has an effect on the nation's environmental problems.

Regarding the perception of damage of CSR on Corporate Ability, 31.7% of the respondents strongly disagree (= 1) that socially responsible behavior reduces a company's ability to provide the highest quality products; and, 32% of the respondents strongly agree (=5, but in reverse) that a company can be both socially responsible and make products of high quality at a fair price.

For Perception of Strategic Motivations for CSR, 30.7% of the respondents strongly agree that companies get involved in environmental and social activities because this gives them good publicity; and, 21.4% of the respondents strongly agree that companies get involved in environmental and social activities because this gets them more customers.

Finally, for Perception of Altruistic Motivations for CSR, respondents show more neutral values of agreement (=3): companies get involved in environmental and social activities by pure altruism (43.7 % of the respondents); companies get involved in environmental and social activities because they are fully-fledged (41.3% of the respondents); and, companies get involved in environmental and social activities because they want to give something back to society (39.6% of the respondents).

	Strongly disagree (=1)	2	3	4	Strongly agree (=5)
PCE					
PCE1	1.9	9.5	36.4	31.2	20.9
PCE2	2.8	6.1	31.1	35.0	25.1
PCE3 (r)	13.4	20.6	35.6	21.0	9.4
PCE4	1.1	3.4	26.5	40.9	28.0
CSRCA					
CSRCA1	31.7	21.2	26.5	13.9	6.6
CSRCA2	15.5	21.5	41.3	16.5	5.2
CSRCA3	12.1	18.9	38.8	23.5	6.6
CSRCA4 (r)	1.0	3.4	25.1	38.5	32.0
ALT					
ALT1	2.1	8.9	39.6	33.3	16.0
ALT2	1.9	7.9	41.3	34.0	14.9
ALT3	3.4	13.6	43.7	29.4	9.9
STR					
STR1	0.5	3.9	24.6	40.3	30.7
STR2	1.3	7.6	38.5	33.7	18.9
STR3	0.8	4.5	31.6	41.7	21.4
	Not at all important (=1)	2	3	4	Extremely important (=5)
COL					
COL1	3.1	7.0	30.1	38.7	21.2
COL2	0.2	2.1	17.8	45.0	35.0
COL3	0.2	2.6	15.7	38.0	43.5
COL4	1.5	8.9	37.4	37.4	14.9
COL5	0.5	1.9	17.0	39.8	40.8

Table 3.3 - Distribution of the 618 responses (in %, using the main sample) to the 19 items measuring psychological determinants, on scales from 1=Strongly Disagree to 5=Strongly Agree (all, except COL) and from 1=Not at all important to 5=Extremely important (COL).

When analysing the distribution of the responses to the 25 items of the SRCB scale that was used, it is possible to conclude that the practices of socially responsible behavior are very

present among the respondents of the main sample, as was the case with the pre-test sample (recall Table 2.3, in Chapter 2).

Regarding "CSR consideration by consumer", the results highlight five items that are always present in the daily life of the respondents: avoiding buying products made using child labour (40.6%); avoiding buying from companies that discriminate against women (32.8%); avoiding buying from companies that discriminate against minorities (22.5%); and, trying to buy from companies that are working to improve conditions for employees (22.2%). With respect to "Consumer recycling behavior", all the five items have more than 34.6% of the respondents always recycling. Concerning "Environment impact purchase and use criteria", the two items most chosen by respondents are: avoid buying products that are made from endangered animals (47.9%); and, avoid buying from companies that harm endangered plants or animals (29.9%).

Inversely, the SRCB practice more rated as never present in the daily lives of respondents is recycle medicines (11.0%). It is important to note that in all 25 items, the practices of socially responsible behavior never adopted have much lower values than the practices of socially responsible behavior always adopted by the respondents. Additional details concerning the distribution of the responses to the 25 items of the SRCB scale are presented in Table 3.4.

SRCB (n= 618)	Never true	Rarely true	Sometimes true	Frequently true	Always true
CSRCO					
CSRCO1	6.0	11.8	45.6	28.2	8.4
CSRCO2	6.6	14.6	43.0	27.5	8.3
CSRCO3	9.2	10.8	28.5	29.0	22.5
CSRCO4	3.7	7.1	32.0	39.2	18.0
CSRCO5	6.0	11.7	40.1	32.7	9.5
CSRCO6	4.2	7.6	34.8	37.7	15.7
CSRCO7	3.2	7.0	32.4	40.0	17.5
CSRCO8	8.4	8.7	21.8	20.4	40.6
CSRCO9	3.4	5.8	31.2	41.4	18.1
CSRCO10	6.8	8.7	22.5	29.1	32.8
CSRCO11	3.1	5.0	32.8	36.9	22.2
CSRCO12	4.4	8.3	39.2	34.1	14.1
CSRCO13	4.2	6.6	37.7	34.3	17.2
RECY					
RECY1	2.8	5.3	16.2	28.8	46.9
RECY2	3.1	7.1	15.9	29.1	44.8
RECY3	3.2	6.5	15.2	26.4	48.7
RECY4	4.9	9.2	16.5	24.4	45.0
RECY5	11.0	12.3	18.8	23.3	34.6
ENVR					
ENVIR1	4.7	6.1	26.9	32.4	29.9
ENVIR2	5.8	17.3	26.2	27.7	23.0
ENVIR3	1.5	9.4	33.8	39.0	16.3
ENVIR4	1.5	6.8	33.7	40.1	18.0
ENVIR5	1.6	6.0	35.3	39.8	17.3
ENVIR6	3.1	3.7	17.8	27.5	47.9
ENVIR7	2.3	5.7	28.8	41.1	22.2

Table 3.4 - Distribution of the 618 responses (in %, using the main sample) to the 25 items measuring SRCB, on a scale from 1=Never true to 5=Always true.

Note: For a detailed description of the items see Table 2.1.

3.4.3. Measures validation – exploratory and confirmatory factor analysis

Statistical analysis concerning the dimensionality of the scales was first conducted using the 988 responses of the pre-test sample. See Section 2.4.3 for the results of the PCA conducted for the SRCB scale.

Concerning the exploratory analysis for the five psychological determinants, the bivariate correlations between the pairs formed by the 19 items proposed were inspected. Items PCE3,

CSRCA4, COL1 showed extremely high correlations with some other items and were removed from the analysis. Principal component analysis was then conducted using the 16 remaining items chosen to measure PCE, CSRCA, ALT, STR and COL. A Promax rotation was considered and a total variance explained of 70.9% was obtained – see Appendix D. Table 3.5 presents the factor loadings that were obtained in the five-dimensional solution (the largest value in each line of the table is boldfaced): each item has loaded according to what was expected and the five dimensions are in line with the literature review that was conducted. Cronbach's Alpha values were calculated to support constructs' reliability, ranging from 0.70 (PCE) to 0.88 (COL).

Constructs/ items	Component					Cronbach's Alpha
	1	2	3	4	5	
PCE						,70
PCE1	-.050	.017	.044	-.060	**.768**	
PCE2	-.083	-.007	.076	.040	**.861**	
PCE4	.167	.002	-.072	.076	**.694**	
CSRCA						,72
CSRCA1	-.053	-.014	**.800**	.090	-.061	
CSRCA2	.048	-.052	**.758**	.093	.084	
CSRCA3	.039	.035	**.835**	-.216	.064	
ALT						,76
ALT1	.023	-.045	-.099	**.921**	.018	
ALT2	-.021	.009	-.042	**.905**	.071	
ALT3	-.003	.087	.326	**.568**	-.130	
STR						,87
STR1	.001	**.859**	-.045	-.050	.078	
STR2	-.019	**.901**	.032	.020	-.039	
STR3	.016	**.901**	-.006	.033	-.024	
COL						,88
COL2	**.818**	.041	-.011	-.029	.054	
COL3	**.888**	.025	-.012	-.022	-.015	
COL4	**.851**	-.083	.109	.014	-.044	
COL5	**.863**	.021	-.053	.033	-.027	

Table 3.5 - Factor loadings and Cronbach's Alpha values obtained from exploratory principal components analysis to the psychological constructs using the pre-test sample.

In order to validate the measurement component of the proposed model (recall Figure 3.1), a confirmatory factor analysis model with eight correlated factors (five psychological determinants plus three dimensions of SRCB), measured by 36 items and specified according

to the structure previously obtained in the exploratory analysis, was then estimated in AMOS, using data from the main sample. A good model-data fit was obtained [χ^2(564)= 1361.337 (p<0.001), χ^2/df= 2.414; CFI= 0.95, TLI= 0.94, RMSEA= 0.05]. The χ^2 statistic was significant (p<0.001), however, its ratio to the degrees of freedom was within the usually accepted range. Also, it is important to consider other indices, given that the χ^2 statistic is sensitive to sample size (Fan *et al.*, 1999; Hair *et al.*, 2015; Schermelleh-Engel *et al.*, 2003). CFI has satisfied the recommended criteria for very good fit, TLI value was indicative of good fit, while RMSEA value was indicative of a good fit. Overall, the measurement model showed a good fit to the data and was within the required criteria for good psychometric properties. Estimated factor loadings (in a standardized solution) are shown in Table 3.6. All items showed high factor loadings ranging from 0.52 (PCE1) to 0.95 (ENV4), while the Z-values ranged from 12.54 (PCE1) to 31.18 (ENV4) indicating that each item did load significantly on the construct it is measuring.

Constructs/ items	Stand. Estimate	Variance explained	Z-value	AVE	CR
PCE				.56	.75
PCE1	0.52	0.27	12.54		
PCE2	0.67	0.45	16.98		
PCE4	0.83	0.69	21.91		
CSRCA				.63	.74
CSRCA1	0.87	0.76	21.91		
CSRCA2	0.78	0.61	19.57		
CSRCA3	0.56	0.31	13.74		
ALT				.69	.76
ALT1	0.84	0.71	23.81		
ALT2	0.85	0.72	24.14		
ALT3	0.69	0.48	18.49		
STR				.71	.75
STR1	0.76	0.57	20.86		
STR2	0.82	0.67	23.06		
STR3	0.87	0.76	25.31		
COL				.63	.80
COL2	0.76	0.58	20.95		
COL3	0.85	0.72	24.52		
COL4	0.58	0.33	14.69		
COL5	0.77	0.59	21.37		
CSRCO				.65	.92
CSRCO1	0.79	0.62	23.16		
CSRCO2	0.75	0.57	21.61		
CSRCO3	0.63	0.39	16.96		
CSRCO4	0.78	0.60	22.60		
CSRCO5	0.82	0.67	24.53		
CSRCO6	0.85	0.73	26.05		
CSRCO7	0.79	0.63	23.38		
CSRCO9	0.78	0.61	22.74		
CSRCO11	0.73	0.53	20.62		
CSRCO12	0.82	0.66	24.29		
CSRCO13	0.72	0.51	20.15		
RECY				.77	.80
RECY1	0.94	0.89	30.85		
RECY2	0.93	0.87	30.38		
RECY3	0.90	0.80	28.33		
RECY4	0.63	0.40	17.26		
ENVIR				.69	.83
ENVIR3	0.90	0.80	28.39		
ENVIR4	0.95	0.89	31.18		
ENVIR5	0.92	0.85	29.68		
ENVIR6	0.59	0.34	15.68		
ENVIR7	0.59	0.35	15.89		

Table 3. 6 - Measurement model results: eight constructs measured by 36 items.

At this phase, the eight constructs were validated for their reliability, convergent validity and discriminant validity. As presented in Table 3.6, composite reliability was above the minimum recommended values, ranging from 0.74 (CSRCA) to 0.92 (CSRCO). Convergent

validity was achieved for all constructs: AVE value range from 0.56 (CSRCA) to 0.77 (RECY). Constructs have discriminant validity since correlations between all pairs of constructs are lower than the square rooted AVE values of the corresponding constructs (see Table 3.7).

	PCE	CSRCA	ALT	STR	COL	CSRCO	RECY	ENVIR
PCE	**0.75**							
CSRCA	-0.10	**0.79**						
ALT	0.58	0.12	**0.83**					
STR	0.44	0.09	0.24	**0.84**				
COL	0.56	-0.07	0.40	0.48	**0.79**			
CSRCO	0.51	0.16	0.48	0.28	0.37	**0.81**		
RECY	0.20	-0.06	0.17	0.11	0.23	0.16	**0.88**	
ENVIR	0.48	0.12	0.33	0.18	0.34	0.48	0.25	**0.83**

Table 3.7 - Inter-construct correlation and square root of AVE (boldfaced values) for the five psychological determinants and the three dimensions of SRCB.

3.4.4. Validating the structural model and testing research hypotheses

As mentioned in the data analysis procedure, the structural model was examined once the measurement model was validated. The examination of the structural model included assessing overall model fit, as well as testing for the postulated relationships between latent constructs (Shumacker & Lomax, 2004).

In order to test for the effects of the five psychological determinants on SRCB [hypotheses H1*(s2)*, H2*(s2)*, H3*(s2)*, H4*(s2)* and H5*(s2)*], the proposed global model (recall Figure 3.1) was estimated. An acceptable model-data fit was obtained: χ^2(584)= 1878.767 (p<0.001), χ^2/df = 3.217; CFI= 0.91, TLI= 0.90, RMSEA=.06. The path diagram of the proposed model with the obtained estimates (in a standardised solution) is presented in Figure 3.2.
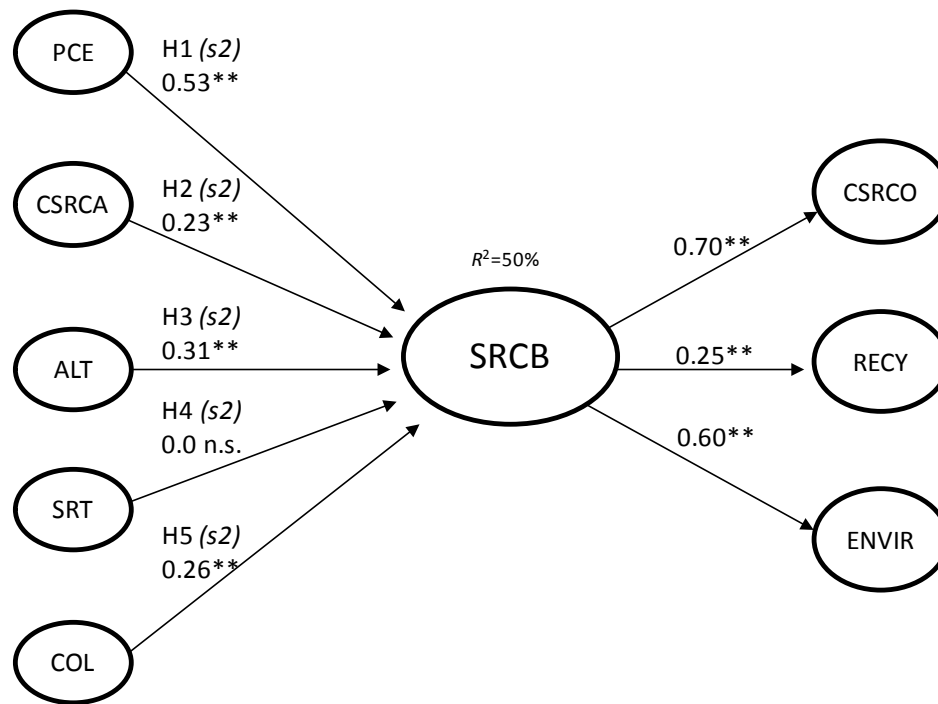
Figure 3. 2 - Proposed structural model: estimated effects (in a standardized solution) of the five psychological determinants on SRCB (measured as a second-order factor).

Note: *$p<.05$; ** $p<.01$

Concerning the effects of each of the five psychological determinants on SRCB, only STR did not show significant. The strongest magnitude of the psychological effects identified in the model was obtained in **H1** *(s2)*: the effect of PCE in predicting SRCB (standardised coefficient=0.53, p<0.01) was positive and statistically significant. A significantly positive effect of CSRCA on SRCB was obtained (standardised coefficient=+0.23, p<0.01), not supporting **H2** *(s2)* which, in line with the literature, postulated a negative effect of CSRCA on SRCB. Results validated **H3** *(s2)*, revealing that ALT also has a significantly positive effect on SRCB (standardised coefficient=0.31, p<0.01). However, the negative effect of STR on SRCB was not statistically significant (p>0.05) and consequently **H4** *(s2)* was not supported. As hypothesized in **H5** *(s2)*, COL has a significantly positive effect on SRCB (standardised coefficient=0.26, p<0.01) was positive and statistically significant. The coefficient of determination R^2 suggests that PCE, CSRCA, ALT and COL explain around 50% of the variance of SRCB.

3.5 Discussion and conclusion

3.5.1 Discussion

This study provided empirical evidence of the socially responsible consumer profile and behavior in Portugal. It is possible to conclude that socially responsible behavior appears to be well established among respondents. Consumers have a very responsible recycling behavior and are prepared to base their buying decisions on purchase and consumption products that do not harm the environment, avoiding also socially irresponsible companies. In countries with historical and social affinity with Portugal, previous research findings are in the same direction: for instance, the study by Herrera and Díaz (2008) conducted in Spain and the study by Carvalho *et al.* (2010) concerning Brazil.

Regarding the psychological characteristics of the respondents, the majority revealed high values of agreement with Perceived Consumer Effectiveness and high values of Collectivism. With respect to Perception of Strategic Motivations for CSR and Perception of Altruistic Motivations for CSR, respondents tendentiously show high and neutral positions, respectively. Moreover, it is important to note that, surprisingly, the majority of the respondents did not consider that "socially responsible behavior reduces a company's ability to provide the highest quality products" and positively assumed that "a company can be both socially responsible and make products of high quality at a fair price". This suggests that the perception of the damage of CSR on Corporate Ability was not very present among the respondents.

The analysis of the results leads to the conclusion that some psychological determinants revealed statistically significant in predicting socially responsible consumer behavior. Perceived Consumer Effectiveness has a positive effect on SRCB. This result was recently supported by Webb *et al.* (2008), Lee and Wesley (2012); Wesley *et al.* (2012) who highlighted that Perceived Consumer Effectiveness strongly determines the consumer responses to environmental and social issues. Our findings are in line with previous literature, suggesting that collectivism has a key positive effect on socially responsible consumer behavior (Maignan, 2001; McCarty & Shrum, 2001), and contradict the results of Webb *et al.* (2008) that showed that collectivism was not related to Consumer Recycling Behavior (RECY) and to Environmental Impact Purchase and Use criteria (ENVIR). Results reveal that

Perception of Altruist Motivations for CSR held by companies has a positive effect on socially responsible consumer behavior, but Perception of Strategic Motivations for CSR did not have a negative impact. These results are only partially supported by previous literature: (Becker-Olsen *et al.*, 2006; Sen *et al.*, 2006; Swaen & Chumpitaz, 2008). A significantly positive effect of Perception of Damage of CSR on Corporate Ability was found in predicting socially responsible consumer behavior. This result contradicts the negative effect that was expected given previous literature (Brown & Dacin, 1997; Sen & Bhattacharya, 2001; Sen *et al.*, 2006; Webb *et al.*, 2008).

It is also important to note that PCE is the strongest predictor of socially responsible behavior, immediately followed by Perception of Altruist Motivations for CSR held by companies and, in third place, by the collectivism. The Perception of Strategic Motivations for CSR held by companies does not significantly influence consumer behavior. Apparently, individuals value the altruistic motives held by companies and this has a positive influence on their purchase and consumption behavior, which is not affected by the strategic reasons undertaken by companies. Lastly, it is interesting to note some belief of the respondents that CSR does not compromise the corporate ability, and possible beliefs of respondents that CSR may be a drain on companies' resources or that these companies are likely to have higher prices, surprisingly, creates a positive effect on their socially responsible behavior.

The increased concerns about the environment preservation, as well as the need for adopting appropriate behaviors to ensure the wellbeing of the society, both in the present and in the future, had repercussions in the decision making process of the individuals. Specifically, these changes in the markets can constitute opportunities, or inversely threats, for organizations. The managers, in general, and the marketers, in particular, should be informed and match the requirements of key stakeholders of organizations.

Regarding consumer behavior, this empirical study provides evidence of the role of perceived consumer effectiveness, perception of altruist motivations for CSR held by companies, and collectivism in determining socially responsible consumption. Moreover, it supports the fact that only perception of altruist motivations held by companies influence consumer behavior; strategic motivations do not have a negative influence. Beliefs of respondents that CSR compromise corporate ability of companies can also have a positive impact on socially responsible consumer behavior. Perhaps these beliefs reinforce the altruistic motivations.

3.5.2 Academic, managerial and social implications

This research focusing on the study of socially responsible consumer behavior contributes to the academic, business and social scopes.

From the academic perspective, based on the scales of Webb *et al.* (2008) this study validates measurements of socially responsible consumer behavior in another culture, more specifically, contextualizing to Portugal. As previously mentioned, socially responsible consumer behavior is under-researched when compared to ecological consumer behavior (Pepper *et al.*, 2009) and there is a lack of empirical studies on socially responsible consumption, particularly in countries with cultural characteristics that are different from those for which research has been carried out. Furthermore, the literature acknowledges the existence of differences in the behavioral attitudes of consumers, due to the influence of the socio-cultural context and social interactions (Lee & Wesley, 2012; Özçağlar-Toulouse *et al.*, 2009; Williams & Zinkin, 2008) and the results obtained by researchers were mixed and leading to the need for further research in this behavioral area that is constantly changing.

For companies that want to use CSR for strategic purposes, it is important to understand the nature of the differences in the importance given by consumers to environmental, ethical and philanthropic issues and to manage the social marketing strategies to target this segment. Prior research in the field of marketing suggests that social responsibility activities by companies in several CSR domains may have a direct effect on companies' reputation (Brammer & Pavelin, 2006; Herrera & Díaz, 2008; Melo & Garrido-Morgado, 2012), on corporate image (Du *et al.*, 2007; Herrera & Díaz, 2008; Smith, 2003) and on consumers' purchase intentions. Thus, managers should seek more efficient and effective ways to be socially responsible according to the judgment of consumers.

In order to make a correct segmentation of the market and to meet CSR requirements of different consumers, managers and marketers need to know the propensity of individuals for socially responsible consumption; additionally, they need to have a detailed characterization of the different social responsibility profiles of consumers. The strategy of the company and the plan of communication should be designed taking into account the specific characteristics of this segment. With knowledge of the type of CSR activities that are most valued by

consumers, companies can devise the mechanisms of communication and promotion of the CSR components contained in their offers specifically designed for their target markets.

The socially responsible consumer psychological profile revealed a high Perceived Consumer Effectiveness and a high Collectivism. Moreover, for this consumer, a Perception of Altruistic Motivations for CSR is important, but a Perception of Strategic Motivations for CSR is not important. Furthermore, the consumer's beliefs that CSR compromises corporate ability of companies have a positive impact on his or her socially responsible behavior. With this knowledge, managers could better attend and communicate with this segment of market.

3.5.3 Limitations and suggestions for future research

Various topics for future research development can be suggested. It would be interesting to cross-examine the consumer social responsibility in front of a real situation, where he or she is a regular client from a company, with his or her perception of social responsibility about this company and examining the link between the two alleged responsibilities. Furthermore, it would also be advantageous to identify other determinants, in addition to psychological determinants of consumers, which promote and/or constrain socially responsible consumption.

Chapter 3: *Study2*

Chapter 4:

Study 3 - Customers´ relationship with their grocery retailer: direct and moderating effects from store format and loyalty programs

Abstract[5]

Over the past few years, the intense competition in the Portuguese grocery retail market has required from retailers many strategies focused on keeping current customers and attracting new ones. However, the current country crisis has induced a decline in demand and a constant customers' search for more economic offers, which leads to their temptation of breaking the relationship with the current retailer and, also, to a decline satisfaction, trust and loyalty.

The literature on relationship marketing highlights that the ultimate expected result from the formation of a successful relationship occurs through constructs such as satisfaction, trust and loyalty. Therefore, and in order to provide relevant theoretical and practical contributions to relationship marketing in the grocery retail sector, this study has two main objectives: (i) to characterize the priorities designed and implemented by retailers concerning relationship marketing with their customers; (ii) to analyse the customer relationship with their main retailer and to evaluate store format and loyalty programs as key determinants of this relationship.

Exploratory interviews with retail grocery store managers and heads of marketing departments were used, and collected data were subject to qualitative analysis. Additionally, two independent samples of Portuguese customers answered a questionnaire and the collected valid responses were analysed using quantitative statistical techniques, namely Structural Equation Modelling.

This study provides specific knowledge on the determinants of a successful relationship between grocery retailers and their customers, namely concerning the development of retailing strategies to increase customers' levels of satisfaction, trust and loyalty. Obtained results suggest that supermarkets lead to higher levels of customers' trust and loyalty (indirectly). Although members of groceries' loyalty programs did not show significantly higher levels of customers' loyalty when compared to non-members, the positive effect of customers' satisfaction on customers' loyalty is higher in members of groceries' loyalty programs.

Keywords: Relationship marketing, consumer behavior, store format, loyalty program.

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4.1 Introduction

In an environment of rapid change, highly competitive and with increasingly demanding customers, the search for a strong relationship with customers is a way of business in retail sector. Both academics and marketing professionals have attempted to identify the factors that positively influence the relationship between customers and retailers.

Consumers are a key factor in the grocery market: a knowledgeable consumer base is characterized by looking for value, quality and convenience. Therefore, they drive retailers to become more innovative and competitive in all ways. The emerging consumer attitudes influenced by the economy, technology and new store formats are providing new challenges, options and opportunities for the food retail market (Lombart & Louis, 2014). According to Watkins (2014) the modern store should meet the lifestyle needs of consumers wishing to buy a range of grocery products for the next few days, rather than shopping at large hypermarkets for the next few weeks. On the supplier side, the retail operators in Portugal bet on geographical spread to cover the country by opening several small supermarkets (Retailing, 2014).

Farhangmehr *et al.* (2000, 2001) show that in Portugal hypermarkets are the preferred type of retail store for frequently purchased packaged goods due to their low prices. From five selected European countries, Juhl *et al.* (2002) reveal medium levels of satisfaction and loyalty by Portuguese consumers in the food retail sector. More recently, Faria *et al.* (2013) conclude that, for the Portuguese grocery retail, it is important to offer both pysical and online stores, to make consumer feel satisfied and committed, and also to develop their loyalty.

Over the past few years, Portuguese grocery retail has evolved towards the concentration in a small number of big retailers, highly competitive and increasingly motivated to constantly use innovative strategies to keep current customers and to attract new ones, in a market characterized by slow growth. Cumulatively, the current economic crisis has created quite rational consumers, aware of the need to save money, searching for better offers, which leads to the temptation of breaking the relationship with the current retailer and to a possible decline in loyalty. In view of these significant changes in the grocery market, from both retailer and consumer sides, it is of utmost importance to know the factors that can influence the consumer when making a decision on the maintenance of the relationship with their current grocery store.

Store format decision is a powerful strategic tool for retailers to influence consumers (Gauri, 2013; Gauri *et al.*, 2008). Solgaard and Hansen (2003) revealed that price level, assortment and distance (location) were the main determinants for consumers' choice between grocery store formats. Zielke (2010) shows that the impact of image dimensions in explaining customers' shopping intentions differs among store formats: for discount stores it is mainly value for money; for supermarkets it is price level and value; for organic food stores it is value; for the local markets it is price processability. Huddleston *et al.* (2009) showed that satisfaction was higher among customers of specialty grocery stores (stores that focus on a single food category or that engage in selling special food products) when compared to customers of conventional grocery stores (stores that operate under a traditional supermarket format offering several groceries, meat and other products).

On the other hand, relationship marketing and loyalty programs are key strategies for companies facing increasing competition (Beck *et al.*, 2015). Loyalty programs are business practices increasingly pursued by companies in order to enhance customer loyalty (Kumar, 2005). In some markets it is difficult to track customer behavior in real time (Reichheld, 2003). In contrast, as in grocery stores purchases by consumers are more frequent, the system of Customer Relationship Management (CRM) quickly detects changes in consumer loyalty leading to the implementation of convenient procedures.

Therefore, and in order to provide relevant theoretical and practical contributions to relationship marketing in the grocery retail sector, this study has two main objectives: (i) to characterize the priorities designed and implemented by retailers concerning relationship marketing with their customers (ii) to analyse the customer relationship with their main grocery and to evaluate store format and loyalty programs as key determinants of this relationship. The second objective aims at characterizing the consumers' level of satisfaction, trust and loyalty to their grocery retailer and to analyse the potential impact of store formats and loyalty programs. Indeed, it is postulated that the store format and the membership to a loyalty program could influence the relationship between consumers and their grocery retailer.

Previous studies revealed a complex relationship between customer satisfaction and customer loyalty. In addition, a moderating role from some factors such as consumer characteristics (Henrique & Matos, 2015; Homburg & Giering, 2001; Mittal & Kamakura, 2001; Ndubisi,

2006; Seiders *et al.*, 2005), motivation, the ability of consumers to elaborate upon the brand choice (Bloemer & Kasper, 1995), and product involvement (general level of interest in or concern about product class) (Suh & Yi, 2006), were also evidenced. Despite these efforts, no attempt has been made to study the potential effect of store formats and loyalty programs in this relationship.

The current study fills this gap by presenting competing models for relating store format and loyalty programs with the key constructs of relationship marketing. The different roles (antecedent *versus* moderator) of store format and of loyalty programs' membership in the relation between consumers and their grocery retailer (measured by satisfaction, trust and loyalty) are tested and compared.

4.2 Theoretical Framework

4.2.1 Relationship marketing with customers and its key constructs

Driven by an environment characterized by excess of productive capacity, strong technological development, high concern for the quality and increase in competition (Berry, 1995; Sheth & Parvatiyar, 1995) the highlight given since the 90s by academics and marketers to the concept of relationship marketing was clear (Cristopher *et al.*, 1994; Hennig-Thurau & Hansen, 2000). Egan (2011, p. 16) states that during the last decade of the 20th century, relationship marketing "was probably the big trend in marketing, and certainly the largest (and perhaps the most controversial) topic in business management".

Relationship marketing is a new approach to marketing in the third millennium that focuses on the development and maintenance of long-term relationships with consumers, in contrast with the transactional exchanges (Gilaninia *et al.*, 2011). The academic literature clearly recognizes the requirement of relationship marketing implementation by business managers to improve customer retention levels (Kumar & Reinartz, 2012; Payne & Frow, 2013; Peppers & Rogers, 2011).

In fact, it is widely recognized that a current customer retained is more valuable than a new customer recruited (Nunes & Dréze, 2006) and therefore customer's loyalty cannot be underestimated by managers (Reinartz & Kumar, 2000). Loyal customers are more likely to expand their purchases within the range of products or services of the company (Grayson & Amber, 1999), they allow a continuous flow of profit, reduce marketing operating costs, increase the brand or product reference, and tend to be immune to the promotional efforts of competitors (Reichheld & Teal, 2001). In addition, expenses involved in gaining a new customer are much higher than those involved in the maintenance of an existing one (Pfeifer, 2005; Reichheld & Sasser Jr, 1990).

Typically, companies presume that the maintenance of their current customers is relevant and adopt measures to increase their loyalty (McMullan & Gilmore, 2008). Nonetheless, consumer's exclusive loyalty to a company is confined to a small group of consumers. In contrast, the majority of the consumers does not buy a single alternative exclusively (Yim & Kannan, 1999); they are loyal to a portfolio of brands within a product category, thus having a polygamous loyalty (Humby *et al.*, 2007; Leenheer *et al.*, 2007; Uncles *et al.*, 2003). According to Humby *et al.* (2007, p. 9) loyalty "suggests monogamy: one choice above all others... retail loyalty isn't like that". In the case of the food retail sector, there is an increased risk of polygamous loyalty, since the market is characterized by strong competition, by the offer of products or services mainly in categories of low involvement, and by a homogeneity in the supply among the various retailers. In addition, as the frequency of purchase is high and consumers are exposed to the actions of competition, if they detect lower prices or the offer of a higher value, they immediately become motivated to change to another retailer (Miranda & Kónya, 2008).

Sharifi and Esfidani (2014) indicate that relationship marketing reduces cognitive dissonance by the consumer in the post-purchase stage and, thereby, increases customer satisfaction and loyalty, with a mediating role of trust. Indeed, customer loyalty is considered by several studies as a key factor to measure the effectiveness of relationship marketing (Lawson-Body, 2000; Meyer-Waarden & Benavent, 2006, 2008, 2009; O'Loughlin & Szmigin, 2006a, 2006b). In addition, there is a certain consensus that building customer loyalty relationships as an ultimate goal of relationship marketing is only possible by means of key variables such as satisfaction (Oliver, 1997, 1999; Selnes, 1998) and trust (Moorman *et al.*, 1992; Morgan & Hunt, 1994; Selnes, 1998).

Customer Loyalty

Based on relationship marketing studies, it is widely accepted in the literature that loyalty is the desirable end-result of the long-term relationship with the customer (Oliver, 1997; Reinartz & Kumar, 2000).

One of the more recognized definitions of loyalty is attributed to (Oliver, 1997) p. 392): ''a deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior''. This concept already recognizes the external influences on consumer behavior, incorporating the behavioral and the attitudinal components.

According to Reichheld and Teal (2001) customer loyalty is the main indicator that measures the company's performance in creating value for the customer by integrating the various dimensions of business. Reichheld (2003) goes even further, stating that the company's best indicator and growth rate predictor is the willingness of customers to recommend the company to a friend, family member or colleague (referrals) and not their degree of satisfaction or their ratio of retention.

Some authors consider that a multi-dimensional definition of loyalty provides a more holistic representation. For example, Bloemer and Ruyter (1998); Bridson *et al.* (2008); De Wulf and Odekerken-Schröder (2003) operationalized the attitudinal dimension of loyalty as commitment, and the behavioral dimension as the repeated purchase and positive word-of-mouth; conversely, Fitzgibbon and White (2005) used attitudinal loyalty versus behavioral loyalty in their research. In attitudinal loyalty, customers have preference for a brand or an emotional commitment, are resistant to better alternatives, are less sensitive to price and have intention to repurchase and recommend the product or service (Yi & La, 2004).

Loyalty is the customer' willingness to continue consuming a specific product (Jones & Sasser Jr, 1995) or the strength of the relationship between an individual's relative attitude and repeated purchase at the same supplier (Dick & Basu, 1994). McGoldrick and Andre (1997) stated that consumer loyalty implies an ongoing commitment and not just a simple preference. However, in the industrial and services markets the personal contact and the degree of interdependence are normally higher than those existing in retail (O'Malley & Tynan, 2000) which somehow may condition the creation of an attitudinal commitment in retail (Uncles *et*

al., 2003). Consequently, some studies opted for a behavior approach of loyalty in retailing context (e.g., Seiders *et al.*, 2005).

Customer satisfaction

Customer satisfaction can be defined as a subjective evaluation, performed after a specific purchase decision (Churchill Jr & Surprenant, 1982; Oliver, 1980, 1993), that the chosen alternative corresponded to, or exceeded, the expectations (Meuter *et al.*, 2000; Mohr & Bitner, 1995). In this sense, customers evaluate their level of satisfaction using different expectations of reference, such as the ideal, the expectable, the possible, the desired or what it should be (Martenson, 2007).

According to Gustafsson *et al.* (2005) customer satisfaction is a customer's overall evaluation of performance for a current offering. However, some authors (e.g., Anderson *et al.*, 1994; Bolton, 1998; Brunner *et al.*, 2008) stated that, instead of considering consumer satisfaction as the result of a post-purchase evaluative judgment in a specific transaction, it should be considered as a judgement based on cumulative satisfaction (i.e., based on the past and present experiences of customers regarding the performance of the company's products or services).

According to Oliver (1997), loyalty is the end result of customer satisfaction. A conceptualizing of satisfaction with a judgement about a single specific transaction is too restrictive when it regards the relationship between customer satisfaction and loyalty (Fornell *et al.*, 1996; Homburg & Giering, 2001). Furthermore, it was found that cumulative satisfaction is a better predictor of loyalty, rather than the satisfaction obtained with a specific transaction (Anderson *et al.*, 1994; Yang & Peterson, 2004).

Several previous studies revealed the existence of a positive relationship between customer satisfaction and loyalty (e.g., Hallowell, 1996; Homburg & Giering, 2001; Ming-Tien *et al.*, 2010; Prasad & Aryasri, 2008; Wallace *et al.*, 2004), and between customer satisfaction and other terms used by the authors with the connotation of loyalty, such as: customer retention (Bolton & Lemon, 1999; Rust & Zahorik, 1993), repurchase intention (Bolton & Lemon, 1999; Taylor & Baker, 1994), repurchase behavior (Anderson & Sullivan, 1993; Cronin Jr *et*

al., 2000; Mittal & Kamakura, 2001), positive references (word-of-mouth) to potential customers (Bitner, 1990; Grönroos, 2004; Palmatier *et al.*, 2006; Swan & Oliver, 1989).

Customer Trust

Consumer trust means that customers believe their long term interest will be served by the salesperson (Crosby *et al.*, 1990). According to Morgan and Hunt (1994, p. 23) trust exists "when one party has confidence in an exchange partner's reliability and integrity". In line with Doney and Cannon (1997); Rempel *et al.* (2001), trust derives from a mechanism wherein characteristics, motives and intentions are attributed to exchange partners, with the evaluation of their potential being facilitated by the assumption that their behavior is predictable and corresponds to what has been promised.

According to Ganesan (1994) trust plays a key role in determining the long-term orientation of both retail buyers and their vendors. Moreover, Black (2008), Yaqub (2010); Yaqub *et al.* (2010) stated that the degree of mutual trust is crucial to the success and failure on inter-organizational relationships. Harris and Goode (2004); Hong and Cho (2011) positioned trust as a central driver of loyalty in B2C on-line market. Reichheld and Schefter (2000) noted that it is previously necessary to gain consumers' trust in order to subsequently win consumers' loyalty. In the same line, Lin *et al.* (2011) and Martínez and Rodríguez del Bosque (2013) showed that customer loyalty is directly affected by customer trust.

Furthermore, Luk and Yip (2008) confirmed that customer satisfaction is an antecedent to brand trust; in the grocery retail sector, Lombart and Louis (2014) demonstrated the mediator role of trust in the connection between customer satisfaction and customer loyalty.

Thus, it is possible to conclude that trust is widely accepted in the literature as an antecedent of loyalty (e.g., Bove & Mitzzifiris, 2007; Garbarino & Johnson, 1999; Morgan & Hunt, 1994) and satisfaction has a key role in building trust and loyalty relationships (e.g., Bove & Mitzzifiris, 2007; Davis-Sramek *et al.*, 2009; Garbarino & Johnson, 1999; Shabbir *et al.*, 2007).

Given the above, four research hypotheses[6] are proposed:

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[6] Where *(s3)* stands for study 3.

H1 *(s3):* Customers' satisfaction with their grocery store has a positive impact on customers' trust.

H2 *(s3):* Customers' trust on their grocery store has a positive impact on customers' loyalty.

H3 *(s3):* Customers' satisfaction with their grocery store has a positive impact on customers' loyalty.

H4 *(s3):* Trust has a mediating effect on the relationship between customers' satisfaction and customers' loyalty.

4.2.2 Store format

Store format is defined by González-Benito *et al.* (2005, p. 59) from the perspective of demand, as "broad, competing categories that provides benefits to match the needs of different types of consumers and/or different shopping situations". According to the authors, store formats determine a retail competitive structure, i.e., they determine how stores may be grouped based on the degree of overlap among their target segments.

Lombart and Louis (2014) state that retailers use a set of variables, as prices, assortment mix, transactional convenience, and experience, to develop their business strategies. Store format can be understood as the forms based on the physical store whereby the seller interacts with the buyer.

Store format is influenced by factors such as buyers profile and expectation and also competition and challenge in the marketplace. Different store formats are designed to suit the diverse shopping patterns of the buyers. The flexibility also provides the retailer the opportunity to meet the changing demands of the new planning policies. Kumar (2005) states that when designing a new store format it is crucial to take into account specific needs of the local community and to ensure that the architecture and settings match the surrounding environment.

According to Nielsen (2015a) there are six types of store formats – Hypermarkets, Big Supermarkets, Small supermarkets, Free services, Grocery stores, Drugstores - which differ

according to the sales area, the category of products sold and the operating system (self-service versus customer service counter). Table 4.1 summarizes the main differences between the six types of store formats.

	Hypermarkets	Big supermarkets	Small supermarkets (*)	Free services	Grocery stores (**)	Drugstores
Stores selling food, personal care, home cleaning and other products that operate in self-service basis.	X	X	X	X		
Stores selling food, personal care, home cleaning that have a customer service counter.					X	
Stores that do not sell food products and must sell home cleaning products. Also have personal care products.						X
Sales area (square meters)	>2499	1000-2499	400-999	50-399	<50	

* It also includes stores that have a sales area below 400 square meters, but belong to a supermarket chain.

** It also includes stores that have a customer service counter and a sales area below 50 square meters.

Table 4. 1 - Classification of store formats (adapted from Nielsen, 2015).

Since the current research focuses on food retail, drugstores were excluded from the study. Hypermarkets remained as a single category labelled "hypermarkets"; whereas a new category labelled "supermarkets" was created, including large supermarkets, small supermarkets, grocery stores and self-service. This approach is justified by the representativeness of each store format in the global sales value of the Portuguese market (Nielsen, 2015a).

Particulary in Europe, grocery stores are often divided into three generic formats: conventional supermarkets; hypermarkets or large versions of the supermarket; and discount stores or price-oriented versions of supermarkets (Bustos-Reyes & González-Benito, 2008; Solgaard & Hansen, 2003).

In a competitive grocery retail characterized by a growing heterogeneity of demand and the proliferation of new retail formats, cross-shopping behavior by consumers regarding store formats has been quite usual, i.e., consumers change from a grocery store to another according to their purchase needs and the attributes of each store (Bustos-Reyes & González-Benito, 2008). According to Van Waterschoot *et al.* (2008), the choice of a store is linked to the information that customers collect about its products. González-Benito *et al.* (2005)

stressed that consumers first choose the retail store format at which they will shop and later a particular store within this format, suggesting a greater rivalry within store formats (intra-format) than between store formats (inter-format). In the same line, Bustos-Reyes and González-Benito (2008) indicated that disloyalty among consumers exists due to their disloyal behavior towards store formats rather than toward stores within the same format.

Several determinants of consumer behavior have been emphasized in the retail sector. According to Macintosh and Lockshin (1997) trust and commitment to the salesperson, when there is an interpersonal relationship, are directly linked with purchase intentions. In line with Martenson (2007), one important factor for consumers satisfaction is their feeling that the store understands their needs. Sabiote and Román (2009) highlight that employees' social concern has a positive influence on consumers satisfaction, trust and positive word of mouth. In addition, Dabija and Băbuţ (2014) show that communication and store atmosphere have important roles on building consumers' satisfaction and loyalty towards various retail formats. On the other hand, Chaney *et al.* (2015) highligh that perceived legitimacy explains the effect of in-store quality incongruency on consumer behavior.

Particularly in the grocery market, Martínez-Ruiz *et al.* (2010) presented the factors (services, convenience, quality image, economic value) that have a large influence on consumer satisfaction in grocery retail, and emphasized the existence of differences considering distinct sub-samples of buyers based on store format (hypermarkets or supermarkets). Home proximity and customer attention are the main attributes contributing to satisfaction of grocery consumers in Spain (Martínez-Ruiz *et al.*, 2012). A comparison between Spanish and US consumers showed that customer attention, additional services and store atmosphere were the attributes more valued by both groups of consumers, leading to the highest levels of customers satisfaction (Martínez-Ruiz *et al.*, 2011).

As far as store format is concerned, Juhl *et al.* (2002) provided evidence of differences in customer satisfaction and loyalty in Denmark: customers in supermarkets showed higher levels of satisfaction and, especially, of loyalty than those in hypermarkets.

From the literature review and the results of the qualitative study that was conducted, it is possible to conclude that there is no unanimity on the type of effect (direct *versus* moderating) store format has on the levels of satisfaction, trust and loyalty of consumers. Thus, two types of hypotheses and two competing models (A and B) are proposed, as represented in Figure

4.1: Model A postulates three hypotheses of direct effects from store format on the three dimensions of relationship marketing (H5, H6 and H7); Model B postulates three hypotheses of moderating effects from store format on the relationship between the three dimensions of relationship marketing (H8, H9 and H10).

Thus, the following research hypotheses are proposed in competing models A and B:

H5 *(s3):* Supermarkets provide higher customers' satisfaction than hypermarkets.

H6 *(s3):* Supermarkets provide higher customers' trust than hypermarkets.

H7 *(s3):* Supermarkets provide higher customers' loyalty than hypermarkets.

H8 *(s3):* The positive effect of customers' satisfaction on customers' trust is higher in supermarkets than in hypermarkets.

H9 *(s3):* The positive effect of customers' satisfaction on customers' loyalty is higher in supermarkets than in hypermarkets.

H10 *(s3):* The positive effect of customers' trust on customers' loyalty is higher in supermarkets than in hypermarkets.

Figure 4.1 displays the path diagram of the two competing models (A and B) with the research hypotheses that are proposed concerning direct and moderating effects from store format on satisfaction, trust and loyalty.
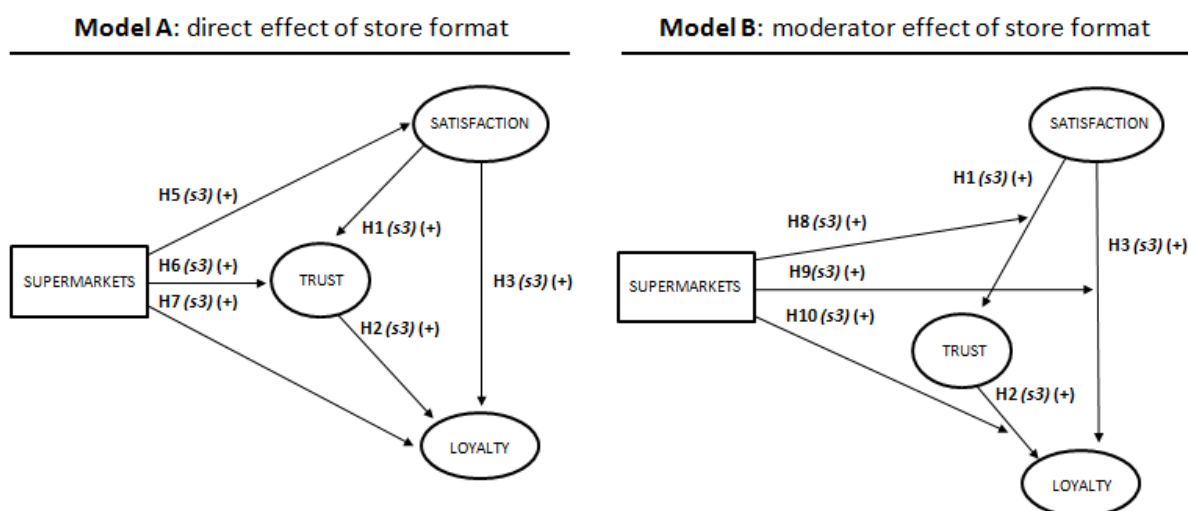
Figure 4. 1 – The effect of store format on the three dimensions of relationship marketing (satisfaction, trust and loyalty): diagram of the two competing models with the proposed research hypotheses concerning direct effects (Model A) and moderating effects (Model B).

4.2.3 Customer Relationship Management and Loyalty Programs

Companies that focus on the establishment of long-term relationships with customers use instruments of Customer Relationship Management (CRM), such as loyalty programs or reward programs. Meyer-Waarden (2008) states that loyalty programs are a CRM tool that creates opportunities for individualisation and have become the key marketing activity to increase the retention rates of the company's customers. According to Yi and Jeon (2003), loyalty programs are based on the premise that customers are open to establish or to strengthen relationships with suppliers, and thus become more profitable in the long run.

Loyalty programs are an integrated system of marketing actions whose goal is the establishment of higher levels of loyalty between the most profitable segments (for the benefit of the company), encouraging a loyal consumer behavior through reward (Bolton *et al.*, 2000; Leenheer *et al.*, 2007) and by increasing satisfaction and value delivered to those customers (Bolton *et al.*, 2000). These loyalty programs are marketing strategies based on the offer of incentives or rewards directed towards profitable customers, in order to build their loyalty (García Gómez *et al.*, 2006; Yi & Jeon, 2003), resulting in strong, stable and lasting relationships (Gee *et al.*, 2008), which generate value to the company by increasing the Life Time Value (LTV) (Rowley, 2007). They offer customers loyalty incentives such as discounts, points exchanged for products or services associated with the company (Reinartz, 2006).

Leenheer *et al.* (2007, p. 31) stated that "most loyalty programs do not turn all disloyal customers into loyals or make customers exclusively loyal. This does not mean that a loyalty program cannot be a useful tool". Most of the retailers aim to design and implement a commercial strategy able to differentiate them from the competitors and better meet the customers' needs (Martínez-Ruiz *et al.*, 2010). However, Arbore and Estes (2013) showed that in the supermarket sector, which is characterized by lower perceived exclusivity level, a loyalty program structure had no effect on perceived status (exclusivity).

Several studies showed a positive impact of retail loyalty programs on store loyalty (Omar *et al.*, 2010) and on purchase behavior (Lewis, 2004; Rajiv & Bell, 2003; Taylor & Neslin, 2005). De Wulf and Odekerken-Schröder (2003) showed that tangible rewards from a retailer have a direct impact on customers' trust and an indirect impact on customers' behavioral loyalty, as observed in Belgian and Dutch samples.On the other hand, Leenheer *et al.* (2007) found a positive effect of loyalty program membership on behavior loyalty (measured by share-of-wallet) in Dutch households, when analysing grocery retailing. Moreover, acording to the results of Meyer-Waarden (2008), during a three-year period, the members of loyalty programmes revealed more positive purchase behaviors in supermarkets than non-members. Also, Demoulin and Zidda (2008) showed that loyalty card owners are more loyal to a store, essentially, when they are satisfied with the reward scheme of the loyalty program.

According to literature review and the results of the qualitative study, it is observed that there is no unanimity on the type of effect (direct *versus* moderating effect) loyalty programs have on loyalty of consumers. Thus, two types of hypotheses and two competing models (C and D) are proposed, as represented in Figure 4.2: Model C postulates a direct effect of loyalty programs ' membership on consumer loyalty (H11); model D postulates three hypotheses of moderating effects of loyalty programs' membership on the relationship between the three dimensions of relationship marketing (H12, H13 and H14).

Four research hypotheses are then proposed in competing models C and D:

> **H11** *(s3):* Members of grocery loyalty programs are more loyal to the store than non-members.

> **H12** *(s3):* The positive effect of customers' satisfaction on customers' trust is higher in members of grocery loyalty programs than in non-members.

> **H13** *(s3):* The positive effect of customers' satisfaction on customers' loyalty is higher in members of grocery loyalty programs than in non-members.

> **H14** *(s3):* The positive effect of customers' trust on customers' loyalty is higher in members of grocery loyalty programs than in non-members.

Figure 4.2 displays the path diagram of the two competing models (C and D) with the research hypotheses that are proposed concerning direct and moderating effects from loyalty programs membership on loyalty, satisfaction and trust.
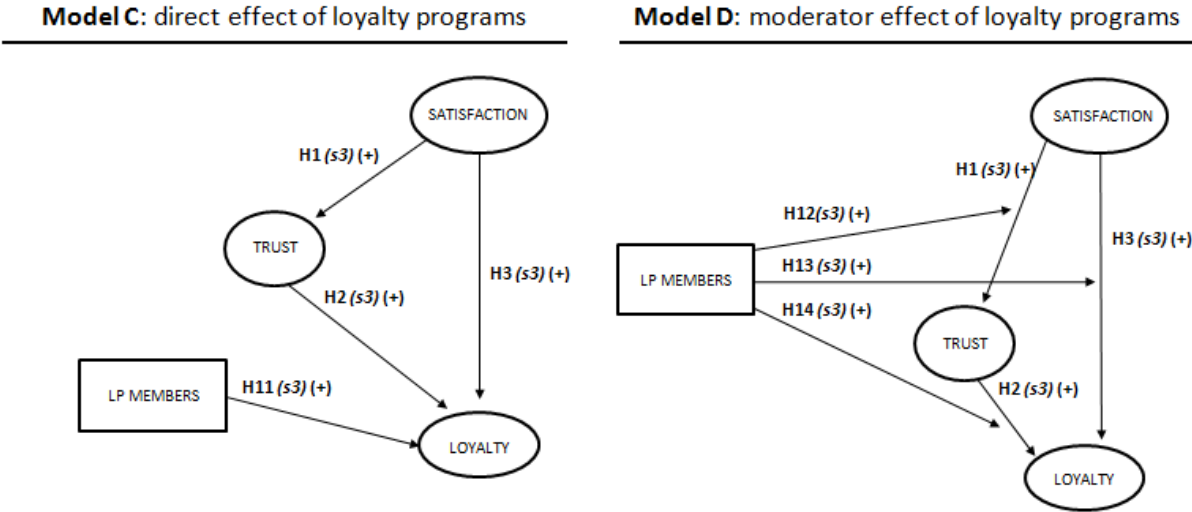
Figure 4. 2 - The effect of loyalty programs membership on relationship marketing: diagram of the two competing models with the proposed research hypotheses concerning direct effects (Model C) and moderating effects (Model D).

4.3 Methodology

4.3.1 Data collection procedures

In order to address the 14 research hypothesis postulated in this study, first of all, an exploratory qualitative research was developed, followed by a quantitative survey based research.

The exploratory research involved four personal interviews with grocery store managers and heads of marketing departments of several retailers. These personal interviews were conducted in December 2014 and January 2015.

The quantitative research was conducted by applying a questionnaire to two independent samples of Portuguese customers. Indeed, the target population of this research is confined to individuals living in Portugal over 17 years old, who could be considered as consumers. In many cases, individuals start their independent consumer decisions at this stage of life, so having a cut-off at this age is usually considered appropriate in consumer behavior studies.

LimeSurvey software was used to edit the first questionnaire, which was made available online, between 3rd and 23rd of February 2015, to a convenience sample gathered using a snow ball non-random sampling technique. Collected data were used to conduct exploratory factor analysis. After the elimination of incomplete responses, the sample resulted in 1027 customers of different grocery retailers. Afterwards, 35 respondents had to be discarded due to their working connection (present or past) with retailers under analysis. Additionally, 4 atypical cases (considered as outliers) had also to the removed from the sample as a result of the exploratory statistical analysis that was conducted. Hence, the pre-test sample is composed of 988 valid responses.

A second questionnaire was conducted to collect the main sample. The data were collected, between 16th and 22nd April 2015. Data collection was made by a company specialized in field work and market research (Multidados) through their online household research panel, composed by 600.000 users. This main sample was established by quotas, according to data collected by INE (2011) at the time of the 2011 Portuguese Census, and representative of the general population by age, sex and district of residence. The respondents accessed the questionnaire through an online link distributed via email by Multidados. In total 618 valid and complete responses were obtained and considered for quantitative analysis. Collected data were used to validate the measurement scales, estimate the global model and test the research hypotheses.

4.3.2 Instrument and Measures

The questionnaire included 23 questions separated into two different sections: i) identification of the main grocery store and characterization of the relationship with this store; ii) socio-demographic characteristics. The first section included one question proposed to identify the customer's main grocery store, one question proposed to inquire if customers were members of a loyalty program and 13 questions to characterize the relationship between customers and their grocery store, with the purpose of measuring three constructs: Satisfaction, Trust and Loyalty. The last section of the questionnaire included eight questions concerning the socio-demographic profile of the respondents.

Several researchers have measured consumer satisfaction using single-item scales (Oliver, 1977; Olshavsky & Miller, 1972) while others have used several items to measure the construct (Churchill Jr & Surprenant, 1982; Rust & Zahorik, 1993). Although the single-item scales have the advantage of simplicity, they may fail to fully capture the complexity of customer satisfaction, and it becomes difficult to assess the reliability with a single item (Danaher & Haddrell, 1996). In the current study, satisfaction (SAT) was measured by five items adapted from Davis-Sramek *et al.* (2009); Garbarino and Johnson (1999).

Regarding the measurement of trust (TRUST), it was measured by three items adapted from Gurviez and Korchia (2002); (Lombart & Louis, 2014); Swaen and Chumpitaz (2008) Lombart and Louis (2014). Loyalty (LOY) was measured by five items adapted from Zeithaml *et al.* (1996). All these 13 items were measured in seven-point Likert-type scales, from 1="Strongly Disagree" to 7="Strongly Agree". Table 4.2 presents the complete wording of the items that were used.

Constructs	Items	Questions	Source
Satisfaction (SAT)	SAT1	Overall, I am satisfied with this company	Davis-Sramek, Droge, Mentzer and Myers, 2009; Garbarino and Johnson, 1999
	SAT2	This company comes very close to giving me "perfect" service	
	SAT3	This company sets itself apart from other, because of its superior service	
	SAT4	My choice for this company was right	
	SAT5	Shopping in this company always meet my expectations	
Trust (TRUST)	TRUST1	This company is interested in its customers	Gurviez and Korchia, 2002; Swaen and Chumpitaz, 2008; Lombart and Louis, 2014
	TRUST2	This company is forthright in its dealing with consumers	
	TRUST3	This company is honest with its customers	
Loyalty (LOY)	LOY1	I say positive things about this company to other people	Zeithaml, Berry and Parasuraman, 1996
	LOY2	I consider this company first choice when I need products of categories sold	
	LOY3	I encourage friends and relatives to do business with this company	
	LOY4	I intend to do more business with this company in the next few years	
	LOY5	I recommend this company to someone who seeks my advice	

Table 4. 2 - The three Relationship Marketing constructs in the model and the items used to measure them (on a Likert-type scale from 1=Strongly disagree to 7=Strongly agree).

4.3.3 Data analysis procedures

The constructs proposed in the conceptual model were initially checked for dimensionality by means of principal component analysis, using the statistical package IBM SPSS Statistics V.22. Cronbach alpha values were used to assess the reliability of each of the three constructs under analysis and Cronbach alpha values if item deleted were also inspected. Constructs with Cronbach alpha values above 0.70 were considered as reliable (Nunnally & Berstein, 1994). Multicollinearity was evaluated with the VIF statistic regression module implemented in IBM SPSS Statistics (Gaur & Gaur, 2006). Anderson and Gerbing (1988) reported that this phase is known as an exploratory analysis.

The existence of outliers was assessed in AMOS 20.0 by the Mahalanobis distance (D^2), and the possibility of normality of the distribution underling the observed variables was assessed by the exogenous asymmetry coefficient (Sk) and kurtosis (Ku) (Shumacker & Lomax, 2004). No exogenous variable had Sk or Ku values suggesting severe violations of the Normality assumption (|Sk| <3 and |Ku| <10, Kline (1998)). Concerning the existence of outliers, four observations (individuals) were considered as outliers and removed from the sample.

After this preliminary analysis, a two-step maximum likelihood structural equation modelling procedure was conducted using AMOS 20.0. In the first step confirmatory factor analysis

(CFA) was used to build the measurement model (Arbuckle, 2011; Blunch, 2013). The three constructs in the model were validated for reliability, convergence and discriminant validity (Bagozzi & Yi, 2012). The reliability of each construct was assessed through composite reliability (CR), capturing the degree to which the items behave in a similar manner relating to a common latent construct. CR values above 0.70 are considered as satisfactory (Hair *et al.*, 2015). The average variance extracted (AVE) was calculated to evaluate convergent validity and values greater than 0.50 were considered to demonstrate convergent validity (Fornell & Larcker, 1981; Hair *et al.*, 2015). Discriminant validity was assumed when the square root of the AVE of each construct was larger than the correlation between that construct and any other (Fornell & Larcker, 1981).

In a second step, and once the measurement model was validated, the global structural equation model was estimated and the research hypotheses were tested. Model-data fit was assessed through a variety of fit indices. A good model-data fit is assumed when the chi-square value (χ^2) is not statistically significant (p<0.05), the ratio of χ^2 to its degrees of freedom is less than 3.0, the comparative-of-fit-index (CFI) and the Tucker-Lewis index (TLI) are larger than 0.90 (Hair *et al.*, 2015). A root mean square error of approximation (RMSEA) value lower than 0.08 is indicative of good fit, while an acceptable fit is assumed for RMSEA values between 0.08 and 0.1 (Byrne, 2010). The coefficients of determination R^2 were obtained in order to evaluate the proportion of variance of each dependent latent variable explained by its explanatory variables in the model. These can vary from 0 to 1 and the higher the value, the greater the explanatory power of the structural relations (Hair *et al.*, 2015). The significance of the structural weights was evaluated using the Z tests computed by AMOS (Arbuckle, 2011) and statistical significance was assumed at the 5% level.

It is important to note that the 14 research hypotheses proposed in the current study concern direct effects, mediating or moderating effects. According to Baron and Kenny (1986) the mediating effect refers to a variable that acts as an intervening relationship between two variables, in other words, it receives the influence of the independent variable and influences the dependent variable; while the moderating effect regards to a variable that affects the direction and/or strength of the relationship between two other variables. Little *et al.* (2007) clarify the mediation and moderation effects in structural equation modelling with contextual factors.

Moreover, statistical inferences about mediation effects are often based on asymptotic methods which assume that the limiting distribution of the estimator is normal, with a standard error derived from the delta method. However, the bootstrapping procedure is another way to estimate the indirect effects and provides a check on the classical and delta methods when they are applied under no ideal conditions (Bollen & Stine, 1990). In management studies, the data are prone to the normality condition weakness. Bone *et al.* (1989) stated that the bootstrapping procedure tends to generate estimated parameters that are more robust. Given the above, the analyses presented in this study were conducted in AMOS, based on a covariance matrix built using a bootstrapping procedure involving 1000 random samples, equal in size to 95% of the actual sample.

Regarding the moderating effects, a multi-group analysis was used to estimate the potential effects of the moderating variable of interest on the relationships between the constructs in the model. This multi-group analysis was performed following the recommendations by Byrne (2010). For this purpose, the sample was divided into subsamples (groups) according to the predefined categories of each moderating variable: store format (hypermarkets; supermarkets) and loyalty programs' membership (non-members; members).

4.4 Main results from the qualitative exploratory study with the retailers

According to the previously described methodology, a qualitative exploratory study was carried out in a first phase, through the completion of four in-depth interviews with grocery store managers and heads of marketing departments. This section presents the main results of the qualitative analysis, as follows: each question used in the interview is first presented, followed by a summary of the main conclusions from the content analysis that was conducted.

1.   How do you characterize the Company's relationship with its customers? What issues should the company address first, in order to create and/or improve that relationship?

The grocery store managers and heads of marketing departments who responded characterized the company's relationship with their customers as ranging from very satisfactory to good. One of the priority factors that was pointed out is to achieve higher levels of customer satisfaction, in particular by enabling a higher quality/price ratio in the offer of their products

or services, by a total fulfilment of customer expectations and by the creation of trust relationships between the parties.

2.   Do you consider that there are differences in the relationship with the customer according to the store format? In the case of this specific store format, what are the most obvious differences comparatively with other store formats?

The interviewees admitted that there are notorious differences according to the store format, being assumed that supermarkets have some advantages in the relationship with customers, vis-a-vis hypermarkets. Interviewees noted that small supermarkets have a more familiar environment, allowing for a greater proximity and contact with customers, to the point that employees already know the preferences of the more assiduous customers.

3.   Does the Company identify the needs and desires of its customers and is it able to offer products/services that correspond to the levels they desire? What type of actions has been undertaken aiming to increase customer satisfaction?

The interviewees recognized that companies are always looking for ways to meet maximum customer satisfaction, because customers are at the core of any business. The interviewed managers stated that the company makes an effort to identify the needs of customers and to match their desires, but consider that this is a delicate process, due to the high level of demand from customers, and also because of some inconsistency in their demand. Indeed, they believe that consumer behavior has undergone important changes, because consumers have fewer financial resources and less time, which leads them to mainly seek better prices and greater convenience. These changes in consumer behavior have caused retailers to adjust to the new expectations of consumers. Among the actions they have developed, they pointed out: to ensure that customers find the product and the brand they want at the right price, to provide a good service, to offer a welcoming environment to which customers will want to return for their future purchases. In order to facilitate and optimize the process of buying, they also seek to offer services that add convenience (such as home delivery, on-line sales), expand the range of products and services available in a single location (e.g., takeaway was introduced by some retailers), providing the customer with an adequate management of the time spent in the store by placing at the store's entrance numbered tickets for the various sections, ensuring a faster payment in the tellers with the option of self-service payment

(quick/automatic teller machines) and enable payment facilities with a customer card that doubles as a credit card.

4.   Does the Company monitor the effectiveness of the customer satisfaction measures implemented? How does it assess them?

The interviewees stressed that the continuous improvement becomes a pre-requirement for the survival of businesses. The majority of retail businesses have modernized the distribution system and adopted advanced information and management technologies. However, as companies have improved their business, consumers get used to the new enhanced standards and tend to raise their expectations once again. This increase in customers' expectations requires each company to overcome its competitors, so that the buying experience of the customer exceeds expectation, keeping him/her satisfied and loyal. They also added that the complaints were thoroughly assessed and satisfaction questionnaires were periodically run.

5.   Do you consider it important for the company to build the confidence of its customers? What efforts has the company developed to that end, and what benefits are expected?

Interviewees gave great importance to the improvement of customer confidence in the company. If customers believe that the company honours its commitments, they will remain faithful and are less likely to buy from competitors. In addition, they recommend the company and/or store to their families and friends.

6.   Does the Company seek to strengthen the relationship with its customers with the objective of maintaining a long-term relationship? If so, how?

The answers were unanimous: "always". The way to strengthen the relationship with customers mainly encompasses the generation of high satisfaction and the assurance of mutual trust. Moreover, the respondents pointed out that satisfaction and trust are necessary but not sufficient conditions to ensure long-term relationships. There are other factors that can potentiate or limit long-term relationships, including the store format and location, the proximity to the consumer, the promotional campaigns developed, among others. They also emphasized the context of crisis that Portugal is enduring, which results in the implementation of strategies by competitors mainly focused on trying to acquire new customers by means of

promotions. However, according to the interviewees, these strategies do not generate long-term relationships with new customers only loyal to the price and not loyal to the Company.

7.   *Does the Company offer its customers a loyalty program? If so: what is the main purpose of that program? If not: do you intend to implement a loyalty program in the future?*

The majority of the respondents stated that a database was kept with personal and commercial information on their customers, which allowed for the characterization of the customer's profile and the identification of some of their needs. Loyalty programs are a common practice in retail firms, implemented mainly via the customer card. These programs are intended to collect information on purchases, while increasing the frequency of visits to the store and the volume of the sales, rewarding the best customers, and building customer loyalty.

The interviews that were conducted significantly contributed to the perception of the characteristics of Portuguese grocery retail in terms of relationship marketing and to a better identification of the set of constructs and relevant items, in accordance with the opinion of these retail grocery store managers and heads of marketing departments. In brief: from the qualitative interviews there is evidence that retailers seek to strengthen the relationship with their customers with the objective of maintaining a long-term relationship through more satisfaction, trust and loyalty. Furthermore, loyalty programs are a common practice in retail firms. Also supermarkets have some advantage in the relationship with customers when compared to hypermarkets.

4.5 Main results from the quantitative study with the customers

This section presents the main results of the quantitative study. Following the previously defined methodology, 988 valid responses were obtained in a pre-test sample and 618 valid responses were obtained in the main sample. Both samples were considered for the quantitative analysis. As suggested by Bagozzi and Yi (2012), both sample sizes largely exceed the minimum of 200 valid cases, and the ratio 3:1 in terms of sample size to number of parameters to be estimated in a SEM.

4.5.1 Customers' socio-demographic characteristics

The pre-test sample included 988 customers, with ages ranging from 18 to 78 years old, with a mean of 39 years old. Most respondents where female (61%) and had a bachelor degree or a higher education level (72.2%). Additional details concerning the pre-sample characteristics are presented in Chapter 2 (Table 2.2).

The main sample included 618 valid responses established by quotas according to data collected by INE (2011) at the time of the 2011 Portuguese Census. Overall, 52.4% of the customers were female. The percentage of respondents aged 64 years old or more equals 23.3%, followed by 22.6% of respondents aged between 25 and 34 years old. For further details see Chapter 3 (Table 3.2).

Regarding their main grocery retailer, 52.8% of the respondents were customers of the Sonae Group (Continente, Continente Modelo and Continente Bom Dia); 26.5% chose the Jerónimo Martins Group (Pingo Doce); 6.6% the Auchan Group (Jumbo, Pão de Açucar); the remaining 14.1% were customers of other grocery retailers (e.g. E.Leclerc, Intermarché, Minipreço, Lidl, among others). Additional details concerning the distribution of customers by main retailer are presented in Table 4.3.

Main grocery retailer	n	%
Auchan	41	6.6
Continente	326	52.8
Intermarché	22	3.6
Lidl	19	3.1
Minipreço	26	4.2
Pingo Doce	164	26.5
Other retailers	20	3.2

Table 4. 3 - Identification of the main grocery retailer chosen by the respondents (n=618).

A minor deviation from the actual market share of these retailers in Portugal was obtained. Indeed, according to data collected by Nielsen (2015a) about the relative importance of household expenditure in 2014, the following distribution was obtained for the main grocery retailers: Sonae 27.4%; Jerónimo Martins 24.5%; Intermarché 9.9%; Minipreço7.2%; Lidl 7.1%; Auchan 6.4%; Other retailers 17.4%.

4.5.2 Customers' relationship with their main grocery retailer

Analysing the distribution of the customers' responses regarding grocery store format (according to the classification previously defined), results show that 52.4% of the respondents are customers of supermarkets and the remaining 47.6% are customers of hypermarkets. As far as loyalty programs' membership is concerned, a large majority of respondents is a member of a loyalty program with his/her grocery retailer (86.1%).

When analysing customers' assessment of the relationship with their grocery store, it is possible to conclude that all 13 items under analysis show high values in a seven-point Likert-type scale, from 1="Strongly Disagree" to 7="Strongly Agree" – see Table 4.4. SAT 1 presented the highest levels of agreement (with 65.4% of the respondents with levels of agreement of 5 and 6), whereas SAT5 presented the lowest levels of agreement (21% of the respondents with levels of agreement between 1 and 3).

Items	1 = Strongly Disagree	2	3	4	5	6	7 = Strongly Agree
SAT							
SAT1	0.5	1.0	5.0	19.6	32.4	33.0	8.6
SAT2	1.3	5.7	12.9	27.5	30.7	16.0	5.8
SAT3	1.3	2.9	11.8	27.5	30.6	19.1	6.8
SAT4	0.3	1.3	7.3	25.4	32.5	24.8	8.4
SAT5	2.1	5.3	13.6	27.5	30.1	15.2	6.1
TRUST							
TRUST1	1.0	3.9	9.5	27.0	25.6	24.6	8.4
TRUST2	1.9	3.6	12.0	29.8	27.7	18.6	6.5
TRUST3	2.3	2.8	12.8	26.7	29.0	20.1	6.5
LOY							
LOY1	1.1	2.3	9.5	22.3	31.6	25.2	7.9
LOY2	1.0	3.1	6.1	23.8	27.7	27.0	11.3
LOY3	3.1	5.3	13.4	25.4	23.0	20.2	9.5
LOY4	0.3	1.1	7.4	22.5	26.9	28.2	13.6
LOY5	1.5	2.9	9.7	22.7	26.2	24.8	12.3

Table 4. 4 - % distribution of responses to the items measuring satisfaction, trust and loyalty, on a Likert-type scale from 1=Strongly Disagree to 7=Strongly agree (n=618).

Note: For a detailed description of the items see Table 4.2.

4.5.3 Measures validation – exploratory and confirmatory factor analysis

Statistical analysis concerning the dimensionality and reliability of the scales was first conducted using the 988 responses of the pre-test sample. In the exploratory analysis the bivariate correlations between the pairs formed by the 13 items were inspected. The item LOY5 showed extremely high correlations with some other items and was removed from the analysis. Principal component analysis was then conducted using the 12 remaining items chosen to measure satisfaction, trust and loyalty. A Promax rotation was considered and a total variance explained of 83.0% was obtained – see Appendix D. Table 4.5 presents the 12 items and the factor loadings that were obtained in the three-dimensional solution (the largest value in each line of the table is boldfaced). Each item has loaded according to what was expected: these three dimensions are in line with the literature review that was conducted. Cronbach's Alpha values were calculated to support constructs' reliability, ranging from 0.92 (TRUST and LOYALTY) to 0.94 (SATISFACTION) – see Table 4.5.

Constructs/ items	Component			Cronbach's Alpha
	1	2	3	
SATISFACTION				**0.94**
SAT1	**.700**	.106	.113	
SAT2	**.901**	-.093	.113	
SAT3	**.929**	.015	-.054	
SAT4	**.722**	.218	.025	
SAT5	**.835**	.079	.010	
TRUST				**0.92**
TRUST1	.024	.085	**.807**	
TRUST2	.023	-.031	**.958**	
TRUST3	.058	-.002	**.908**	
LOYALTY				**0.92**
LOY1	.108	**.801**	.043	
LOY2	.000	**.899**	.031	
LOY3	.065	**.911**	-.119	
LOY4	-.031	**.791**	.177	

Table 4. 5 - Factor loadings and Cronbach's Alpha values obtained from exploratory principal components analysis using the pre-test sample.

A confirmatory factor analysis model with 3 correlated factors measured by the 12 items, specified according to the structure obtained in the exploratory analysis was then estimated in AMOS, using data from the main sample. A good model-data fit was obtained [χ^2(51)= 271.936 (p<0.001), χ^2/df= 5.332; CFI= 0.97, TLI= 0.96, RMSEA= 0.08]. The χ^2 statistic was significant (p<0.001), however, its ratio to the degrees of freedom was within the usually accepted range. Also, it is important to consider other indices, given that the χ^2 statistic is sensitive to sample size (Fan *et al.*, 1999; Hair *et al.*, 2015; Schermelleh-Engel *et al.*, 2003). CFI and TLI have satisfied the recommended criteria as very good fit, while RMSEA value was indicative of an acceptable fit. Overall, the measurement model showed a good fit to the data and was within the required criteria for good psychometric properties. Estimated factor loadings (in a standardized solution) are shown in Table 4.6, ranging from 0.82 (SAT1) to 0.97 (TRUST2); the Z-values ranged from 24.66 (SAT1) to 32.39 (TRUST2) indicating that each item did load significantly on the construct it is measuring.

Constructs/ items	Stand. Estimate	Variance explained	Z-value	CR	AVE
SAT				.83	.77
SAT1	0.82	0.68	24.66		
SAT2	0.86	0.75	26.70		
SAT3	0.87	0.76	26.95		
SAT4	0.89	0.79	27.97		
SAT5	0.86	0.74	26.48		
TRUST				.75	.85
TRUST1	0.84	0.70	25.43		
TRUST2	0.97	0.93	32.39		
TRUST3	0.95	0.90	31.36		
LOY				.80	.77
LOY1	0.90	0.81	28.48		
LOY2	0.86	0.74	26.48		
LOY3	0.83	0.70	25.10		
LOY4	0.85	0.73	25.95		

Table 4. 6- Results for the measurement model chosen for Relationship Marketing, obtained using the main sample.

At this phase, the three constructs were validated for their reliability, convergent validity and discriminant validity. As indicated in Table 4.6, composite reliability (CR) was marginally equal to, or above, the minimum recommended, ranging from 0.75 (TRUST) to 0.83 (SATISFACTION). Convergent validity was accepted for all constructs: AVE value ranged from 0.77 (SATISFACTON and LOYALTY) to 0.85 (TRUST). Constructs have discriminant validity since correlations between all pairs of constructs are lower than the square rooted AVE values of the corresponding constructs (see Table 4.7).

	SAT	TRUST	LOY
SAT	**0.88**		
TRUST	0.81	**0.92**	
LOY	0.83	0.75	**0.88**

Table 4. 7 - Inter-construct correlation and square root of AVE (boldfaced values).

4.5.4 Validating the structural relationships among Relationship Marketing constructs and testing research hypotheses H1*(s3)* to H4*(s3)*

The structural model involving the three RM constructs was estimated in AMOS, using the bootstrap procedure available to estimate the mediation effect postulated in H4.

A good model-data fit was obtained: $\chi^2(51)$= 271.936 (p<0.001), χ^2/df = 5.332; CFI= 0.97, TLI= 0.96, RMSEA=.08. The coefficients of determination R^2 suggest that SATISFACTION explains 67% of the variance of TRUST; a total of 72% of the variance of LOYALTY is jointly explained by SATISFACTION and TRUST. Table 4.8 summarizes the results obtained for hypotheses H1 to H4: estimates (in a standardized solution) and p-values.

Hypothesis	Standardized coeficient	p-values	Hypothesis Suport
Direct effects			
H1 *(s3)* : Satisfaction --> Trust	0.82	<0.001	Supported
H2 (s3): Trust --> Loyalty	0.21	<0.001	Supported
H3 (s3): Satisfaction --> Loyalty	0.67	<0.001	Supported
Indirect effects			
H4 (s3): Satisfaction --> Loyalty	0.17	<0.001	Supported

Table 4. 8 - Results of the hypotheses tests conducted to validate the direct effects (H1 to H3) and the mediation effect (H4) among the three RM constructs.

As hypothesized in **H1** *(s3)*, customers' satisfaction has a significantly positive effect on trust (standardised coefficient=0.82, p<0.001). Moreover, results validate **H2** *(s3)*, revealing that customers' trust has a significantly positive effect on loyalty (standardised coefficient=0.21, p<0.01). A significantly positive direct effect of customers' satisfaction on loyalty was obtained (standardised coefficient = 0.67, p<0.001) thereby supporting **H3** *(s3)*. **H4** *(s3)* was also supported since a significantly positive indirect effect of customers' satisfaction on loyalty, with trust as a mediating construct, was also obtained (standardised coefficient = 0.17, p<0.001).

4.5.5 Direct and moderating effects of store format: testing research hypotheses H5*(s3)* to H10*(s3)*

In order to test whether there are significant differences on the levels of Satisfaction, Trust and Loyalty according to store format (H5 *(s3)* to H7 *(s3)*), model A was proposed (recall Figure 4.1), having store format as a dummy variable (with reference category "hypermarkets"), possibly influencing the three constructs under analysis.

Statistically significant differences (p<0.05) in the levels of Trust were found by Store Format: supermarkets have a positive impact on trust levels (standardised coefficient= +0.05), thereby validating **H6** *(s3)*. However, the effects of store format on the levels of satisfaction

and loyalty were not statistically significant (p>0.05) and, consequently, results did not support **H5** *(s3)* and **H7** *(s3)*.

The proposed competing model B postulated a moderator effect of store format on the relationship between the three RM constructs. To test research hypotheses H8 to H10, a multi-group analysis was performed. For this purpose, the sample was divided into two subsamples defined by store format: customers from hypermarkets *versus* from supermarkets.

To test for the invariance of the three structural weights, the unconstrained model (with no equality restrictions between the two groups) was compared with a constrained model that assumes that the impact of store format on satisfaction, trust and loyalty is the same for customers in supermarkets and in hypermarkets. Since these two statistical models are nested, the chi-square difference test can be used. A $\chi2$ difference of 2.480 was obtained, with $\Delta DF=3$, suggesting that the constrained model holds (since the critical value of a $\chi2$ distribution with 3 degrees of freedom equals 7.815). Therefore, the structural weights can be considered as invariant in the two groups; **H8** *(s3),* **H9** *(s3),* **H10** *(s3)* are not supported and there is no significant moderation effect of store format on the relationship between satisfaction, trust and loyalty.

4.5.6 Direct and moderating effects of loyalty programs: testing research hypotheses H11*(s3)* to H14*(s3)*

In order to test whether there are significant differences on loyalty levels between members and non-members of loyalty programs model C was proposed (recall Figure 4.2). Loyalty programs membership is a dummy variable, possibly influencing loyalty, with reference category "non-members". The positive effect of loyalty programs membership on loyalty levels was not statistically significant (p>0.05) and consequently **H11** *(s3)* was rejected.

Model D postulated a moderator effect from loyalty programs membership on the relationship between the three RM constructs. To test research hypotheses H12 *(s3)* to H14 *(s3)* a multi-group analysis was conducted. The sample was divided into two subsamples, non-members *versus* members of a loyalty program, and a statistical procedure similar to that presented in the previous section was adopted. In this case the $\chi2$ difference equals 9.379, with $\Delta DF=3$, suggesting that the unconstrained model holds: the three structural weights are not invariant

for members and non-members of loyalty programs. Additionally, each structural coefficient was separately inspected in the two groups. It is possible to conclude that the coefficient for the satisfaction-trust path did not differ statistically between non-members and members of loyalty programs, not supporting **H12** *(s3)*. A statistically significant difference between the two groups was found for the satisfaction-loyalty path, supporting **H13** *(s3)*: the relationship between satisfaction and loyalty is weaker for non-members than for members of loyalty programs. The difference between the 2 groups for the trust-loyalty path was also significant, but suggested the relationship between trust and loyalty is stronger for non-members of loyalty programs than for members, thus not supporting **H14** *(s3)*.

4.6 Discussion and conclusion

4.6.1 Discussion

This study provides specific knowledge on possible determinants of a successful relationship between retailers and their customers, which may help them in formulation of strategies to increase customers' levels of satisfaction, trust and loyalty.

Analysing the distribution of customers' responses regarding their chosen store format, results show that most respondents are customers of supermarkets. Also, the majority of the customers presents high response values to the items measuring satisfaction, trust and loyalty,, slightly above the values of satisfaction and loyalty shown by Juhl *et al.* (2002).

Results suggest that customers' satisfaction with their main store has a positive impact on customers' trust and loyalty. Moreover, customers' trust has a positive impact on customers' loyalty and, also, customers' satisfaction has an indirect impact on customers' loyalty through trust. These results are in agreement with the previous academic literature (e.g. Bove & Mitzzifiris, 2007; Davis-Sramek *et al.*, 2009; Garbarino & Johnson, 1999; Lombart & Louis, 2014; Shabbir *et al.*, 2007; Sharifi & Esfidani, 2014).

There is evidence that customers from supermarkets have higher levels of trust than those of hypermarkets. This result meets the perceptions of the store managers and heads of marketing departments that were interviewed, and also the results in Martínez-Ruiz *et al.* (2010, 2012);

Martínez-Ruiz *et al.* (2011). However, no evidence of higher levels of customers' satisfaction and loyalty in supermarkets was obtained, contradicting the results of Juhl *et al.* (2002). It is also important to note that the magnitude of the relationships among the three Relationship Marketing constructs (satisfaction, trust and loyalty) is similar for customers of supermarkets and of hypermarkets.

Regarding the loyalty program, large majority of the respondents are members of a loyalty program with their store. Contrarily to what had been postulated, the members of a store loyalty program did not show higher levels of loyalty when compared to non-members. However, other empirical studies had revealed that retail loyalty programs do not generate positive effects on consumer behavior (De Wulf *et al.*, 2001; Mägi, 2003; Sharp & Sharp, 1997).

Dowling and Uncles (1997) stated that loyalty programs are often ineffective. A strategy of successful customer retention in the long-term must necessarily have a solid base of product/service quality or customer satisfaction (Humby *et al.*, 2007) and increase the overall value of the product/service to motivate loyal buyers to repurchase from the company (Dowling & Uncles, 1997). Hence, the base of loyal customers that each company owns is strongly driven by its ability to create value for the customer. Moreover, Demoulin and Zidda (2008) provided evidence that loyalty cards are effective only when customers appreciate the rewards.

Academic research highlights some factors that influence loyalty programs' effectiveness. In line with O'Malley (1998), loyalty programs have an important role in situations of "spurious loyalty" (no loyalty), but in other situations they are only part of a coherent value proposition. Parker and Worthington (2000) state that loyalty programs did not operate in a fair and equitable manner to loyal consumers comparatively to non-loyal, Rajiv and Bell (2003) state that they affected more the behavior of their lower spending customers rather than that of their best customers.

Furthermore, Leenheer and Bijmolt (2008) highlight that the effectiveness of a loyalty program on customer loyalty is hardly affected by market and organizational factors. For instance, the relationship between loyalty-card possession and store loyalty was found in Singapore by Noordhoff *et al.* (2004); however, the authors did not found the same positive results in The Netherlands. They stated that the efficacy of loyalty-card programs decreases

with the age and the increasing number of competitive programs. Loyalty-card programs had positive impact on store loyalty while customers have not become accustomed to them and the number of competitor programs is limited.

According to Bridson *et al.* (2008), loyalty programs are embedded with the principle of reinforcement, which admits that the reward to the purchase behavior will foster its repetition. In mass consumption markets, loyalty programs are sometimes promotional tools aimed only at the repetition of purchase, and not specifically at commitment (Wright & Sparks, 1999). This purely promotional philosophy encourages the customers to take advantage of these promotions based on the loyalty programs for their own benefit (Bellizzi & Bristol, 2004; Capizzi & Ferguson, 2005; Dowling & Uncles, 1997; Wright & Sparks, 1999) and does not generate an effective loyalty. Thus, some loyalty programs limit themselves to seduce customers with an attractive offer instead of rewarding loyal customers (Parker & Worthington, 2000); this denotes a failure in relation to the objectives of the creation of customer loyalty programmes, which should be the development of the relationship between the consumer and the brand/company, and works against the perspective of long-term orientation of relationship marketing (Morgan *et al.*, 2000).

In line with Kumar and Shah (2004) loyalty programs of most companies are linked to spending or frequency of usage and therefore are not profitable with increase in membership of customers enrolling in the loyalty program. Capizzi and Ferguson (2005) admit that customer loyalty programs have reached maturity and can be in a terminal phase of their life if marketers don't renew the concept of loyalty and Customer Relationship Management strategies.

The results of the present study can reinforce the idea that these loyalty programs fail to generate value for customers or that their efficacy decreased with their age and the proliferation of grocery programs. However, important results were found in the analysis of loyalty programs as a moderating variable. Outcomes provided evidence of significant differences between the groups in the relationship with retailers: the relationship between satisfaction and loyalty is weaker for non-members than it is for members of loyalty programs; in contrast, the relationship between trust and loyalty is stronger for non-members of loyalty programs than it is for members of loyalty programs.

4.6.2 Academic and managerial implications

The empirical results of this study reinforce the knowledge of the concepts inherent to the relationship marketing developed by academic literature over time. Moreover, the multi-item scales measurement of each construct under study, rather than the single-item scales, captures the complexity of the concepts in a more efficient way.

This study concludes that supermarkets lead to higher levels of customers' trust when compared to hypermarkets and lead to an indirect impact on customers' loyalty. In recent years, the retail operators in Portugal opened several small supermarkets to cover the country (Retailing, 2014) and probably will achieve cumulatively higher levels of trust and loyalty in these store format. On the contrary, the current proliferation of loyalty programs in the Portuguese retail stores may originate the reverse of the desired effect. This study provides specific evidence that managers should identify innovative strategies to differentiate consumers and reward those who are more profitable in order to increase their levels of satisfaction, trust and loyalty.

The development of a strategy of relationship marketing to generate differentiation, deliver value to customers, and create a relationship of trust, is paramount in grocery retail. The academic literature on relationship marketing emphasizes that the ultimate expected result from the formation of a successful relationship occurs through constructs such as satisfaction, trust and loyalty. However, the available resources of the retailers are often scarce, and inhibit their broad allocation to strategies that simultaneously improve satisfaction, trust and loyalty of their customers. In terms of managerial implications, in this study customers' satisfaction proved to be a major predictor of both customers' trust and loyalty. Moreover, the relationship between satisfaction and loyalty is stronger for non-members than it is for members of loyalty programs. Retailers should allocate their efforts primarily to improve the levels of customer satisfaction corresponding to customers' expectations, mainly for customers that are members of loyalty programs.

4.6.3 Limitations and suggestions for future research

Due to the adopted sampling method, results of this study cannot easily be generalized to the Portuguese population. Another limitation of the study is the small subgroup constituted with

the non-members of loyalty programs, which might be responsible for the non-significant findings concerning the impact on customers' loyalty. Future studies should ensure sample sizes larger than 200 respondents in each group. However, the empirical evidence that was obtained serves as a starting point for future studies in this area.

Several topics for future research development would be possible. Although, hypermarkets revealed the preferred type of retail store by customers in a study developed by Farhangmehr *et al.* (2000, 2001), in Portugal at the beginning of the third millennium, Watkins (2014) states that the majority of the customers does not wish to shop at large hypermarkets. It would be interesting to study whether there is a continued preference of Portuguese consumers for hypermarkets or a preference for new store formats, such as specialty stores. Additionally, it would be interesting to do a more detailed characterization of the determinants of a successful relationship between customers and grocery retailers. For example, the adaptation of the study by Marques *et al.* (2015) about the importance of store atmosphere (the decoration, the empathy, the accessibility, the responsiveness, among others) on the constructs of relationship marketing could be interesting in the future and an asset to managers.

Understanding the consumer's motivation and behavior contributes to the formulation of strategic and management decisions by retailers in order to maintain and retain customers. Specifically, regarding existing customers, it is important to characterize their connection with their main grocery store, the one in which they make most of their purchases; furthermore, it is also important to examine the determinants of this relationship through the analysis of the consumer's profile and others characteristics of the retailer.

Chapter 5:

Study 4 - Corporate Social Responsibility and the Socially Responsible Behavior of consumers on their relationships with retailers

Abstract[7]

Although academic research on Corporate Social Responsibility and consumer behavior has registered an improvement, there is still a need for empirical studies expanding the knowledge of Perception of Corporate Social Responsibility according to different Socially Responsible Consumer Behavior profiles and their impact on customers' relationships with companies. Therefore, this study has two aims: (i) to examine the impact of consumers' Perception of Corporate Social Responsibility on their levels of satisfaction, trust and loyalty with grocery stores; (ii) to examine a possible moderating effect of Socially (Ir)Responsible Consumer Behavior on these relationships.

In order to address the aims of the present study, exploratory interviews with grocery store managers and heads of marketing departments were conducted and collected data were subject to qualitative analysis. Additionally, two independent samples of Portuguese consumers answered the preliminary and the final versions of a questionnaire. The valid responses that were obtained were analysed within the Structural Equation Modelling framework.

Results show that customers' Perception of Corporate Social Responsibility determines successful relationships between customers and their grocery retailers, mainly through higher levels of satisfaction, trust and loyalty. Results also show that the impact of consumers' Perception of Corporate Social Responsibility on costumers' satisfaction is weaker for those consumers who reveal lower levels of Corporate Social Responsibility. Implications of the findings are discussed and perspectives for future research are given.

Keywords: Corporate Social Responsibility, perception of Corporate Social Responsibility, relationship marketing, socially responsible consumer behavior.

5.1 Introduction

Over the last few decades, Corporate Social Responsibility (hereinafter CSR) has been a subject of large and deep attention for both academics and practitioners. More and more, companies have faced increasing pressure to adopt a socially responsible behavior, due to the emergence of an organizational context characterized by deep environmental concerns (Berne-Manero *et al.*, 2014; Burchell & Cook, 2006), strong social requirements by consumers, employees, suppliers, other stakeholders and, even, an increased vigilance of the media (Maignan *et al.*, 2002; Tench *et al.*, 2007; Wagner *et al.*, 2009). In fact, stakeholders have increased their requirements to the businesses in solving societal problems (Kok *et al.*, 2001).

Using a simple and broad notion, CSR comprises the responsiveness of companies with respect to their societal obligations (Brown & Dacin, 1997; Sen & Bhattacharya, 2001). On its own, a company cannot solve all society's problems; nonetheless, it may contribute to their resolution if it understands their impact on the environment and evaluates points of interception with their competitive advantages.

CSR is increasingly seen as an important strategic objective for companies (Bielak *et al.*, 2007; Hildebrand *et al.*, 2011; Porter & Kramer, 2006; Wagner *et al.*, 2009) that benefits corporate reputation (e.g., Melo & Garrido-Morgado, 2012; Minor & Morgan, 2011) and corporate financial performance (e.g., McGuire *et al.*, 1988; Saeidi *et al.*, 2015).

Despite the relevance of the CSR concept, there is still a need to further investigate its advantages as a marketing tool (De los Salmones *et al.*, 2005) and to develop an integrated view of the current state of CSR in the context of an empirical research encompassing marketing (Swaen & Chumpitaz, 2008; Vaaland *et al.*, 2008). Moreover, most research has focused on managers' perceptions of the assumption of social responsibility, mainly in the USA (except e.g., Arli & Tjiptono, 2014; Boccia & Sarno, 2012; Carvalho *et al.*, 2010; Herrera & Díaz, 2008; Lombart & Louis, 2014; Maignan, 2001; Ramasamy & Yeung, 2009).

Some literature has emphasized that CSR should allow a company to build better relationships with a variety of stakeholders (e.g., Bhattacharya *et al.*, 2009; Du *et al.*, 2010; Knox *et al.*, 2005). The consumer is widely considered as an important stakeholder. However, consumers' responsiveness to CSR has mainly been analysed in specific areas of CSR: cause-

related marketing (Vanhamme *et al.*, 2012); local community and transparency in the production and labour conditions (Kang & Hustvedt, 2014); corporate philanthropy (Kim *et al.*, 2011); sponsorship, cause-related marketing and philanthropy (Lii & Lee, 2012).

On the one hand, although the potential link between CSR and the competitive advantages for companies has been investigated (Beckmann, 2007; Bhattacharya & Sen, 2004; Boulstridge & Carrigan, 2000; Carrigan & Attalla, 2001; Currás *et al.*, 2009; Mohr *et al.*, 2001; Smith, 2008; Smith *et al.*, 2010), the impact of CSR efforts on consumer relationships remains uncertain (Lacey & Kennett-Hensel, 2010). Also, the most recent and thorough investigation on this subject uses experimental methods with no real customers (Lombart & Louis, 2014).

On the other hand, although consumers may consider themselves as socially responsible, often this is not reflected in their real behavior and they rarely take into account the socially responsible side of business in their purchase decisions (Juscius & Sneideriene, 2013). In fact, CSR concerns and requirements by consumers are different in many respects for several segments of consumers (from the lowest level of responsible consumer behavior to the highest one). This requires that organizations and their managers understand and meet the needs of the various types of consumers. The current study seeks to provide an integrated understanding about how consumers' perceptions of CSR can enhance the relationship between companies and consumers and how the socially (ir)responsible consumer behavior has a potential effect on this relationship.

Therefore, and in order to provide relevant theoretical and practical contributions to relationship marketing, the current study has two main objectives: (i) to examine the impact of consumers' perception of CSR on their levels of satisfaction, trust and loyalty with their grocery stores; (ii) to examine a possible moderating effect of Socially (Ir)Responsible Consumer Behavior in these relationships. The area of grocery retail was chosen since it sells products that satisfy basic needs in the daily life of consumers and is widely recognized by consumers.

Results of this study provide in-depth insight on the contributions that consumers' perceptions of CSR originate on relationship marketing with one of the main stakeholders (consumers) showing the possible differences according to consumer's socially responsible profile. The study seeks to fill the lack of research concerning the potential impact of consumers'

perceptions of CSR on the relationship with companies and the possible effect of socially responsible consumer behavior on this relationship.

In order to accomplish these aims, a summary of the literature review conducted on the topic is first presented, thus supporting the formulation of the research hypotheses. Customers' Perception of CSR (designated as PCSR) is proposed as a six dimensional construct, and its direct effects on relationship marketing (namely on satisfaction, trust and loyalty) are tested. Socially responsible consumer behavior is proposed as a three dimensional construct and its moderating role regarding the impact of PCSR on relationship marketing is tested. The results of the empirical study that was conducted to test the research hypotheses and to validate the proposed conceptual model are then presented. Finally, the implications of the findings are discussed, alongside with perspectives for further research.

5.2 Theoretical Framework

5.2.1. CSR and consumers' perceptions related to CSR

In the business world, CSR has been recognized by stakeholders as an imperative practice in management of companies (Luo & Bhattacharya, 2009) by several researchers that analyse the strategic implications of CSR (McWilliams & Siegel, 2011; McWilliams *et al.*, 2006) and by society at large. Therefore, over the last years, the subject has been chosen as prominent in both practical and academic communities. Despite a proliferation of CSR definitions (Carroll, 1999; Lee & Carroll, 2011; McWilliams *et al.*, 2006), and a high number of conducted studies (Lockett *et al.*, 2006; Panapanaan *et al.*, 2003; Taneja *et al.*, 2011; Vaaland *et al.*, 2008), some divergent views about its potential value still remain (Jamali & Mirshak, 2007). Additionally, there is an absence of a universally accepted CSR concept (Bakker *et al.*, 2005; Freeman & Hasnaoui, 2010; Green & Peloza, 2011; Jones, 1980; Okoye, 2009). Therefore, CSR is an "embryonic and contestable concept" (Windsor, 2006, p. 93) and an evolving concept that "needs to be examined and understood in a broader historical context" (Lee & Carroll, 2011, p. 116).

Several researchers have studied the scope of CSR, some of them with different conceptual theoretical perspectives (Davis, 1960; Frederick, 1960; Friedman, 1962; McGuire, 1963).

Bowen (1953), considered the precursor on the subject, claimed that the businessman has the obligation to take decisions in the light of the desirable goals and values of the society. More recently, Carroll (1979, p. 500) stated that "the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time".

According to Jones (1980), CSR means that corporations have an obligation in relation to the groups in society, besides the shareholders and beyond what is prescribed by law. Rushton (2002) claimed that CSR includes the positive actions that a company develops in fulfilling its responsibilities to its stakeholders. Maignan & Ralston (2002) classified CSR as the behaviors of a cause-related marketing, sponsorships to charitable events, volunteer programs for employees, charitable donations, environmental initiatives and demonstration of commitment to health and safety. McWilliams and Siegel (2001) defined CSR as actions that aim to promote some social good, outpacing the goals of businesses and the duty to obey the law. For Oketch (2005) CSR is a function that transcends but includes producing goods and services, creating jobs and making profits. Vaaland *et al.* (2008, p. 931) proposed a new definition of CSR: "management of stakeholder concerns for responsible and irresponsible acts related to environmental, ethical and social phenomena in a way that creates corporate benefit". Lin-Hi and Müller (2013) highlighted that CSR entails both making additional contributions to the well-being of society and having the responsibility to prevent corporate social irresponsibility.

In fact, at the beginning of the third millennium, CSR has once again become a central theme in academic, business and social contexts (Bigné *et al.*, 2010; Commission of the European Communities, 2002; Garriga & Melé, 2004; Lantos, 2001, 2002; Moir, 2001; World Business Council for Sustainable Development, 2008) and many scholars have focused on CSR in order to understand and approach the goal of creating company value aiming at society welfare (Carroll & Shabana, 2010; Hildebrand *et al.*, 2011; Kotler & Lee, 2004; Porter & Kramer, 2002, 2011; Senge *et al.*, 2008; Smith, 2003).

CSR is a broad concept, so it is not surprising that there is a variety of meanings assigned to it. According to Mohr *et al.* (2001) CSR definitions fall into two main groups: multidimensional and the other based on the societal marketing concept. The most widely recognized multidimensional definition of CSR is given by Carroll (1991) and identifies four

dimensions of CSR (types of responsibilities): (i) *economic*, aimed at maximizing profits; (ii) *legal*, the obligation to respect the rule of law; (iii) *ethics*, reflecting expectations not legislated and standards of society; (iv) *philanthropy,* voluntarily assumed by the company through good citizenship behaviors for the overall well-being of society.

Several stakeholders expect different levels of CSR activities and the failure to achieve these stakeholder expectations results in reputational damage (Polonsky & Jevons, 2006). In line with Maignan (2001); Ramasamy and Yeung (2009), consumers perception of CSR means that consumers do allocate economic responsibilities to businesses, but differentiate them from legal, ethical or philanthropic corporate responsibilities. Klein and Dawar (2004a); Smith *et al.* (2010) highlighted that CSR has itself inherently a halo effect, that is, consumer awareness of a set of social responsibility actions (e.g. recycling) will influence their performance perception of CSR in other areas (e.g. production, local community) over which they have little or no information.

Over the last years, several studies have used the conceptualisation of Carroll (1991) to measure consumers' perception of CSR and its influence (e.g., Arli & Tjiptono, 2014; De los Salmones *et al.*, 2005; Ramasamy & Yeung, 2009). However, in line with Carroll (2000), the use of measurements based on opinions of stakeholders or on assessments of performance provided by the literature is common.

Turker (2009) provides a new scale to measure CSR in terms of the expectations of stakeholders, employees, customers and government. More recently, within the crisis context of the Spanish banking industry, Pérez and Bosque (2014) examined customer CSR expectations and found CSR oriented to customers, shareholders and supervising boards, employees, the community, together with legal and ethical CSR.

Also, in order to develop a measurement model of consumers' perceptions of CSR, Öberseder *et al.* (2014); Öberseder *et al.* (2013), explore how consumers perceive CSR and what they have in mind when considering CSR and proposed a multidimensional scale with seven domains (customer, employee, environment, local community, shareholder, societal and supplier).

5.2.2. Social responsibility of companies and of consumers surrounded by contextual influences

Some surrounding contextual factors can influence the practical application of CSR by companies and the social level of responsibility assumed by consumers.

According to Nybakk and Panwar (2015) the instrumental motivations underlying CSR engagement by companies are associated with their market, learning and risk-related behaviors. The definition of CSR by Aguinis (2011, p. 855) reflects this idea: CSR as the "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance".

The social, political, economic and/or cultural context of each country leads to different CSR practices in a complex and dynamic manner (Ciani *et al.*, 2015; Kim *et al.*, 2013; Matten & Moon, 2008; Singhapakdi *et al.*, 2001). The results of a meta-analysis by Wang *et al.* (2015) emphasized that CSR is more visible and has a stronger impact on corporate financial performance for companies from developed countries than for those from developing ones. For instance, in Europe, grocery retailer companies in the United Kingdom revealed a more formalized and standardized use of CSR when compared with Italian companies (Candelo *et al.*, 2014).

The Portuguese economy is primarily based on small and medium business. A study by Abreu *et al.* (2005) concerning the experience and practice of socially responsible enterprises in Portugal revealed three components of CSR (CSR with an external influence, CSR with market influence and CSR with operative influence) and highlighted responsible business practices often characterized by informal and tacit relationships. On the other hand, Green and Peloza (2014) stated that small businesses are perceived as socially responsible even without formal CSR programmes. Surprisingly, Portugal is a country with a high number of companies certified under SA8000, occupying the 10th place in the world ranking of countries (Social Accountability Accreditation Services, 2015).

As far as consumers are concerned, behavioral differences between consumers were evidenced according to their nationalities and cultural environment (Arli & Lasmono, 2010; Endacott, 2004; Lee & Wesley, 2012; Maignan & Ferrell, 2003; Marquina & Morales, 2012). In the Western world, Ramasamy and Yeung (2009), using Carroll's Model (1979), found that

economic responsibilities are more important for Chinese consumers, while philanthropic responsibilities are less important. However, Arli and Tjiptono (2014) revealed that legal and philanthropic responsibilities were more important for Indonesians than ethical and economic responsibilities in explaining consumers' support to responsible companies.

Also, some behavioral differences were found in European countries and in the USA. French and German consumers are more willing to actively support responsible businesses than American consumers and, moreover, they value more the legal and ethical responsabilities while the last ones praise the corporate economic responsibilities (Maignan, 2001). Moreover, Portuguese consumers showed a higher valuation of the availability of information on CSR, as the possible criteria for purchase, when compared to Spanish and Chilean citizens and a lower valuation when compared to Argentine citizens (Bigné *et al.*, 2005).

5.2.3. Importance and potential impact of CSR on stakeholders

Several companies are currently aware of the fact that CSR is strategically important and a source of competitive advantages. CSR is recognized as a possibly booster to a better relationship between companies and stakeholders. Therefore, managers and academics have recognized the importance of communicating CSR initiatives to all stakeholders (Aras & Crowther, 2009; Berne-Manero *et al.*, 2014; Du *et al.*, 2010; Luo & Bhattacharya, 2006; Tench *et al.*, 2014), considering the potential benefits which may be obtained when stakeholders assess them as socially responsible (Crane *et al.*, 2014; Denny & Seddon, 2014; Tian *et al.*, 2011).

Research on CSR shows that the assumption of social responsibility by companies generates favourable attitudes and behaviors on stakeholders (Auger *et al.*, 2003; Folkes & Kamins, 1999; Kim, 2011; Klein & Dawar, 2004a; Korschun *et al.*, 2009; Maignan & Ferrell, 2004; Mohr & Webb, 2005; Mohr *et al.*, 2001; Smith & Alcorn, 1991), differentiates the offer and improves the brand positioning (Klein & Dawar, 2004a; Lafferty & Goldsmith, 1999; Oketch, 2005; Simmons & Becker-Olsen, 2006), affects brand attitude (Lii & Lee, 2012) and offers stakeholders individually perceived benefits, namely functional and psychosocial, together with a set of values (Bhattacharya *et al.*, 2009; Bhattacharya & Sen, 2004).

According to Wagner *et al.* (2009) consumers, particularly those in developed countries, are placing more importance on CSR in their purchase decisions. Consumers positively support,

on their purchases or purchase intents, companies that engage in CSR activities (Assiouras *et al.*, 2011; Auger *et al.*, 2003; Klein & Dawar, 2004a; Maignan, 2001; Marquina, 2010; Mohr & Webb, 2005; Mohr *et al.*, 2001; Smith & Alcorn, 1991). CSR increases the resistance of consumers to negative information and consumers' willingness to speak positively about the company (Bhattacharya & Sen, 2004); moreover, it can affect purchase intention more strongly than price itself (Bhattacharya & Sen, 2004; Mohr & Webb, 2005).

Furthermore, several academic studies have found that CSR has a positive influence on several customer-related outcomes, namely overall corporate evaluation (Brown & Dacin, 1997), perceptions of corporate reputation, consumer trust and loyalty (Stanaland *et al.*, 2011) and, also, consumers satisfaction and loyalty (Bolton & Mattila, 2015). In addition, Mattila *et al.* (2010) found that the inclusion of CSR on advertisements about a company whose consumers denote negative attitudes might improve attitudes towards that company. Finally, the impact of CSR can even extend itself beyond consumer attitudes towards a company, to the point of influencing the way consumers evaluate products performance: products from companies that are engaged in pro-social activities are perceived as performing better (Chernev & Blair, 2015).

Nonetheless, Berens *et al.* (2005) highlighted that associations with CSR do not always have a positive influence on customer product attitudes, specifically when the corporate brand is dominantly visible. Furthermore, it was shown that CSR is not the main criterion in purchasing behavior (Arli & Lasmono, 2010; Arredondo Trapero *et al.*, 2010; Boulstridge & Carrigan, 2000; Juscius & Sneideriene, 2013), having a marginal influence (Arkani & Theobald, 2005; Bigné *et al.*, 2005) or even having a negative impact on consumer' opinions, beliefs, attitudes and intentions (Becker-Olsen *et al.*, 2006; Miller & Sturdivant, 1977).

In fact, research results are mixed (Luo & Bhattacharya, 2006; Margolis & Elfenbein, 2008; Sen & Bhattacharya, 2001) and highly contingent (Du *et al.*, 2010; Ismail & Panni, 2008; Klein, 2004b; Korschun *et al.*, 2009; Miller & Sturdivant, 1977; Page & Fearn, 2005; Sen & Bhattacharya, 2001; Smith, 2003, 2005). Hence, it is possible to conclude that: (i) research has not shown consistent and conclusive results; (ii) there is a lack of cohesive empirical vision on the accurate assessment of the impact of consumer PCSR on long-term relationships with companies and of SRCB as a possible moderating factor affecting this impact.

5.2.4. Perception of CSR by consumers and its possible impact on relationship marketing

The literature on relationship marketing widely accepts that loyalty is the desirable end-result of the long-term relationship with the customer (Oliver, 1997; Reinartz & Kumar, 2000); that trust is as an antecedent of loyalty (e.g., Bove & Mitzzifiris, 2007; Garbarino & Johnson, 1999; Morgan & Hunt, 1994) and that satisfaction has a key role in building trust and loyalty relationships (e.g., Bove & Mitzzifiris, 2007; Davis-Sramek *et al.*, 2009; Garbarino & Johnson, 1999; Shabbir *et al.*, 2007). Recall literature review on these three key constructs of relationship marketing was previously presented in Chapter 4 (Section 4.2.1).

Concerning CSR, and in line with Green and Peloza (2011), it can provide emotional, social, and functional value to consumers. Furthermore, Lacey and Kennett-Hensel (2010) showed that CSR builds trusting and committed customer relationships and these influences of CSR will be stronger over time. On the other hand, Skarmeas and Leonidou (2013) stated that consumer skepticism about CSR (attributions of egoistic motives of companies) decreases resistance to negative information about the retailer and stimulates unfavorable word of mouth.

Specifically regarding the link between perception of CSR by consumers and the main constructs of relationship marketing with consumers, positive results have been found, in different sectors of activities, from industrial to services, and in different markets, B2B and B2C.

Firstly, consumers' perception of CSR is directly and indirectly linked to stronger loyalty. Lin *et al.* (2011) showed that perceived CSR affects directly trust and indirectly purchase intention via the mediation of trust. Similarly, Kang and Hustvedt (2014) evidenced that consumers' perceptions of CSR were a predictor of trust and, indirectly, a predictor of behavioral intentions including word-of-mouth and purchase.

Moreover, Walsh and Bartikowski (2012) evidenced the role of satisfaction as a mediating variable in the relationships between CSR and two behavioral outcomes (word of mouth and loyalty intentions) and Matute-Vallejo *et al.* (2011) emphasized the mediating role of satisfaction in the relationships between CSR and customer loyalty.

According to Gupta and Pirsch (2008), CSR plays an effective role on the retail store image, particularly when the retailer experiences a positive performance perception among its customers, leading to increasing levels of customers' satisfaction and loyalty to the store. Tian *et al.* (2011) added that consumers who show high levels of awareness and trust on CSR, are more likely to transform a good perception of CSR into positive corporate evaluation, product association, and purchase intention.

Tong *et al.* (2013) stated that CSR has a positive influence on customer repurchase and word-of-mouth intention. Indeed, it has been verified by main studies that CSR directly promotes consumers' loyalty (Bhattacharya & Sen, 2004; Lee *et al.*, 2012; Marin *et al.*, 2009; Mohr & Webb, 2005; Stanaland *et al.*, 2011).

Secondly, it has been emphasized by main studies that CSR increases consumers' satisfaction (Bolton & Mattila, 2015; He & Li, 2011; Martínez & Rodríguez del Bosque, 2013; Matute-Vallejo *et al.*, 2011). Also, Loureiro *et al.* (2012) found a positive effect of perceived CSR on consumer satisfaction and Marquina and Morales (2012) showed that CSR associations positively influence consumer satisfaction.

Last but not least, it has been showed that CSR improves consumers' trust (Lacey & Kennett-Hensel, 2010; Lombart & Louis, 2014; Marquina & Morales, 2012; Martínez & Rodríguez del Bosque, 2013; Pivato *et al.*, 2008; Stanaland *et al.*, 2011; Swaen & Chumpitaz, 2008).

Given the above, three research hypotheses[8] are proposed:

> **H1** *(s4):* A favourable PCSR by customers has a positive direct impact on their satisfaction with the grocery store.
>
> **H2** *(s4):* A favourable PCSR by customers has a positive direct impact on their trust in the grocery store.
>
> **H3:** *(s4):* A favourable PCSR by customers has a positive direct impact on their loyalty with the grocery store.

---

[8] Where *(s4)* stands for study 4.

The direct effect of satisfaction and the mediating effect of trust in building loyalty were investigated in detail in study 3. Thus, the current study focuses on the effects that consumers' PCSR has on the three constructs of relationship marketing (satisfaction, trust and loyalty).

5.2.5. The possible moderating effect of Socially Responsible Consumer Behavior

In the early 60's Berkowitz and Daniels (1964) found a motivation why many people help others in society, driven by what can be designated as social responsibility. In the last years, the identification of socially responsible customers and the characterization of their responses remains an interesting research topic in various countries (Anderson & Cunningham, 1972; Basil & Weber, 2006; Berkowitz & Lutterman, 1968; Berne-Manero *et al.*, 2014; François-Lecompte & Valette-Florence, 2006; Mohr *et al.*, 2001; Webb & Mohr, 1998; Webster, 1975).

Antil (1984) states that a socially conscious consumer is one that adopts behaviors and purchasing decisions associated to environmental problems and shows interest not only in meeting individual needs, but is also concerned about the possible effects on society. Similarly, Mohr *et al.* (2001, p. 47) argue that the socially responsible consumer is identified as "a person who bases its acquisition, use and disposal of products on the desire to minimize or eliminate the harmful effects and maximize the positive long-term benefits to society". Devinney *et al.* (2006, p. 32) state that consumer social responsibility (referred to as "the other CSR" by the authors) is "the conscious and deliberate choice to make certain consumption choices based on personal and moral beliefs". Furthermore, Newholm and Shaw (2007) suggest that the socially responsible consumer is concerned with distinct elements, such as the origin of the product, human rights, manufacture, labour relations and experimental use of animals, among others.

Webb and Mohr (1998) explore how consumers think and feel about cause-related marketing and develop a framework of consumer responses that includes a typology of consumers. According to Mohr *et al.* (2001), there is a typology of consumers whose purchasing behaviors range from unresponsive to highly responsive regarding corporate social responsibility. The authors suggest the existence of a substantial, viable and identifiable market segment that considers the CSR level in purchase and investment decisions.

Maignan and Ferrell (2003) state that consumers wish to be good citizens and want to support CSR. In the same line, Auger and Devinney (2007) highlight the role of ethical issues in consumer purchase decisions. Furthermore, Freestone and McGoldrick (2008) emphasize the orientation of consumers towards responsible consumption. However, Uusitalo and Oksanen (2004) showed that, although the majority of consumers regards business ethics as important, this does not translate itself into ethical consumption, not only because consumers have difficulties in obtaining information about the ethics of companies, but also because ethical products have high prices and there are problems with products' availability. Also, Valor (2008) concluded that responsible consumption is a time consuming, economically disadvantageous and stressful activity, and these were the main obstacles presented to consumers when attempting to buy in a socially responsible way.

Nowadays it is possible to identify a segment of consumers that is very conscious of consumption habits (Brekke *et al.*, 2003; Nyborg *et al.*, 2006; Öhman, 2011; Thompson *et al.*, 2010) and that reflects such attitude on purchasing decisions (Carvalho *et al.*, 2010; Creyer & Ross, 1997; De Pelsmacker *et al.*, 2005; Marquina & Morales, 2012; Mohr *et al.*, 2001). Nonetheless, the segment of consumers that requires a corporate social and ethical behavior is still too small, since for most consumers other factors prevail on the purchase rather than the responsible business practices (Boccia & Sarno, 2012; Page & Fearn, 2005).

Shaw *et al.* (2005) explored the importance of particular values to ethical consumers in decision making and the nature of their influence in a grocery consumption context. They concluded that many of the values included in the value model of Schwartz (1992) are considered unimportant within the context of ethical consumerism, and also that the existing set of values does not consider others that are important in ethical decision making.

The socially responsible consumer balances personal and social interests in his/her purchasing and consumption decision. When consumers become socially responsible, they seek for opportunities to achieve this behavior by identifying companies that share their commitments to social, ethical and environmental issues. The criteria used by consumers in the evaluation of socially responsible activities of companies are issues directly related to ethics, community, environment, protection of labor, among others. If consumers value what a company is doing in terms of social responsibility regarding these issues, they will be more inclined to buy from this company (Wesley *et al.*, 2012).

In line with Bhattacharya and Sen (2004), consumers who strongly support CSR initiatives, tend to identify themselves more with the company and induce relational behaviors. Basil and Weber (2006) stated that individuals motivated by their values make purchases in support of corporate philanthropy and view CSR as a normative requirement. Similary, Wesley *et al.* (2012) showed that personally and socially motivated attitudes affect socially responsible purchase behaviors.

Literature acknowledges that consumers create expectations regarding the ethical conduct of business (Creyer & Ross, 1997) and consumers' evaluation standards extend beyond the performance of products to include ethical standards (Arkani & Theobald, 2005; Auger *et al.*, 2008; Creyer & Ross, 1997; Folkes & Kamins, 1999; Handelman & Arnold, 1999; Klein, 2004b; Klein & Dawar, 2004a). Those consumers that manifest a higher level of social responsibility will respond to CSR associations more positively.

Based on the arguments presented above, three research hypotheses referring to the possible moderating effect of SRCB on the relationship between PCSR and the three relationship marketing constructs are proposed:

H4 *(s4):* The impact of customers' PCSR on their satisfaction levels is higher for those customers who are socially responsible.

H5 *(s4):* The impact of customers' PCSR on their levels of trust is higher for those customers who are socially responsible.

H6 *(s4):* The impact of customers' PCSR on their loyalty levels is higher for those customers who are socially responsible.

Figure 5.1 shows the diagram of the conceptual model with the six proposed research hypotheses.
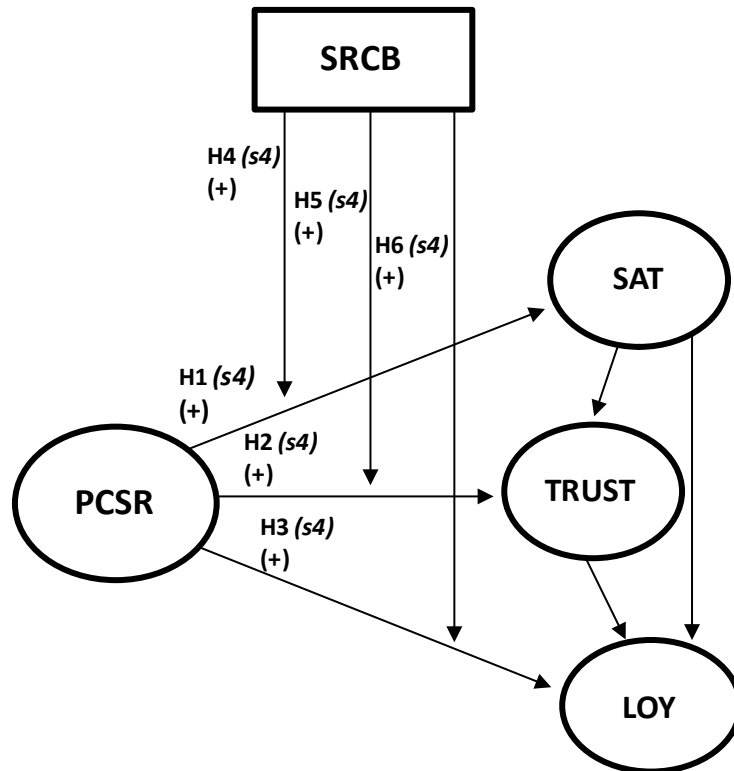
Figure 5. 1 - Diagram of the conceptual model with the six proposed research hypotheses.

5.3 Methodology

5.3.1 Data collection procedures

In order to address the six research hypotheses postulated in this study an exploratory qualitative research was first developed, followed by a quantitative survey based research.

The exploratory research involved four personal interviews with grocery store managers and heads of marketing departments, which were conducted in December 2014 and January 2015.

The quantitative research was conducted by applying a questionnaire to two independent samples of Portuguese customers. The target population of this research is confined to individuals living in Portugal, over 17 years old, who could be considered as consumers. Indeed, in many cases individuals start their independent consumer decisions at this stage of life, so having a cut-off at this age is usually considered appropriate in consumer behavior studies.

LimeSurvey software was used to edit the first questionnaire, which was made available online, between 3rd and 23rd of February 2015, to a convenience sample gathered using a snow ball non-random sampling technique. Collected data were used to conduct exploratory factor analysis. After the elimination of incomplete responses, the sample resulted in 1027 customers of different grocery retailers. Afterwards, 35 respondents had to be discarded due to their working connection (present or past) with retailers under analysis. Additionally, 4 atypical cases (considered as outliers) had also to the removed from the sample as a result of the exploratory statistical analysis that was conducted. Hence, the pre-test sample is composed of 988 valid responses.

A second questionnaire was conducted to obtain the main sample. The data were collected, between 16th and 22nd April 2015. Data collection was made by a company specialized in field work and market research (Multidados) through their online household research panel, composed by 600.000 users. This main sample was established by quotas, according to data collected by INE (2011) at the time of the 2011 Portuguese Census, and representative of the general population by age, sex and district of residence. The respondents accessed the questionnaire through an online link distributed via email by Multidados. In total 618 valid and complete responses were obtained and considered for quantitative analysis. Collected data were used to validate the measurement scales, estimate the global model and test the proposed research hypotheses.

5.3.2 Instrument and Measures

The questionnaire included several questions separated into four sections: i) identification of the main grocery store and classification of the relationship with that store; ii) characterization of customers' PCSR concerning their retailers; iii) characterization of consumers' behavior regarding social responsibility; iv) socio-demographic characteristics. The first section included one question proposed to identify the customer's main grocery store, one question proposed to inquire if customers were members of a loyalty program and 13 questions to characterize the relationship between customers and their grocery store, with the purpose of measuring three constructs: Satisfaction, Trust and Loyalty. The second section included 36 questions proposed to characterize the customers' PCSR of their grocery retailers. The third

section of the questionnaire included 25 questions measuring SRCB. The last section of the questionnaire included questions concerning the socio-demographic profile of the respondents.

As far as the SRCB measurement is concerned, a multidimensional scale adapted from Webb *et al.* (2008) is used. As described in Chapter 2 (Section 2.2.2), the scale includes 25 items grouped into three dimensions: 13 items measuring CSR Consideration by Consumer (CSRCO); five items measuring Consumer Recycling Behavior (RECY) and seven items measuring Environment Impact Purchase and Use Criteria (ENVIR). All items were measured in a five-point Likert-type scale from 1 to 5, anchored by "Never True" and "Always True". The 25 items used to measure the three dimensions of SRCB are listed in Chapter 2 (Table 2.1).

With respect to the items used to measure the three construct of Relationship Marketing (Satisfaction, Trust and Loyalty), satisfaction (SAT) was measured by five items adapted from Davis-Sramek *et al.* (2009); (Garbarino & Johnson, 1999), trust (TRUST) was measured by three items adapted from Gurviez and Korchia (2002); (Lombart & Louis, 2014); Swaen and Chumpitaz (2008) Lombart and Louis (2014) and loyalty (LOY) was measured by five items adapted from Zeithaml *et al.* (1996). All these 13 items were measured in a seven-point Likert-type scale, from 1="Strongly Disagree" to 7="Strongly Agree". Table 4.2 presents the complete wording of the items that were used.

Regarding the items used to measure customers' PCSR, it is recognized that CSR is a multidimensional scale (Rowley & Berman, 2000), but several types coexist and the number of dimensions to be considered differs among researchers (for example, Carroll (1979), Sen and Bhattacharya (2001), Öberseder *et al.* (2014)). The current study is based on the scale recently proposed by Öberseder *et al.* (2014), since it is validated from the consumers' perspective. These authors proposed a multidimensional scale with seven dimensions: customer domain; employee domain; environment domain; local community domain; shareholder domain; societal domain; and, supplier domain. However, it is difficult for individual consumers to answer questions in relation to a wide range of suppliers, typically existing in grocery retail. Thus, in the current study the supplier domain was not considered in the questionnaire. The items used to measure the six remaining dimensions of customers' PCSR (Customers, Employees, Environment, Local community, Shareholders, Societal) were

measured in a five-point Likert-type scale, from 1="Strongly Disagree" to 5="Strongly Agree" and are presented in Table 5.1.

Constructs	Items	Questions	Source
Customers (CUST)	CUST1	Implement fair sales practices	Öberseder, Schlegelmilch, Murphy, & Gruber, 2014
	CUST2	Label products clearly and in a comprehensible way	
	CUST3	Meet quality standards	
	CUST4	Set fair prices for products	
	CUST5	Offer safe (not harmful) products	
	CUST6	Offer the possibility to make complaints	
Employees (EMPL)	EMPL1	Respect human rights of employees	Öberseder, Schlegelmilch, Murphy, & Gruber, 2014
	EMPL2	Set working conditions which are safe and not hazardous to health	
	EMPL3	Set decent working conditions	
	EMPL4	Treat employees equally	
	EMPL5	Offer adequate remuneration	
	EMPL6	Develop, support and train employees	
	EMPL7	Communicate openly and honestly with employees	
Environment (ENV)	ENV1	Reduce energy consumption	Öberseder, Schlegelmilch, Murphy, & Gruber, 2014
	ENV2	Reduce emissions like CO_2	
	ENV3	Prevent waste	
	ENV4	Recycle	
	ENV5	Dispose of waste correctly	
	ENV6	Invest in research and development regarding environmental protection	
	ENV7	Corporate environmental protection standards are higher than legal requirements	
Local comunity (LOCAL)	LOCAL1	Contribute to the economic development of the region	Öberseder, Schlegelmilch, Murphy, & Gruber, 2014
	LOCAL2	Preserve jobs in the region	
	LOCAL3	Create jobs for people in the region	
	LOCAL4	Source products and raw materials locally	
	LOCAL5	Respect regional values, customs, and culture	
	LOCAL6	Communicate openly and honestly with the local community	
Shareholders (SHARE)	SHARE1	Ensure economic success of the company by doing successful business	Öberseder, Schlegelmilch, Murphy, & Gruber, 2014
	SHARE2	Invest capital of shareholders correctly	
	SHARE3	Communicate openly and honestly with shareholders	
	SHARE4	Provide sustainable growth and long-term success	
Societal (SOC)	SOC1	Employ people with disabilities	Öberseder, Schlegelmilch, Murphy, & Gruber, 2014
	SOC2	Employ long-term unemployed	
	SOC3	Make donations to social facilities	
	SOC4	Support employees who are involved in social projects during working hours	
	SOC5	Invest in the education of young people	
	SOC6	Contribute to solving societal problems	

Table 5. 1 - The six dimensions of PCSR and the items used to measure them (on a Likert-type scale from 1=Strongly disagree to 5=Strongly agree).

5.3.3 Data analysis procedures

Each construct in the conceptual model was first checked for dimensionality by means of principal component analysis using the statistical package IBM SPSS Statistics V.22.

Cronbach alpha values were calculated to assess the reliability of each of the 12 constructs under analysis and Cronbach alpha values if item deleted were also inspected. Constructs with Cronbach alpha values above 0.70 were considered as reliable (Nunnally & Berstein, 1994). Multicollinearity was evaluated with the VIF statistic regression module implemented in IBM SPSS Statistics (Gaur & Gaur, 2006).

The existence of outliers was assessed in AMOS 20.0 by the Mahalanobis distance (D^2), and the possibility of normality of the distribution underling the observed variables was assessed by the exogenous asymmetry coefficient (Sk) and kurtosis (Ku) (Shumacker & Lomax, 2004). No exogenous variable had Sk or Ku values suggesting severe violations of the Normality assumption (|Sk| <3 and |Ku| <10, Kline (1998)). Concerning the existence of outliers, four observations (individuals) were considered as outliers and removed from the sample.

After this preliminary exploratory analysis (Anderson and Gerbing (1988)), a two-step maximum likelihood structural equation modelling procedure was conducted using AMOS 20. In a first step confirmatory factor analysis (CFA) was used to build the measurement model (Arbuckle, 2011; Blunch, 2013). The constructs in the measurement model were then validated for reliability, convergence and discriminant validity (Bagozzi & Yi, 2012). The reliability of each construct was assessed through composite reliability (CR), capturing the degree to which the items behave in a similar manner relating to a common latent construct. CR values above 0.70 are considered as satisfactory (Hair *et al.*, 2015). The average variance extracted (AVE) was calculated to evaluate convergent validity and values greater than 0.50 were considered to demonstrate convergent validity (Fornell & Larcker, 1981; Hair *et al.*, 2015). Discriminant validity was assumed when, for each construct, the square root of the AVE was larger than the correlation between that construct and any other (Fornell & Larcker, 1981). Three criteria were used to compare the fit of models with different variables: Akaike Information Criterion (AIC), Browne-Cudeck Criterion (BCC), and Bayes Information Criterion (BIC). The model that presents the lowest values in these criteria is considered to have the best fit.

In a second step, and once the measurement model was validated, the global structural equation model was estimated and the research hypotheses were tested. Model-data fit was assessed through a variety of fit indices. A good model-data fit is assumed when the chi-square value (χ^2) is not statistically significant (p<0.05), the ratio of χ^2 to its degrees of

freedom is less than 3.0, the comparative-of-fit-index (CFI) and the Tucker-Lewis index (TLI) are larger than 0.90 (Hair *et al.*, 2015). A root mean square error of approximation (RMSEA) value lower than 0.08 is indicative of good fit, while an acceptable fit is assumed for RMSE values between 0.08 and 0.1 (Byrne, 2010). The coefficients of determination R^2 were obtained in order to evaluate the proportion of variance of each dependent latent variable explained by its explanatory variables in the model. These can vary from 0 to 1 and the higher the value, the greater the explanatory power of the structural relations (Hair *et al.*, 2015). The significance of the structural weights was evaluated using the Z tests computed by AMOS (Arbuckle, 2011) and statistical significance was assumed at the 5% level.

It is important to note that the six research hypotheses proposed in the current study concern direct effects, mediating and moderating effects. According to Baron and Kenny (1986) the mediating effect refers to a variable that acts as an intervening relationship between two variables, in other words, it receives the influence of the independent variable and influences the dependent variable; while the moderating effect refers to a variable that affects the direction and/or strength of the relationship between two other variables. Little *et al.* (2007) clarify the mediation and moderation effects in structural equation modelling with contextual factors.

Moreover, statistical inferences about mediation effects are often based on asymptotic methods which assume that the limiting distribution of the estimator is normal, with a standard error derived from the delta method. However, the bootstrapping procedure is another way to estimate the indirect effects and provides a check on the classical and delta methods when they are applied under no ideal conditions (Bollen & Stine, 1990). In management studies, the data are prone to the normality condition weakness. Bone *et al.* (1989) stated that the bootstrapping procedure tends to generate estimated parameters that are more robust. Given the above, the analyses presented in this study were conducted in AMOS, based on a covariance matrix built using a bootstrapping procedure involving 1000 random samples, equal in size to 95% of the actual sample.

Regarding the possible moderating effects of socially responsible consumer behavior, a multi-group analysis was used to estimate the magnitude of the effects of the moderating variable of interest on the relationships between consumers' PCSR and their levels of satisfaction, trust and loyalty. This multi-groups analysis was performed following the recommendations by

Byrne (2010). For this purpose, the sample was divided into subsamples (groups) according to consumers' levels of social responsibility measured by SRCB.

5.4 Analysis and Results

According to the previously described methodology, a qualitative exploratory study was carried out in a first phase, through the completion of four in-depth interviews with grocery store managers and heads of marketing departments. The main results of the qualitative analysis regarding relationship marketing are presented in Section 4.4. Additional conclusions from the content analysis that was conducted concerning Corporate Social Responsibility are presented in Appendix H. Overall, most respondents give high values of importance to CSR, while emphasizing the environment and the society as their priority action areas.

This section presents the main results of the quantitative study. Following the previously defined methodology, 988 responses were obtained in the pre-test sample (and used for exploratory analysis), while 618 valid responses were obtained in the main sample (and used for CFA and SEM). As suggested by Bagozzi and Yi (2012), the sample size largely exceeds the minimum of 200 valid cases and the ratio 3:1 in terms of sample size to number of parameters to be estimated in a SEM.

5.4.1 Customers' socio-demographic characteristics

The pre-test sample included 988 valid responses. The questionnaire evaluated customers' PCSR (second section of the questionnaire) and respondents were allowed to select the option "does not know/ does not answer". Because the majority of the respondents has selected this option, the pre-test sample was reduced to 426 valid responses. Socio-demographic characteristics of the subsample respondents were investigated and showed similar to those of the pre-test sample presented in Chapter 2 (Table 2.2). Additional details concerning the subsample of respondents are presented in Appendix F.

The main sample included 618 valid responses established by quotas according to data collected by INE (2011) at the time of the 2011 Portuguese Census. Overall, 52.4% of the

customers were female. The percentage of respondents aged 64 years old or more equals 23.3%, followed by 22.6% of respondents aged between 25 and 34 years old. Regarding education, 39.2% hold a bachelor degree and 48.5% only accomplished the compulsory education level. For further details see Chapter 3 (Table 3.2).

5.4.2. Characterizing customers' Perception of Corporate Social Responsibility

This section focuses on characterizing customers' PCSR using descriptive statistics for the 618 respondents of the main sample. Recall Section 3.4.2 presents respondents characteristics in terms of SRCB, whereas Section 4.5.2 characterizes customers' relationship with their grocery store.

Table 5.2 displays the distribution of the responses to the 36 items of customers' PCSR about their grocery store. The majority of the items measuring customers' PCSR shows medium to high values in a Likert-type scale from 1="Strongly Disagree" to 5="Strongly Agree". The items that show the highest levels of agreement (agree or strongly agree) measure the dimensions *customer*, *local community* and *shareholder* and are: offer the possibility to make complaints (71.2%); contribute to the economic development of the region (66.6%); create jobs for people in the region (66.3%); and, ensure economic success of the company by doing successful business (62.1%). Inversely, the items measuring the *societal* dimension show the lowest levels of agreement (strongly disagree or disagree): employ people with disabilities (42.6%); employ long-term unemployed (27.5%); and, invest in the education of young people (27.3%). For further details see Table 5.2.

PCSR (n= 618)	1 = Strongly Disagree	2	3	4	5 = Strongly Agree
CUST					
CUST1	3.6	15.0	41.4	33.0	7.0
CUST2	1.8	8.1	32.4	41.9	15.9
CUST3	1.1	4.5	35.1	47.6	11.7
CUST4	2.4	10.7	36.4	39.5	11.0
CUST5	1.8	4.5	34.3	46.4	12.9
CUST6	0.3	2.4	26.1	41.3	29.9
EMPL					
EMPL1	3.7	11.8	41.4	33.5	9.5
EMPL2	1.3	10.0	41.9	38.0	8.7
EMPL3	1.9	11.3	43.2	34.3	9.2
EMPL4	1.0	7.6	41.4	39.5	10.5
EMPL5	6.0	18.6	47.2	21.8	6.3
EMPL6	1.8	7.1	47.4	34.8	8.9
EMPL7	2.1	9.1	51.1	30.3	7.4
ENV					
ENV1	2.8	13.9	56.3	22.8	4.2
ENV2	3.1	15.4	56.5	21.4	3.7
ENV3	4.0	14.2	49.7	26.4	5.7
ENV4	1.3	8.3	44.0	35.8	10.7
ENV5	1.3	9.4	53.2	28.5	7.6
ENV6	1.8	12.1	51.8	27.7	6.6
ENV7	0.6	7.1	51.1	32.4	8.7
LOCAL					
LOCAL1	1.3	5.3	26.7	49.0	17.6
LOCAL2	1.9	7.3	32.0	42.4	16.3
LOCAL3	1.1	4.9	27.7	46.4	19.9
LOCAL4	1,0	7.4	34.6	40.9	16.0
LOCAL5	1.3	6.8	38.0	40.5	13.4
LOCAL6	2.1	10.4	40.8	35.1	11.7
SHARE					
SHARE1	0.3	2.9	34.6	43.7	18.4
SHARE2	0.8	5.3	54.0	30.3	9.5
SHARE3	1.0	4.0	57.3	29.3	8.4
SHARE4	0.6	3.6	45.5	39.2	11.2
SOC					
SOC1	17.2	25.4	36.1	15.7	5.7
SOC2	8.4	19.1	47.7	18.9	5.8
SOC3	2.4	14.2	47.6	28.0	7.8
SOC4	5.3	18.0	52.8	19.3	4.7
SOC5	7.9	19.4	47.7	19.7	5.2
SOC6	5.8	16.2	48.1	23.3	6.6

Table 5. 2 - Distribution of the responses (in %) to the 36 items measuring PCSR, on a scale from 1=Strongly Disagree to 5= Strongly Agree (n=618).

Note: For a detailed description of the items see Table 5.1.

5.4.3 Measures validation: exploratory and confirmatory factor analysis

Statistical analysis concerning the dimensionality and reliability of the scales was first conducted using the 988 responses of the pre-test sample: see Chapter 2 (Section 2.4.3) for SRCB and Chapter 4 (Section 4.5.3) for the three Relationship Marketing constructs. Similar results are obtained when the subsample of 426 respondents who have fully completed all the pre-test questionnaire is considered - see Appendix F.

Concerning the exploratory analysis for PCSR scale, the bivariate correlations between the pairs formed by the 36 items were inspected. The items CUST6, ENV 2, LOCAL3, SHARE1, SOC1 showed very high correlations with some other items and were removed from the analysis. Principal component analysis was then conducted using the 31 remaining items. A Promax rotation was considered and a total variance explained of 72.4% was obtained - see Appendix F. Each item has loaded according to what was expected: these six dimensions are in line with the literature review that was conducted. Cronbach's Alpha values were calculated to assess constructs' reliability, ranging from 0.87 (LOCAL) to 0.94 (EMPL) – see Table 5.3.

Constructs/ items	Component						Cronbach's Alpha
	1	2	3	4	5	6	
CUST							.88
CUST1	.052	.056	.003	.128	**.627**	.008	
CUST2	-.060	-.023	.000	-.016	**.928**	-.028	
CUST3	.033	.031	.019	-.061	**.796**	.070	
CUST4	.004	-.038	.027	.032	**.816**	.010	
CUST5	-.016	.061	-.030	-.010	**.804**	-.003	
EMPL							
EMPL1	-.041	**.789**	.051	.238	-.107	-.086	.94
EMPL2	.005	**.839**	-.044	.089	-.035	.010	
EMPL3	.062	**.881**	-.024	.058	-.066	-.028	
EMPL4	-.044	**.913**	-.107	-.161	.138	.054	
EMPL5	.006	**.787**	.074	-.101	.108	-.015	
EMPL6	-.034	**.837**	.078	-.079	.001	.057	
EMPL7	.092	**.775**	.025	.028	-.002	-.013	
ENV							
ENV1	**.858**	.077	-.006	.003	-.056	-.036	.92
ENV3	**.879**	.036	-.060	.077	-.105	.020	
ENV4	**.890**	-.072	-.091	.035	.058	.020	
ENV5	**.702**	-.019	.064	-.092	.110	.084	
ENV6	**.786**	.000	-.001	-.058	.034	.091	
ENV7	**.772**	.004	.142	-.046	-.019	-.091	
LOCAL							.87
LOCAL1	-.112	-.007	.079	**.757**	.008	.074	
LOCAL2	-.044	.017	-.046	**.857**	-.017	.039	
LOCAL4	-.064	.072	-.051	**.690**	-.111	.252	
LOCAL5	.055	-.092	.037	**.859**	.041	-.160	
LOCAL6	.100	-.012	-.003	**.727**	.018	.015	
SHARE							
SHARE2	.037	-.052	.040	.035	-.033	**.892**	.89
SHARE3	.024	.062	.034	-.046	-.019	**.886**	
SHARE4	.015	.001	-.034	.093	.086	**.804**	
SOC							
SOC2	-.066	.035	**.756**	.021	.096	-.001	.93
SOC3	.024	-.052	**.931**	-.070	-.026	.040	
SOC4	.009	.005	**.926**	.016	-.053	.029	
SOC5	.027	.045	**.882**	.048	-.026	-.050	
SOC6	.056	-.008	**.807**	.032	.051	.024	

Table 5. 3 - Factor loadings and Cronbach's Alpha values obtained from exploratory principal components analysis to PCSR using the pre-test subsample (n=426).

In order to validate the PCSR measurement scale, a confirmatory factor analysis model with six correlated factors, measured by 31 items and specified according to the structure previously obtained in the exploratory analysis, was then estimated in AMOS, using data from the main sample. A good model-data fit was obtained [χ^2(418)= 1454.478 (p<0.001), χ^2/df= 3.480; CFI= 0.94, TLI= 0.93, RMSEA= 0.06]. The χ^2 statistic was significant (p<0.001), however, its ratio to the degrees of freedom was within the usually accepted range. Also, it is important to consider other indices, given that the χ^2 statistic is sensitive to sample size (Fan *et al.*, 1999; Hair *et al.*, 2015; Schermelleh-Engel *et al.*, 2003). CFI and TLI have satisfied the recommended criteria for good fit, and also RMSEA value was indicative of a good fit. Overall, the measurement model showed a good fit to the data and was within the required criteria for good psychometric properties. Estimated factor loadings (in a standardized solution) are shown in Table 5.4, ranging from 0.60 (LOCAL1) to 0.93 (SHARE3); while the Z-values ranged from 15.90 (LOCAL1) to 29.97 (SHARE3) indicating that each item did load significantly on the construct it is measuring.

Constructs/ items	Stand. Estimate	Variance explained	Z-value	CR	AVE
CUST				0.83	0.72
CUST1	0.78	0.61	22.82		
CUST2	0.81	0.66	24.13		
CUST3	0.88	0.77	27.10		
CUST4	0.84	0.71	25.36		
CUST5	0.80	0.64	23.66		
EMPL				0.87	0.75
EMPL1	0.87	0.75	26.97		
EMPL2	0.88	0.77	27.48		
EMPL3	0,88	0.78	27.68		
EMPL4	0.79	0.62	23.23		
EMPL5	0.82	0.67	23.76		
EMPL6	0.82	0.67	24.62		
EMPL7	0.88	0.77	27.40		
ENV				0.86	0.70
ENV1	0.72	0.51	20.17		
ENV3	0.78	0.61	22.61		
ENV4	0.84	0.70	25.15		
ENV5	0.87	0.75	26.72		
ENV6	0.86	0.73	26.18		
ENV7	0.80	0.64	23.41		
LOCAL				0.83	0.63
LOCAL1	0.60	0.36	15.90		
LOCAL2	0.70	0.49	19.42		
LOCAL4	0.73	0.53	20.20		
LOCAL5	0.85	0.72	25.07		
LOCAL6	0.84	0.71	25.62		
SHARE				0.75	0.79
SHARE2	0.89	0.78	27.37		
SHARE3	0.93	0.87	29.97		
SHARE4	0.82	0.66	24.08		
SOC				0.83	0.72
SOC2	0.71	0.51	19.91		
SOC3	0.75	0.56	21.35		
SOC4	0.88	0.77	27.21		
SOC5	0.89	0.78	27.58		
SOC6	0.87	0.76	27.00		

Table 5. 4- Measurement Model for PCSR: results from CFA.

At this phase, the six constructs measuring PCSR were validated for their reliability, convergent validity and discriminant validity. As presented in Table 5.4, composite reliability was above the minimum recommended values, ranging from 0.75 (SHARE) to 0.87 (EMPL). Convergent validity was achieved for all constructs: AVE value range from 0.63 (LOCAL) to 0.79 (SHARE). Constructs have discriminant validity since correlations between all pairs of constructs are lower than the square rooted AVE values of the corresponding constructs (see Table 5.5).

	CUST	EMPL	ENV	LOCAL	SHARE	SOC
CUST	**0.85**					
EMPL	0.65	**0.87**				
ENV	0.68	0.65	**0.84**			
LOCAL	0.74	0.77	0.68	**0.79**		
SHARE	0.60	0.67	0.60	0.61	**0.89**	
SOC	0.60	0.63	0.72	0.60	0.56	**0.85**

Table 5. 5 - Inter-construct correlation and square root of AVE (boldfaced values) for the six dimensions of PCSR.

According to theoretical considerations by Öberseder *et al.* (2014) PCSR is a multi-dimensional construct, involving CUST, EMPL, ENV, LOCAL, SHARE and SOC. In order to assess whether, given the sample under analysis, a second order factor should be preferred to just having a single PCSR factor measured by all items, two alternative models were considered. A CFA defining PCSR as a unidimensional first-order factor measured by 31 items was first estimated and the following measures of model-data fit were obtained: AIC= 5856.285, BCC= 5863.068, BIC= 6130.727. Then, PCSR was considered as a second-order factor measured by six first order factors: CUST, EMPL, ENV, LOCAL, SHARE and SOC. The values that were obtained for model-data fit (AIC= 1610.478, BCC= 1619.011, BIC= 1955.744) suggest the single-factor model should be ruled out (since it has a worse fit) and PCSR should be measured as a six-dimensional construct. Hence, in Figure 5.2 PCSR is proposed as a second-order factor. Regression weights between the second-order and the six first-order factors are all statistically significant ($p<0.01$). It is possible to conclude that PCSR is best reflected in LOCAL and EMPL (with standardised coefficients of 0.86 and 0.85,

respectively); and, less reflected in SOCIETAL and SHARE (with a standardised coefficient of 0.76 and 0.74, respectively).
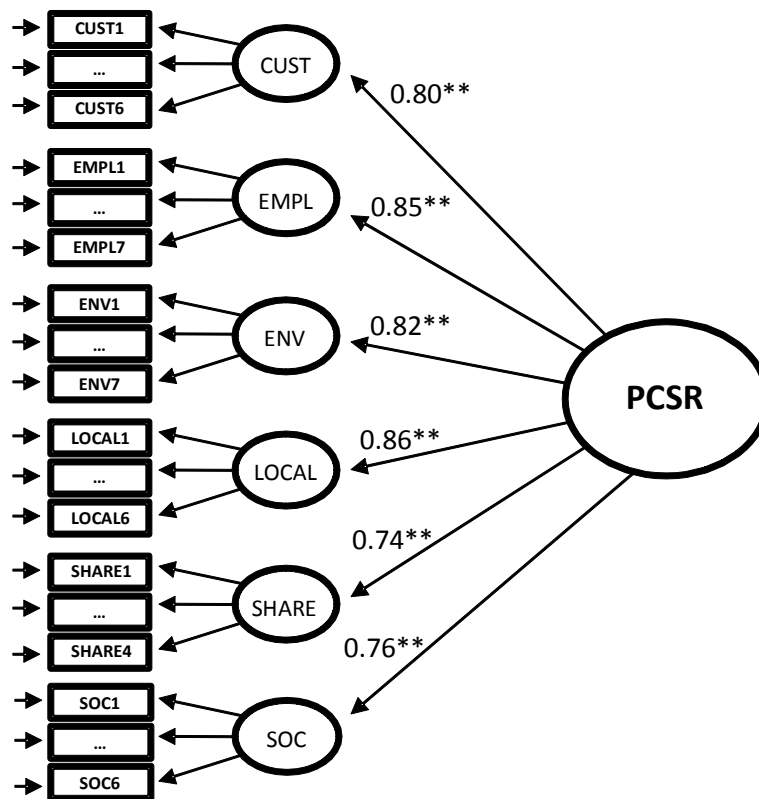

Figure 5. 2 - PCSR as a six-dimensional construct (in a standardized solution)

Note: *p<.05; ** p<.01

Recall that in Chapter 2 (Section 2.4.3) SRCB was proposed has a second-order factor, measured by three dimensions: CSRCO (CSR Consideration by Consumer), RECY (Consumer Recycling Behavior) and ENV (Environment Impact Purchase and Use Criteria). Also, Section 4.5.3 presented the CFA model for the three constructs of Relationship Marketing: SATISFACTION, TRUST and LOYALTY.

5.4.4 Validating the structural model and testing research hypotheses H1 to H3

The structural model proposed to test the impact of PCSR on the three Relationship Marketing constructs (see Figure 5.1) was estimated in AMOS, using the bootstrap procedure available to estimate direct and indirect effects.

An overall good model-data fit was obtained: $\chi^2(848)= 2675.603$ (p<0.001), χ^2/df = 3.155; CFI= 0.93, TLI= 0.92, RMSEA=0.06. The coefficients of determination R^2 suggest that PCSR explains 53% of the variance of SATISFACTION (R^2=53%); PCSR and SATISFACTION jointly explain 74% of the variance of TRUST (R^2=74%) and 74% of the variance of LOYALTY (R^2=74%). Table 5.6 summarizes the results obtained for research hypotheses H1 to H3: estimates (in a standardized solution) and p-values.

Hypothesis	Direct effect (standardized coeficient)	p-values	Hypothesis Suport	Indirect effect (standardized coeficient)	p-values
H1 *(s4)* : PCSR --> SAT	0.73	<0.001	Supported		
H2 (s4): PCSR --> TRUST	0.38	<0.001	Supported	0.39	<0.001
H3 (s4): PCSR --> LOY	0.26	<0.001	Supported	0.43	<0.001

Table 5. 6 - Results of the hypotheses tests conducted to validate the postulated research hypotheses.

H1 *(s4)* postulates a positive direct impact of customers' PCSR on their satisfaction with grocery stores. The findings reveal a positive and significant effect (standardised coefficient = 0.73, p<0.001).

H2 *(s4)* postulates a positive direct impact of customers' PCSR on their trust with grocery stores. Results indicate a positive and significant direct impact (standardised coefficient = 0.38, p<0.01). Additionally, a positive and significant indirect impact is also observed (standardised coefficient = 0.39, p<0.01).

Furthermore, and as expected, results supported **H3** *(s4)*. In other words, a favourable perception of CSR by customers has a positive and significant direct impact (standardised coefficient = 0.26, p<0.01) on their loyalty to grocery stores. Also, a positive and significant indirect impact (standardised coefficient = 0.43, p<0.01) on their loyalty to grocery stores was found, with satisfaction as a mediating construct.

Recall that the direct effect of customers' satisfaction on customers' trust and the direct effect of customers' trust on customers' loyalty were investigated in Chapter 4 (Section 4.5.4) and are not the aim of the current study.

5.4.5 Testing research hypotheses H4 to H6: the moderating effects of SRCB

In order to test hypotheses H4, H5 and H6 - the effect of socially responsible consumer behavior (SRCB) as a possible moderator of the influence customers' PCSR has on the three relationship marketing constructs (SAT, TRUST, LOY), multi-group analysis was considered.

For this purpose the following steps were considered: firstly the scores of the three dimensions of SRCB were imputed in SPSS, in order to obtain an overall score of SRCB. Secondly, the sample was divided into three subsamples according to the levels of social responsibility demonstrated by customers. Percentiles 40 and 60 were considered: scores below percentile 40 were classified as lower levels of SRCB; scores higher than percentile 60 were classified as higher levels of SRCB and the intermediate group was discarded from this analysis. Thirdly, the two groups (lower *versus* higher SRCB levels), composed of 247 respondents each, were subject to multi-group analysis, conducted in AMOS.

To test for the invariance of the three structural weights among groups, the unconstrained model (with no equality restrictions between the two groups) was compared with a constrained model that assumes that the direct impact of consumers' PCSR on satisfaction, trust and loyalty is the same for consumers with lower and with higher levels of SRCB. Since the two statistical models are nested, the chi-square difference test can be used. A $\chi2$ difference of 3.181 was obtained, with $\Delta DF = 3$, suggesting that the constrained model holds (since the critical value of a $\chi2$ distribution with 3 degrees of freedom equals 7.815). Therefore, the structural weights can be considered as invariant in the two groups; **H4** *(s4)*, **H5** *(s4)* and **H6** *(s4)* are not supported and there is no significant moderation effect of SRCB on the relationship between consumers' PCSR and the three relationship marketing constructs.

Then, a similar procedure was repeated only considering CSRCO - the SRCB construct that directly relates to CSR. In this case the $\chi2$ difference equals 8.775, with $\Delta DF=3$, suggesting that the unconstrained model holds: the three structural weights are not invariant for consumers with lower and for consumers with higher values of CSRCO. Since significant differences were found, each structural coefficient should be separately inspected in the two groups. It is possible to conclude that the direct impact of consumers' PCSR on trust and on loyalty did not differ statistically between consumers with lower and consumers with higher

CSRC levels. However, a statistically significant difference between the two groups was found for the direct impact of consumers' PCSR on satisfaction. Indeed, results suggest that the relationship between consumers' PCSR and satisfaction is weaker for consumers with lower levels of CSRCO than for consumers with higher CSRCO levels.

5.5 Discussion and conclusion

5.5.1 Discussion

The current study provides evidence that Portuguese consumers are conscious of the socially responsible activities adopted by their grocery stores concerning the six dimensions analysed (customers, employees, environment, local community, shareholders and society). Overall, consumers' PCSR is very positive, since the majority of the items belonging to the six dimensions shows medium to high values. Specifically, the items that show the highest levels of agreement belong to the following dimensions: customers (e.g., offer the possibility to make complaints); local community (e.g., create jobs and contribute to the economic development of the region); shareholders (e.g., ensure economic success of the company by doing successful business). Inversely, the items belonging to the societal dimension show the lowest levels of agreement (e.g., employ people with disabilities; employ long-term unemployed; and, invest in the education of young people). The analysis of the results leads to the conclusion that the dimensions that better explain the second-order construct PCSR are the local community and employees, followed by the environment and customers and, finally, by shareholders and societal domain. This is partially in line with the results in Öberseder *et al.* (2014) that demonstrated different degrees of importance of CSR domains: the most relevant domains were customers, the environment and employees; medium domains were the local community and society at large; and the least relevant were shareholders and suppliers.

Moreover, the study confirms the existence of a positive link between CSR and some competitive advantage for companies, in accordance with the literature review (Bhattacharya & Sen, 2004; Boulstridge & Carrigan, 2000; Carrigan & Attalla, 2001; Mohr *et al.*, 2001; Smith, 2008; Smith *et al.*, 2010). Specifically, the study provides strong evidence that customers' PCSR are determinant for a successful relationship between grocery retailers and

their customers. As expected, the results show that a more favourable customers' PCSR has a positive direct impact on customers' satisfaction, on customers' trust and on customers' loyalty towards their grocery stores. Furthermore, the results show a positive indirect impact on customers' loyalty, through customers' satisfaction. This evidence complies with the recent results of the experimental study developed by Lombart and Louis (2014) and contribute to a better knowledge about the effective impact of CSR efforts on consumer relationships.

Contrarily to what was expected, results also show that the link between consumers' Perception of Corporate Social Responsibility and their satisfaction, trust and loyalty is invariant among the most and the least socially responsible consumers' groups. Two different types of reasons may have contributed to this equality between the two groups.

First, based on two independent samples of Portuguese consumers, a large segment of socially responsible consumers was found (recall previous findings in Chapters 2 and 3). The socially responsible behavior is well established among respondents: consumers have a very responsible recycling behavior and are prepared to base their buying decisions on purchase and consumption of products that do not harm the environment, looking for the socially responsible companies and avoiding the irresponsible ones. This evidence could have led the group of respondents with lower levels of SRCB not to be being significantly different from the group with higher SRCB levels. However, the sample size of 618 respondents did not allow to rule out more respondents, beyond those 124 that were already ignored (those with intermediate levels of SRCB, between percentiles 40 and 60).

Second, it is possible to conclude that the second-order construct SRCB is best reflected in the factor *Environment impact purchase and use criteria*, followed by the factor *CSR consideration by consumer* and less reflected in the factor *Consumer recycling behavior*. This study focused on the impact of consumers' PCSR on their satisfaction, trust and loyalty with grocery stores. Therefore the factor "CSR consideration by consumer" is the one that most directly relates to the constructs and the market sector under study. Additional analysis shows that the link between consumers' Perception of Corporate Social Responsibility and their satisfaction is weaker for those consumers with lower *CSR consideration by consumer*.

In short, CSR can promote the corporate differentiation in a competitive market. However, it will have a limited value to the company if there is a lack of perception and involvement by the consumer on social responsibility issues.

This study provided empirical evidence that the impact that perception of CSR has on customers' satisfaction, on customers' trust and on customers' loyalty is strong for both segments of consumers: those more and those less socially responsible.

It is important to note that the data were collected during a period of economic crisis, when typically consumers are more concerned about the value of money than with the value of social responsibility. The results highlight the importance of CSR for consumers despite their lower availability of financial resources in purchasing decisions.

5.5.2 Academic and managerial implications

In terms of academic implications, based on the scales of Öberseder *et al.* (2014), this study validates measurements of Perception of Corporate Social Responsibility, in the context of Business to Consumer, starting from a different country and a different market sector. Moreover, the study seeks to fill the lack of research on consumers' perceptions of CSR and its impact on the relationship with companies and the potential effect of consumer behavior on this relationship.

As a practical contribution, this study provides knowledge for managers about Portuguese consumers' perceptions of CSR in grocery retail. This could help retailers to formulate appropriate CSR strategies in order to improve the perception of value detained by social responsibility resulting in increased effectiveness of relationship marketing. Also, it can allow a better articulating the economic and social value of their offers in the market according to consumers' requirements of social responsibility. If marketers and social responsibility practitioners will focus their social responsible activities more particularly on those consumers who highly regard the issues of corporate social responsibility, they will create a segment of satisfied consumers, with high levels of trust and loyalty to the company. They will gain a competitive edge towards the competitors in the grocery sector and, probably, this will also be found in other market sectors.

Social responsibility practitioners need to understand consumers' social behavior in order to encourage socially responsible purchasing and to build corporate strategic performance. Moreover, in order to develop and improve CSR strategies, companies need to recognise that CSR should be consistent with the requirements of consumers and to consider the influence of different segments of consumers according to their socially responsible behavior. Companies should implement CSR strategies based on consumers' preferences rather than only on their own philanthropic objectives. Furthermore, to outline a synergy between business results and consumer's choice, companies do not limit themselves to engage in pro-social activities: they not only want all stakeholders to be aware of such conduct but also be sure that they obtain fruitful benefits (Boccia & Sarno, 2012).

By explaining the points of intersection of CSR with the competitive advantages of companies, this study allows to draw managers' attention to the dual benefits that a company could obtain when cooperating in supporting the interest of customers, employees, environment, local community, shareholder and general society and in solving their main problems. Regarding relationship marketing, the study alerts retailers for the interest in the development of various strategies of CSR if they want to increase the degrees of satisfaction, trust and loyalty of their customers, in order to maintain or improve their market shares on a competitive and global market.

5.5.3 Limitations and suggestions for future research

This study has some limitations that need to be taken into account. Due to the sampling method that was adopted, the generalization of the results to the Portuguese population is not straightforward. However, the empirical evidence may serve as a basis for future studies in this area. If possible, future research should attempt to obtain data that more accurately represents the consumers' population.

Several topics for future research development would be possible. It would be interesting to obtain a more detailed characterization of the relationship between customers' perception of CSR and customers' levels of satisfaction, trust and loyalty, by study of other possible moderating factors (e.g., situational determinants). Understanding consumers' motivation and behavior contributes to the formulation of strategic and management decisions by retailers, in order to win and retain customers. Specifically, regarding corporate social responsibility, it is

important to examine the requirements of CSR by customers and the dimensions of CSR that they value most, through the analysis of the consumers' profile.

Moreover, as consumer behavior is constantly changing, it would be interesting to replicate the study at a future time, for example by repeating the study after the context of crisis, and to investigate the stability of the results.

CHAPTER 6:

Conclusions

This chapter contains the main conclusions of the current thesis. It also discusses overall theoretical and managerial contributions to the subject, presents limitations and gives some suggestions for future research.

6.1 Main Conclusions

The purpose of this thesis was: i) to characterize and analyse the socially responsible consumer behavior in the Portuguese context; ii) and to examine the possible effects of socially responsible consumer segment, store format, loyalty programs' membership and consumers' perception of Corporate Social Responsibility on the relationship between grocery retailers and consumers.

The initial reflection on the state of the art led to the adoption of a mixed methodology. Regarding that, data collection was organized in two phases. In a qualitative phase, the objective was to approach and understand the phenomenon under study, both individual and corporate social responsibility, and the relationship between grocery retailers and consumers, from a broader perspective, investigating its main antecedents, components and consequences. In the second phase, two surveys were conducted among Portuguese customers of grocery retailers. A conceptual framework was proposed and explored (as shown in Figure 1.1) through four complementary studies prepared for publication in peer reviewed journals.

The **first study** was dedicated to evaluate the propensity of Portuguese consumers for Socially Responsible consumption and its determinants by analyzing the socio-demographic consumer profile. Results showed that socially responsible behavior appears to be well established among consumers, demonstrating the relevance of the work done in this thesis. Consumers have a very responsible recycling behavior and are prepared to base their buying decisions on purchase and consumption products that do not harm the environment, avoiding also socially irresponsible companies. Moreover, there is evidence that the segment of socially responsible consumer involves mainly females, elder consumers, with a professional occupation, non-singles and with at least one child in the household. These results are consistent with the existing literature.

The **second study** aimed to deepen the analysis of socially responsible consumer profile, considering as explanatory variables of SRCB the psychological determinants. Thus, the second study allowed a comprehensive characterization of socially responsible consumer not only by the greater complexity of the proposed conceptual framework, but also by the data collecting of another sample, established by quotas according to data collected by INE (2011) at the time of the 2011 Portuguese Census and representative of the general population by age, sex and district of residence. In line with the study 1, results of study 2 provide clear evidence that socially responsible behaviors are well established among consumers. Moreover, it was possible to conclude that the strongest effects from psychological factors on these behaviors were obtained for perceived consumer effectiveness, perception of altruist motivations for CSR held by companies and collectivism. On the other hand, perception of strategic motivations for CSR held by companies did not have a negative impact.

The **third study** followed an approach supported by an extant literature and by a qualitative exploratory study, in which the three variables (satisfaction, trust and loyalty) were explained by loyalty programs (members versus non-members) and by the influence of store formats (supermarkets versus hypermarkets). The obtained results suggest that supermarkets lead to higher levels of customers' trust and loyalty (indirectly). Although members of groceries' loyalty programs did not show higher levels of customers' loyalty when compared to non-members, the positive effect of customers' satisfaction on customers' loyalty is higher in members of groceries' loyalty programs. The current proliferation of loyalty programs in Portuguese retail stores may originate the reverse of the desired effect.

The **fourth study** analyzed the impact of consumers' perception of Corporate Social Responsibility on their satisfaction, trust and loyalty with grocery stores and the possible moderating effect of Socially (Ir)Responsible Consumer Behavior on these links. Obtained results show that customers' perceptions of Corporate Social Responsibility are determinant for successful relationships between grocery retailers and their customers mainly through more positive satisfaction, trust and loyalty. The results show that a more favourable customers' perception of CSR has a positive direct impact on customers' satisfaction and on customers' trust with their grocery retailer, and also a positive indirect impact on customers' loyalty through satisfaction and trust. This evidence complies with the results of the experimental study developed by Lombart and Louis (2014) and contribute to a better knowledge about the effective impact of CSR efforts on consumer relationships.

Thus, the set of complementary studies provides a broad view on the subject and helps shed the light on how to boost successful relationships with grocery retailers in the present. The research was conducted in a rigorous manner, based on a continuous effort and persistence in obtaining data from various sources of primary information (focus group involving seven researchers of different scientific areas, interviews with managers and heads of marketing departments, and surveys among consumers) and of relevant literature. In addition, in surveys conducted among consumers, organized into two samples, it was obtained a total of 1606 valid responses. Although it was not the intention of this thesis the representativeness of the population, the samples size and the diversity are enough to allow consideration of its results, and from it draw clues for management and academia.

The four studies were presented in detail in Chapters 2 to 5, as well as the respective results and theoretical and practical implications. Overall, this subchapter highlights main conclusions, several aspects of the method and global implications.

An important feature of the current thesis relates to the broad scope of the research model. The model intended to aggregate the main contributions in the literature, to achieve a complete analysis of the phenomenon under study and leverage the possibility of validation of results by adopting the mixed methodology. In fact, research carried out has included the collection of qualitative data from managers, which allowed not only to know in depth the corporate vision in the subject under study, but also to demonstrate the importance of the proposed conceptual framework.

In chapter 1 the research objectives of the current thesis were listed. It is now important to reflect on them. The first research objective consisted in the characterization of the socio-demographic profile of the socially responsible consumer and the second research objective added the psychological determinants for the aim to profile the socially responsible consumer. The third and fourth objectives were focused on assessing the several impacts of store format, loyalty programs and customers' perception of corporate social responsibility on the main constructs of relationship marketing in grocery retail. The fifth objective consisted in analysing if customers' perception of corporate social responsibility has a more positive impact on the main constructs of relationship marketing in the socially responsible consumers segment. Thus, according to the results previously described in the four studies conducted, it is possible to conclude that, in general, the objectives set out for this thesis have been

achieved. Each of the studies produced a number of important particular clues to managers and marketers of grocery retailers and to the academic community.

6.2 Managerial Implications

This thesis provides an overview of the socially responsible consumer profile and the factors that foster successful relationships between grocery retailers and their customers. It gives a set of contributions to both managers and marketers to enable more efficient strategies for positioning and developing customer loyalty, analysing in depth consumer behavior in relation to individual and corporate social responsibility, to store format and to loyalty programs.

Each of the studies resulted in a number of implications for management, among which the following:

Firstly, this thesis provides empirical evidence of the socially responsible consumer behavior in Portugal and the socio-demographic and psychological profile of the customers. In order to make a correct segmentation of the market and to meet CSR requirements of different consumers, managers and marketers need to know the propensity of individuals for socially responsible consumption. Additionally, they need to have a detailed characterization of the different social responsibility profiles of consumers. The strategy of the company and the plan of communication should be designed taking into account the specific characteristics of this segment. With knowledge of the type of CSR activities that are most valued by consumers, companies can devise the mechanisms of communication and promotion of the CSR components contained in their offers specifically designed for their target markets.

For companies that want to use CSR for strategic purposes, it is important to understand the nature of the differences in the importance given by consumers to environmental, ethical and philanthropic issues and to manage the social marketing strategies to target this segment. Prior research in the field of marketing suggests that social responsibility activities by companies in several CSR domains may have a direct effect on companies' reputation (Brammer & Pavelin, 2006; Herrera & Díaz, 2008; Melo & Garrido-Morgado, 2012), on corporate image (Du *et al.*, 2007; Herrera & Díaz, 2008; Smith, 2003) and on consumers'

purchase intentions. Thus, managers should seek more efficient and effective ways to be socially responsible according to the judgement of consumers.

Regarding the social scope, for the national government and philanthropic associations aiming at improving the wellbeing of the local and national society, it is important to recognize the social responsibility of consumers, in order to develop appropriate awareness campaigns. For instance, two potential areas for intervention are recycling medicines and promoting the use of bikes and public transports in order to help reduce air pollution.

Secondly, this thesis provides specific knowledge of some determinants of a successful relationship between the grocery retailers and their customers. Results can help retailers to rethink and develop retailing strategies to increase levels of customers' satisfaction, trust and loyalty. In terms of loyalty programs and store format in grocery retail some important managerial implications result from the evidences of this research. The proliferation of loyalty cards in grocery stores may not have had the desired effect. This research project provides specific evidence that managers should identify innovative strategies to differentiate consumers and reward those who are more profitable, in order to increase customers' levels of satisfaction, trust and loyalty. Also, this thesis notes that supermarkets and traditional grocery stores lead to higher levels of customers' trust when compared to hypermarkets, as well as to an indirect impact on customers' loyalty. After the boom on the number of hypermarkets in Portugal, part of their ability to generate satisfaction, trust and loyalty to customers seems to have been lost. Hence, it is emphasized that managers should redefine the store format.

This thesis states the importance of CSR strategies for successful relationships with customers in the context of grocery retail. Traditionally, one of the main tools of marketing relationship between grocery retailers and customers is the adoption of loyalty programs. However, much has been asked about the effectiveness of loyalty programs and the empirical results obtained in the third study confirmed these concerns. According to the collected data, the ability of loyalty programs to generate loyalty is greatly reduced. So, it is urgent for the professionals to identify other instruments that can boost successful relationships with customers, by increasing satisfaction and promoting trust and loyalty. In our view, and as evidenced in the fourth study, a tool that shows to be useful is the CSR.

Thirdly, this thesis provides evidence that customers' perceptions of Corporate Social Responsibility are determinant for successful relationships between grocery retailers and their customers, mainly through more positive satisfaction, trust and loyalty. By explaining the points of interception between CSR and the competitive advantages of companies, this research project draws managers' attention to the dual benefits that a company could obtain when cooperating in solving the problems of society. Specifically, regarding the relationship between customers' perception of CSR and customers' levels of satisfaction, trust and loyalty, this research project alerts retailers for the interest in the development of socially responsible activities concerning all the six dimensions analysed (customers, employees, environment, local community, shareholders and society). Moreover, the analysis of the results leads to the conclusion that the dimensions that better explain customers' PCSR are the local community and employees, followed by the environment and customers and, finally, by shareholders and societal domain.

A crucial element for the benefit in adopting a proactive CSR is evidenced by the willingness of consumers to take on a socially responsible behavior in their individual purchasing and consumption decision.

Given that consumers are largely assumed as socially responsible, the adoption of CSR strategies is especially relevant on the business context. Thus, the adoption of CSR strategies will be beneficial for all companies in general and, particularly, for those targeting segments with high propensity for socially responsible consumption. Studies 1 and 2 have identified the most likely consumer groups. In short, the conclusions of this thesis being clearly relevant to the grocery retailers, points out valuable clues for other business sectors, namely those who have target audiences with clear features of higher social responsibility of consumers, or who wish to position themselves and differentiate based on CSR.

An important element that should be integrated in the adoption of CSR strategies is be the effective communication of possible trade-offs of the CSR adoption by companies. According to the obtained results, the majority of the respondents did not consider that "socially responsible behavior reduces a company's ability to provide the highest quality products" and positively assumed that "A company can be both socially responsible and make products of high quality at a fair price". This suggests that the perception of the damage of CSR on Corporate Ability was not present among the respondents. In the case of the adoption of CSR entail negative effects on price or product quality (for instance less storage and perishability

of fresh products sold by grocery retailers) these consequences should be fully clarified and communicated to consumers, so that the company is not be penalized by trade-offs.

Finally, it also is important to highlight that the segment identified as the Socially Responsible Consumer represents the market segment that probably makes purchases more frequently and involving larger amounts, since this segment mainly involves individuals that typically make most of home shopping (females), are older and professionally active (elder and with a professional occupation) and belong to larger families (non-singles and with at least one child in the household).

6.3 Research Contribution

This thesis contributes to the state of the art by offering a systematization of the theoretical concepts related to the socially responsible consumer behavior, store format, loyalty programs, corporate social responsibility and relationship marketing. It also generated a complementary set of empirical evidence that enriches the current theoretical and empirical knowledge.

Moreover, research developed in the four studies validated a complementary set of constructs. Based on the scales of Webb *et al.* (2008) this research validates measurements of socially responsible consumer behavior in another culture, more specifically, in Portugal. As previously mentioned, socially responsible consumer behavior has been less investigated than ecological consumer behavior (Pepper *et al.*, 2009) and there is a lack of empirical studies on socially responsible consumption, particularly in countries with cultural characteristics that are different from those for which research has been carried out. Furthermore, the literature acknowledges the existence of differences in the behavioral attitudes of consumers, due to the influence of the socio-cultural context and social interactions (Lee & Wesley, 2012; Özçağlar-Toulouse *et al.*, 2009; Williams & Zinkin, 2008) and the results obtained by researchers were mixed and leading to the need for further research in this behavioral area that is constantly changing. Based on the scales of Öberseder *et al.* (2014) this research validates measurements of Perception of Corporate Social Responsibility in a different market setor and in the context of Bussiness to Consumer.

6.4 Limitations

This research has some limitations which need to be taken into account. Due to the sampling methods that were adopted, the generalization of the results to the Portuguese population is not straightforward. The empirical evidence may serve as a basis for future studies in this area. Whenever possible, future research should attempt to obtain data that more accurately represents the consumers' population.

Additionally, respondents may have provided a socially and ethically desirable response and, consequently, a social desirability bias may have been present in some responses (as also suggested by François-Lecompte and Roberts (2006) and d'Astous and Legendre (2009) in their studies). Yet, the current survey was anonymous.

6.5 Recommendations for Further Research

Various topics for future research can be suggested. It would be interesting to cross-examine the consumer social responsibility in front of a real situation, where he or she is a periodic client from a company, with his or her perception of social responsibility about this company and examining the link between the two alleged responsibilities. Furthermore, it would also be advantageous to identify other determinants, in addition to socio-demographic characteristics of consumers and psychological factors, which might promote and/or constrain socially responsible consumption, namely personal factors such as lifestyles (e.g. using VALS - values and lifestyles - typology of SRI International).

Understanding the consumer's motivation and behavior contributes to the formulation of strategic and management decisions by the retailers in order to win and retain customers. Specifically, regarding existing customers, it is important to characterize their connection with their main grocery store, the one in which they make most of their purchases. In addition, it is also important to examine the determinants of this relationship, through the analysis of the consumer's profile and others characteristics of the retailer.

Specifically, regarding corporate social responsibility, it is important to examine the requirements of CSR demanded by customers and the dimensions of CSR that they value most, through the analysis of the consumer's profile.

Further research might be conducted with a larger scope of countries and/or in other business sectors, in order to provide further validation and enriched empirical results to a theme so relevant and interesting to both academics and practitioners.

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Appendices

Appendix A. Interview Guide

Estudo Exploratório - Carta a solicitar Entrevistas

Sandra Sarabando Filipe

Docente do ISCA-UA e estudante de doutoramento no ISCTE-IUL

Exmo./Exma. Senhor(a) Diretor(a) …

Assunto: Investigação sobre a Responsabilidade Social das Empresas e o marketing relacional

Exmo./Exma. Senhor(a)

Sou docente do Instituto Superior de Contabilidade e Administração da Universidade de Aveiro (ISCA-UA) e encontro-me a desenvolver a minha dissertação de Doutoramento em Marketing no Instituto Superior de Ciências do Trabalho e da Empresa – Instituto Universitário de Lisboa (ISCTE- IUL).

O tema da minha dissertação é a *Importância da perceção da Responsabilidade Social das Empresas num relacionamento de fidelização no retalho.* Em particular, pretende-se estudar o contributo que a perceção do consumidor, sobre Responsabilidade Social assumida pela empresa de retalho de base alimentar da qual é cliente, tem na construção de um relacionamento de satisfação, confiança, envolvimento com a empresa, culminando na sua fidelização. O estudo visa facultar um contributo mais profundo do conhecimento desta realidade numa perspectiva académica e empresarial.

Pelo conhecimento e experiência que V. Exa tem neste contexto que se pretende estudar, o seu contributo será crítico para a prossecução com sucesso deste trabalho de investigação

Deste modo, no sentido de podermos marcar uma entrevista, cujo objectivo será o esclarecimento de algumas questões em relação ao sector, venho solicitar a melhor compreensão sobre este assunto.

Acreditando que este estudo poderá ser do vosso inteiro interesse, assumo o compromisso de enviar um resumo das principais conclusões da investigação, assim que esta estiver concluída, caso seja a vossa vontade.

Sem mais de momento, apresento os meus melhores cumprimentos e aguardo uma resposta tão breve quanto possível.

Antecipadamente agradeço a colaboração.

Sandra Sarabando Filipe

Aveiro, Data

1. Introdução e enquadramento

- Apresentação e agradecimentos.

- Enquadrar o tema.

- Garantir a confidencialidade e anonimato de toda a informação recolhida.

- Assumir o compromisso de envio de um resumo das principais conclusões da investigação, após a sua finalização.

- Explicitar os objectivos fundamentais da investigação:
  - o Evidenciar as mudanças significativas na sociedade que têm incentivado as organizações a adotaram uma Responsabilidade Social Corporativa (CSR) proativa, designadamente a tendência crescente de interesse e exigência por parte dos consumidores de níveis mínimos de responsabilidade social.

  - o Explicar que a filosofia de Marketing Relacional visa a construção e manutenção de relacionamento de longo prazo com os stakeholders, entre os quais os consumidores, envolvendo personalização, resultando em satisfação, confiança, compromisso e culminando na fidelização à Empresa.

  - o Relacionar os dois temas: atendendo que há grandes diferenças entre a avaliação da CSR pelos gestores e pelos consumidores e que a empresa visa satisfazer as necessidades e desejos dos consumidores, é necessário avaliar como os consumidores percecionam os esforços de CSR e que iniciativas específicas de CSR são mais eficazes para influenciar o comportamento do consumidor de acordo com a filosofia do marketing relacional.

Destacar a relevância do contributo da entrevista, enquadrada no estudo exploratório, para o desenvolvimento do trabalho de investigação.

2. Questões

Parte A- Questões no âmbito da Responsabilidade Social

A1- Quais são as variáveis que a Empresa considera fundamentais no âmbito da Responsabilidade Social da Empresa?

A2- A Empresa integra temas sociais e ambientais nas suas atividades principais?

- Que tipo de ações tem desenvolvido?

- Se não, tencionam integrar estes temas no futuro?

A3- A Empresa considera que os diferentes grupos de stakeholders têm um exato conhecimento do nível de responsabilidade social assumido pela empresa? Que stakeholders detêm informação privilegiada?

A4- A Empresa comunica de forma regular sobre a CSR com um determinado grupo de stakeholders, os clientes?

- Se comunica, que estratégias utilizam para este efeito? Essa comunicação é recíproca e personalizada entre a Empresa e cada cliente? E com cada segmento?

- Se não comunica, tencionam implementar, a curto prazo, um sistema de comunicação regular, recíproco e personalizado com os clientes?

A5- A Empresa já foi confrontada com clientes que apresentam necessidades individualizadas e específicas ao nível da CSR? Que tipo de características detinham esses clientes?

- A Empresa consegue identificar que clientes são mais propensos a responder a iniciativas de RS?

A6 – Considera importante para o setor do retalho a adoção de CSR por parte das empresas?

- No caso positivo, quais os motivos e com que objetivos?

- No caso negativo, porquê?

Parte B- Questões no âmbito do Marketing Relacional

B1 – Como caracteriza o relacionamento da Empresa com os seus clientes?

- Quais são os fatores prioritários da empresa para a criação e/ou melhoria desse relacionamento?

B2 – Considera que existem diferenças no relacionamento com os clientes de acordo com o tipo de formato de loja?

- No caso concreto deste tipo de formato de loja, quais são as diferenças mais evidentes face aos restantes formatos de loja?

B3 - A Empresa identifica as necessidades e desejos dos seus clientes e consegue oferecer produtos/serviços que correspondam aos níveis desejados por estes?

- Que tipo de ações têm desenvolvido no sentido da satisfação dos clientes?

B4 – A Empresa vai acompanhando a eficácia das acções que implementou no sentido da satisfação dos clientes?

- De que forma avalia?

B5 – Considera importante para a empresa originar a confiança dos seus clientes?

- Que esforços desenvolveram nesse sentido e que benefícios visam colher?

B6 – A Empresa procura fortalecer a relação com os seus clientes com o objetivo da manutenção de um relacionamento de longo prazo?

- No caso afirmativo: de que modo?

B7 – A Empresa disponibiliza aos seus clientes algum programa de fidelização? No caso afirmativo: qual o principal objectivo desse programa?

- No caso negativo: tenciona implementar algum programa de fidelização no futuro?

3. Conclusão e encerramento

- Apresentar a proposta do modelo conceptual de investigação e a proposta do questionário e pedir a opinião do entrevistado relativamente aos construtos e relações estabelecidas para estudar a *Importância da perceção da Responsabilidade Social das Empresas num relacionamento de fidelização no retalho* entre outros fatores.

- Facultar contacto telefónico e endereço de email à Empresa para possível comunicação futura.

- Reforço dos agradecimentos.

Appendix B. First Version of the Questionnaire

Exmo.(a) Senhor(a),

O meu nome é Sandra Filipe e sou estudante de doutoramento em Marketing no ISCTE-IUL, sob orientação científica da professora Doutora Susana Marques e da professora Doutora Fátima Salgueiro.

No âmbito da investigação que estou a desenvolver sobre o Comportamento do Consumidor e a Responsabilidade Social, venho por este meio solicitar a sua colaboração no preenchimento de um questionário e divulgação do *link* pela sua rede de contactos.

O questionário destina-se a residentes em Portugal com idade superior a 17 anos, sendo a informação recolhida totalmente anónima, e pode ser acedido "AQUI".

Caso tenha alguma questão ou sugestão, contacte-me por favor através deste endereço electrónico.

A sua colaboração é fundamental para o sucesso desta investigação.

Antecipadamente agradeço a sua disponibilidade.

Com os melhores cumprimentos,

Sandra Sarabando Filipe

QUESTIONÁRIO SOBRE RESPONSABILIDADE SOCIAL

O presente questionário faz parte integrante de uma investigação de doutoramento em Marketing, que visa estudar o Comportamento do Consumidor no âmbito da Responsabilidade Social no setor de retalho de base alimentar, e destina-se a residentes em Portugal com idade superior a 17 anos.

A sua participação é fundamental para o sucesso desta investigação. Nesse sentido, solicito a sua colaboração para responder com o máximo de sinceridade.

O preenchimento do questionário tem um tempo estimado de 10 minutos e a informação recolhida é anónima e utilizada apenas para fins académicos.

Desde já agradeço a sua disponibilidade e colaboração.
Sandra Filipe

Seguinte ▸

QUESTIONÁRIO SOBRE RESPONSABILIDADE SOCIAL

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SECÇÃO I- IDENTIFICAÇÃO DA EMPRESA DE RETALHO DE BASE ALIMENTAR

* 1. Indique a _principal_ empresa de retalho de base alimentar da qual é cliente.
Escolha uma das seguintes respostas

○ Aldi

○ Continente/Modelo/Bom Dia

○ Dia%/Minipreço

○ E. Leclerc

○ Intermarché/Ecomarché/Neto

○ Jumbo/Pão de Açucar

○ Lidl

○ Pingo Doce

○ Makro

○ Recheio

○ Supercor

○ Outra empresa (hipermercado/supermercado/minimercado). Por favor, indique qual: [_____]

* 2. Possui cartão de cliente associado à empresa que indicou?

○ Sim   ○ Não

* 3. Trabalha ou já trabalhou na empresa que indicou?

○ Sim   ○ Não

Seguinte ▸

QUESTIONÁRIO SOBRE RESPONSABILIDADE SOCIAL

0% ▬▬ 100%

SECÇÃO II- PERCEÇÃO SOBRE A RESPONSABILIDADE SOCIAL DA EMPRESA

Responda às questões desta secção considerando a empresa que indicou:

Continente/Modelo/Bom Dia

* 1. Utilizando uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

Penso que esta empresa:

	1	2	3	4	5	NS/NR
contribui para o desenvolvimento económico local/nacional	○	○	○	○	○	○
preserva os empregos locais/nacionais	○	○	○	○	○	○
cria postos de trabalho	○	○	○	○	○	○
procura produtores regionais/nacionais	○	○	○	○	○	○
respeita os valores e a cultura nacional	○	○	○	○	○	○
comunica aberta e honestamente com a sociedade	○	○	○	○	○	○

* 2. Utilizando uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

Penso que esta empresa:

	1	2	3	4	5	NS/NR
respeita os direitos humanos dos seus colaboradores	○	○	○	○	○	○
garante a saúde e a segurança dos seus colaboradores	○	○	○	○	○	○
define condições de trabalho dignas	○	○	○	○	○	○
trata equitativamente os seus colaboradores, independentemente do género, etnia ou religião	○	○	○	○	○	○
oferece remuneração adequada	○	○	○	○	○	○
apoia e dá formação aos seus colaboradores	○	○	○	○	○	○
comunica aberta e honestamente com os seus colaboradores	○	○	○	○	○	○

* 3. Utilizando uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

Penso que esta empresa:

	1	2	3	4	5	NS/NR
realiza negócios lucrativos para a empresa	○	○	○	○	○	○
investe o capital dos sócios/accionistas correctamente	○	○	○	○	○	○
comunica aberta e honestamente com os sócios/acionistas	○	○	○	○	○	○
proporciona um crescimento sustentável a longo-prazo	○	○	○	○	○	○

* 4. Utilizando uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

Penso que esta empresa:

	1	2	3	4	5	NS/NR
reduz o consumo de energia	○	○	○	○	○	○
reduz as emissões , como por exemplo de CO_2	○	○	○	○	○	○
evita o desperdício	○	○	○	○	○	○
faz reciclagem	○	○	○	○	○	○
elimina os resíduos corretamente	○	○	○	○	○	○
investe na proteção ambiental, como por exemplo em painéis fotovoltaicos	○	○	○	○	○	○
cumpre padrões de proteção ambiental acima dos legalmente exigidos	○	○	○	○	○	○

* 5. Utilizando uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

Penso que esta empresa:

	1	2	3	4	5	NS/NR
emprega pessoas com deficiência	○	○	○	○	○	○
emprega desempregados de longa duração	○	○	○	○	○	○
faz doações para equipamentos sociais	○	○	○	○	○	○
apoia os colaboradores que estão envolvidos em projetos sociais	○	○	○	○	○	○
investe na educação dos jovens	○	○	○	○	○	○
contribui para a resolução de problemas da sociedade	○	○	○	○	○	○

* 6. Utilizando uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

Penso que esta empresa:

	1	2	3	4	5	NS/NR
implementa práticas de venda íntegras	○	○	○	○	○	○
rotula os produtos de forma clara e compreensível	○	○	○	○	○	○
atende aos padrões de qualidade	○	○	○	○	○	○
estabelece preços justos para os produtos	○	○	○	○	○	○
oferece produtos seguros (não prejudiciais)	○	○	○	○	○	○
permite apresentar reclamações	○	○	○	○	○	○

Seguinte ▸

QUESTIONÁRIO SOBRE RESPONSABILIDADE SOCIAL

0% ▱▱▱▱ 100%

SECÇÃO III- GRAU DE SATISFAÇÃO, CONFIANÇA E FIDELIDADE

Responda às questões desta secção considerando a <u>empresa que indicou</u>:

Continente/Modelo/Bom Dia

* 1. Utilizando uma escala de 1 a 7 (1-Discordo totalmente a 7-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

	1	2	3	4	5	6	7
No geral, estou muito satisfeito com esta empresa	○	○	○	○	○	○	○
Esta empresa é, na minha opinião, quase ideal	○	○	○	○	○	○	○
Esta empresa distingue-se superiormente das suas concorrentes	○	○	○	○	○	○	○
A minha opção por esta empresa foi acertada	○	○	○	○	○	○	○
Fazer compras nesta empresa excedeu as minhas expectativas	○	○	○	○	○	○	○

* 2. Utilizando uma escala de 1 a 7 (1-Discordo totalmente a 7-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

	1	2	3	4	5	6	7
Os produtos e serviços desta empresa dão-me uma sensação de segurança	○	○	○	○	○	○	○
Confio nos produtos e serviços desta empresa	○	○	○	○	○	○	○
Comprar nesta empresa é uma garantia de qualidade	○	○	○	○	○	○	○
Esta empresa está interessada nos seus clientes	○	○	○	○	○	○	○
Esta empresa é sincera nas suas negociações com os clientes	○	○	○	○	○	○	○
Esta empresa é honesta com os seus clientes	○	○	○	○	○	○	○

* 3. Utilizando uma escala de 1 a 7 (1-Discordo totalmente a 7-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

	1	2	3	4	5	6	7
Eu desenvolvi uma relação comercial mais estreita com esta empresa do que com as suas concorrentes	○	○	○	○	○	○	○
Eu gosto mais de fazer compras nesta empresa do que nas empresas concorrentes	○	○	○	○	○	○	○
Eu estou disposto a fazer um esforço para continuar a comprar a esta empresa	○	○	○	○	○	○	○
Eu pretendo manter o meu relacionamento como cliente desta empresa	○	○	○	○	○	○	○
Quando penso nesta empresa, tenho uma sensação agradável	○	○	○	○	○	○	○
Eu acredito que esta empresa faz um esforço para me manter como cliente	○	○	○	○	○	○	○

* 4. Utilizando uma escala de 1 a 7 (1-Discordo totalmente a 7-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

	1	2	3	4	5	6	7
Eu costumo dizer coisas agradáveis sobre esta empresa	○	○	○	○	○	○	○
Esta empresa é a minha primeira opção quando pretendo comprar produtos das categorias vendidas	○	○	○	○	○	○	○
Encorajo os meus familiares, amigos e colegas a fazer compras nesta empresa	○	○	○	○	○	○	○
Tenho intenção de continuar a comprar a esta empresa no futuro	○	○	○	○	○	○	○
Recomendo esta empresa a alguém que me peça a minha opinião/conselho	○	○	○	○	○	○	○

Seguinte ▸

QUESTIONÁRIO SOBRE RESPONSABILIDADE SOCIAL

0% 100%

SECÇÃO IV- PERFIL E ATRIBUIÇÃO DE RESPONSABILIDADE DO CONSUMIDOR

Esta seção visa estudar de forma objetiva e abrangente o perfil do consumidor. É importante que indique fielmente o seu comportamento e pensamento habitual. Saliento que não existem respostas "certas" ou "erradas".

1. Utilizando uma escala de 1 a 5 (1-Nunca a 5-Sempre), assinale a opção que melhor reflete o seu comportamento em cada uma das seguintes afirmações.

	1	2	3	4	5
Eu tento comprar a empresas que ajudam os necessitados	○	○	○	○	○
Eu tento comprar a empresas que contratam pessoas com deficiência	○	○	○	○	○
Eu evito a compra a empresas que discriminam as minorias	○	○	○	○	○
Quando tenho possibilidade de optar por uma empresa que apoia escolas locais, eu faço-o	○	○	○	○	○
Eu tento comprar a empresas que fazem doações para pesquisas médicas	○	○	○	○	○
Eu faço um esforço para comprar a empresas que apoiam associações que angariam comida para os mais necessitados	○	○	○	○	○
Quando tenho possibilidade, opto por uma empresa que dá um retorno à comunidade	○	○	○	○	○
Eu evito comprar produtos cuja empresa recorre a trabalho infantil	○	○	○	○	○
Quando tenho possibilidade, opto por uma empresa em que uma parte do preço do produto é doado a instituições de caridade	○	○	○	○	○
Eu evito a compra a empresas que discriminam as mulheres	○	○	○	○	○
Eu tento comprar a empresas que se esforçam por criar melhores condições aos seus colaboradores	○	○	○	○	○
Eu tento comprar a empresas que apoiam vitimas de desastres naturais	○	○	○	○	○
Eu faço um esforço para comprar a empresas que pagam aos seus colaboradores um salário digno	○	○	○	○	○

2. Utilizando uma escala de 1 a 5 (1-Nunca a 5-Sempre), assinale a opção que melhor reflete o seu comportamento em cada uma das seguintes afirmações.

	1	2	3	4	5
Eu reciclo cartão/papel/jornais/revistas	○	○	○	○	○
Eu reciclo plástico/alumínio	○	○	○	○	○
Eu reciclo vidro	○	○	○	○	○
Eu reciclo pilhas	○	○	○	○	○
Eu reciclo medicamentos	○	○	○	○	○

3. Utilizando uma escala de 1 a 5 (1-Nunca a 5-Sempre), assinale a opção que melhor reflete o seu comportamento em cada uma das seguintes afirmações.

	1	2	3	4	5
Eu evito comprar a empresas que prejudicam plantas ou animais em vias de extinção	○	○	○	○	○
Sempre que possível, ando a pé/bicicleta, partilho viagens de carro ou utilizo transportes públicos para reduzir a poluição atmosférica	○	○	○	○	○
Eu evito produtos que poluem o ar	○	○	○	○	○
Eu evito produtos que poluem a água	○	○	○	○	○
Eu evito produtos ou serviços que causam danos ambientais	○	○	○	○	○
Eu evito comprar produtos que são feitos de animais em vias de extinção	○	○	○	○	○
Eu limito o uso de energia, como electricidade ou gás natural, para reduzir o meu impacto ambiental	○	○	○	○	○

* 4. Utilizando uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

	1	2	3	4	5
O que compro como consumidor tem um impacto nos problemas ambientais do país	○	○	○	○	○
O comportamento de cada consumidor pode ter um impacto na forma como as empresas tratam os seus colaboradores	○	○	○	○	○
Como a acção de um só consumidor não tem impacto na forma como as empresas se comportam em relação à sociedade, não faz diferença aquilo que faço	○	○	○	○	○
Cada consumidor pode ter um impacto positivo na sociedade através da compra de produtos vendidos por empresas socialmente responsáveis	○	○	○	○	○

* 5. Utilizando uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente), assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

	1	2	3	4	5
O comportamento socialmente responsável reduz a capacidade da empresa para oferecer produtos de elevada qualidade	○	○	○	○	○
O comportamento socialmente responsável é um consumidor de recursos da empresa	○	○	○	○	○
As empresas socialmente responsáveis são susceptíveis de praticar preços mais altos do que as empresas que não são socialmente responsáveis	○	○	○	○	○
Uma empresa pode ser socialmente responsável e simultaneamente oferecer produtos de elevada qualidade a um preço justo	○	○	○	○	○
As empresas envolvem-se em atividades ambientais e sociais, porque querem dar algo de volta à sociedade	○	○	○	○	○
As empresas envolvem-se em atividades ambientais e sociais, porque são membros de pleno direito da sociedade	○	○	○	○	○
As empresas envolvem-se em atividades ambientais e sociais, por puro altruísmo	○	○	○	○	○
As empresas envolvem-se em atividades ambientais e sociais, porque lhes garante uma boa publicidade	○	○	○	○	○
As empresas envolvem-se em atividades ambientais e sociais, porque lhes permite aumentar os lucros	○	○	○	○	○
As empresas envolvem-se em atividades ambientais e sociais, porque lhes permite ter mais clientes	○	○	○	○	○

* 6. Utilizando uma escala de 1 a 5 (1-Nada importante a 5-Extremamente importante), assinale a opção que melhor reflete a sua convicção em cada uma das seguintes afirmações.

	1	2	3	4	5
Trabalhar arduamente para os objetivos de um grupo, mesmo que não resulte em reconhecimento pessoal	○	○	○	○	○
Ser um participante cooperativo nas atividades de grupo	○	○	○	○	○
Ajudar prontamente aqueles que precisam de auxílio	○	○	○	○	○
Fazer o que é bom para a maioria das pessoas de um grupo, mesmo a um custo pessoal	○	○	○	○	○
Partilhar com os outros	○	○	○	○	○

Seguinte ►

QUESTIONÁRIO SOBRE RESPONSABILIDADE SOCIAL

0% ▭▭▭▭▭ 100%

SECÇÃO V - CARATERIZAÇÃO SOCIODEMOGRÁFICA

Para terminar, nesta seção são colocadas algumas questões de índole sociodemográfico.

* 1. Sexo:

○ Feminino   ○ Masculino

* 2. Idade:
Neste campo só é possível introduzir números.

[_____]

* 3. Estado civil:
Escolha uma das seguintes respostas

○ Casado(a)/ União de facto
○ Solteiro(a)
○ Divorciado(a)/Separado(a)
○ Viuvo(a)

* 4. Composição do agregado:
Nestes campos só é possível introduzir números.

Nº de adultos   [_____]
Nº de menores de 18 anos [_____]

* 5.Situação profissional:
Escolha uma das seguintes respostas

○ Trabalhador por conta própria
○ Trabalhador por conta de outrém
○ Desempregado
○ Doméstica(o)
○ Estudante
○ Pensionista/Reformado

* 6.Habilitações literárias:
Escolha uma das seguintes respostas

○ Básico (até ao 9º ano)
○ Secundário ou Técnico Profissional
○ Bacharelado
○ Licenciatura
○ Mestrado
○ Doutoramento

* 7.Rendimento mensal líquido do agregado familiar:
Escolha uma das seguintes respostas

○ NS/NR
○ Até €500
○ De €501 a €1000
○ De €1001 a €1500
○ De €1501 a €2000
○ De €2001 a €3000
○ De €3001 a €4000
○ Superior a €4000

* 8.Região de residência habitual:
Escolha uma das seguintes respostas

○ Alentejo
○ Algarve
○ Centro
○ Lisboa
○ Norte
○ Região Autónoma dos Açores
○ Região Autónoma da Madeira

* 9.Zona de residência:
Escolha uma das seguintes respostas

○ Rural
○ Urbana

[Submeter]

Appendix C. Main Questionnaire

QUESTIONÁRIO SOBRE RESPONSABILIDADE SOCIAL

O presente questionário faz parte integrante de uma investigação de doutoramento em Marketing, que visa estudar o Comportamento do Consumidor no âmbito da Responsabilidade Social no setor de retalho de base alimentar.

SECÇÃO I- PERFIL E ATRIBUIÇÃO DE RESPONSABILIDADE DO CONSUMIDOR

É importante que indique fielmente o seu comportamento e pensamento habitual. Não existem respostas "certas" ou "erradas".

1. Assinale a opção que melhor reflete o seu comportamento em cada uma das seguintes afirmações.

Utilize uma escala de 1 a 5 (1-Nunca a 5-Sempre).	1	2	3	4	5
Eu tento comprar a empresas que ajudam os necessitados					
Eu tento comprar a empresas que contratam pessoas com deficiência					
Eu evito a compra a empresas que discriminam as minorias					
Quando tenho possibilidade de optar por uma empresa que apoia escolas locais, eu faço-o					
Eu tento comprar a empresas que fazem doações para pesquisas médicas					
Eu faço um esforço para comprar a empresas que apoiam associações que angariam comida para os mais necessitados					
Quando tenho possibilidade, opto por uma empresa que dá um retorno à comunidade					
Eu evito comprar produtos cuja empresa recorre a trabalho infantil					
Quando tenho possibilidade, opto por uma empresa em que uma parte do preço do produto é doado a instituições de caridade					
Eu evito a compra a empresas que discriminam as mulheres					
Eu tento comprar a empresas que se esforçam por criar melhores condições aos seus colaboradores					
Eu tento comprar a empresas que apoiam vítimas de desastres naturais					
Eu faço um esforço para comprar a empresas que pagam aos seus colaboradores um salário digno					

2. Assinale a opção que melhor reflete o seu comportamento em cada uma das seguintes afirmações.

Utilize uma escala de 1 a 5 (1-Nunca a 5-Sempre).	1	2	3	4	5
Eu reciclo cartão/papel/jornais/revistas					
Eu reciclo plástico/alumínio					
Eu reciclo vidro					
Eu reciclo pilhas					
Eu reciclo medicamentos					

3. Assinale a opção que melhor reflete o seu comportamento em cada uma das seguintes afirmações.

Utilize uma escala de 1 a 5 (1-Nunca a 5-Sempre).	1	2	3	4	5
Eu evito comprar a empresas que prejudicam plantas ou animais em vias de extinção					
Sempre que possível, ando a pé/bicicleta ou utilizo transportes públicos para reduzir a poluição atmosférica					
Eu evito produtos que poluem o ar					
Eu evito produtos que poluem a água					
Eu evito produtos ou serviços que causam danos ambientais					
Eu evito comprar produtos que são feitos de animais em vias de extinção					
Eu limito o uso de energia, como electricidade ou gás natural, para reduzir o meu impacto ambiental					

4. Assinale a opção que melhor reflete a sua convição em cada uma das seguintes afirmações.

Utilize uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente).	1	2	3	4	5
O que compro como consumidor tem um impacto nos problemas ambientais do país					
O comportamento de cada consumidor pode ter um impacto na forma como as empresas tratam os seus colaboradores					

	1	2	3	4	5
A acção de um só consumidor tem um impacto na forma como as empresas se comportam em relação à sociedade					
Cada consumidor pode ter um impacto positivo na sociedade através da compra de produtos vendidos por empresas socialmente responsáveis					

5. Assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

Utilize uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente).	1	2	3	4	5
O comportamento socialmente responsável por parte de uma empresa reduz a sua capacidade para oferecer produtos de elevada qualidade					
O comportamento socialmente responsável por parte de uma empresa é um consumidor de recursos					
Uma empresa socialmente responsável é susceptível de praticar preços mais altos do que uma empresa que não é socialmente responsável					
Uma empresa pode ser socialmente responsável e oferecer simultaneamente produtos de elevada qualidade a um preço justo					
Uma empresa envolve-se em atividades ambientais e sociais, porque quer dar algo de volta à sociedade					
Uma empresa envolve-se em atividades ambientais e sociais, porque é membro de pleno direito da sociedade					
Uma empresa envolve-se em atividades ambientais e sociais por altruísmo (solidariedade)					
Uma empresa envolve-se em atividades ambientais e sociais, porque lhe garante uma boa publicidade					
Uma empresa envolve-se em atividades ambientais e sociais, porque lhe permite aumentar os lucros					
Uma empresa envolve-se em atividades ambientais e sociais, porque lhe permite ter mais clientes					

6. Assinale a opção que melhor reflete a sua convicção em cada uma das seguintes afirmações.

Utilize uma escala de 1 a 5 (1-Nada importante a 5-Extremamente importante).	1	2	3	4	5
Uma pessoa deve trabalhar arduamente para os objetivos de um grupo, mesmo que não resulte no seu reconhecimento pessoal					
Uma pessoa deve ser um participante cooperativo nas atividades de grupo					

	1	2	3	4	5
Uma pessoa deve ajudar prontamente aqueles que precisam de auxílio					
Uma pessoa deve fazer o que é bom para a maioria das pessoas de um grupo, mesmo a um custo pessoal					
Uma pessoa deve partilhar com os outros					

SECÇÃO II- RELACIONAMENTO COM EMPRESA DE RETALHO DE BASE ALIMENTAR E PERCEÇÃO DE RESPONSABILIDADE SOCIAL ASSUMIDA

1. Indique a <u>principal</u> empresa de retalho de base alimentar da qual é cliente.

1... Aldi
2... Continente
3... Continente Modelo
4... Continente Bom Dia
5... Minipreço
6... E. Leclerc
7... Intermarché
8... Jumbo/Pão de Açucar
9... Lidl
10... Pingo Doce
11.... Supercor
12.... Outra empresa (supermercado)
13.... Outra empresa (minimercado/comércio tradicional)

2. Possui cartão de cliente associado à empresa que indicou?

... Sim
... Não

3. Considerando a empresa de retalho de base alimentar que indicou, assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

Utilize uma escala de 1 a 7 (1-Discordo totalmente a 7-Concordo totalmente)

	1	2	3	4	5	6	7
No geral, estou muito satisfeito com esta empresa							
Esta empresa é, na minha opinião, quase ideal							
Esta empresa distingue-se superiormente das suas concorrentes							
A minha opção por esta empresa foi acertada							

Fazer compras nesta empresa excedeu as minhas expectativas							
	1	2	3	4	5	6	7
Os produtos e serviços desta empresa dão-me uma sensação de segurança							
Confio nos produtos e serviços desta empresa							
Comprar nesta empresa é uma garantia de qualidade							
Esta empresa está interessada nos seus clientes							
Esta empresa é sincera nas suas negociações com os clientes							
Esta empresa é honesta com os seus clientes							
	1	2	3	4	5	6	7
Eu desenvolvi uma relação comercial mais estreita com esta empresa do que com as suas concorrentes							
Eu gosto mais de fazer compras nesta empresa do que nas empresas concorrentes							
Eu estou disposto a fazer um esforço para continuar a comprar a esta empresa							
Eu pretendo manter o meu relacionamento como cliente desta empresa							
Quando penso nesta empresa, tenho uma sensação agradável							
Eu acredito que esta empresa faz um esforço para me manter como cliente							
	1	2	3	4	5	6	7
Eu costumo dizer coisas agradáveis sobre esta empresa							
Esta empresa é a minha primeira opção quando pretendo comprar produtos das categorias vendidas							
Encorajo os meus familiares, amigos e colegas a fazer compras nesta empresa							
Tenho intenção de continuar a comprar a esta empresa no futuro							
Recomendo esta empresa a alguém que me peça a minha opinião/conselho							

4. Considerando a empresa de retalho de base alimentar que indicou, assinale a opção que melhor reflete a sua opinião em cada uma das seguintes afirmações.

Utilize uma escala de 1 a 5 (1-Discordo totalmente a 5-Concordo totalmente)

É pedida a sua perceção sobre a responsabilidade social assumida por essa empresa, mesmo que a sua perceção não represente a realidade.

Na minha opinião esta empresa:	1	2	3	4	5
contribui para o desenvolvimento económico local/nacional					
preserva os empregos locais/nacionais					
cria postos de trabalho					
procura produtores regionais/nacionais					

respeita os valores e a cultura nacional					
comunica honestamente com a sociedade					
Na minha opinião esta empresa:	1	2	3	4	5
respeita os direitos humanos dos seus colaboradores					
garante a saúde e a segurança dos seus colaboradores					
define condições de trabalho dignas					
trata equitativamente os seus colaboradores, independentemente do género, etnia ou religião					
oferece remuneração adequada					
apoia e dá formação aos seus colaboradores					
comunica honestamente com os seus colaboradores					
Na minha opinião esta empresa:	1	2	3	4	5
garante o sucesso económico da empresa realizando negócios lucrativos					
investe o capital dos sócios/accionistas corretamente					
comunica honestamente com os sócios/acionistas					
proporciona um crescimento sustentável a longo-prazo					
Na minha opinião esta empresa:	1	2	3	4	5
reduz o consumo de energia					
reduz as emissões , como por exemplo de CO_2					
evita o desperdício					
faz reciclagem					
elimina os resíduos corretamente					
investe na proteção ambiental					
cumpre os padrões de proteção ambiental legalmente exigidos					
Na minha opinião esta empresa:	1	2	3	4	5
emprega pessoas com deficiência					
emprega desempregados de longa duração					
faz doações para equipamentos sociais					
apoia os colaboradores que estão envolvidos em projetos sociais					
investe na educação dos jovens					
contribui para a resolução de problemas da sociedade					
Na minha opinião esta empresa:	1	2	3	4	5
implementa práticas de venda justas					
rotula os produtos de forma clara e compreensível					
atende aos padrões de qualidade					
estabelece preços justos para os produtos					
oferece produtos seguros (não prejudiciais)					
permite apresentar reclamações					

SECÇÃO III - CARATERIZAÇÃO SOCIODEMOGRÁFICA

1. Sexo:

☐ Feminino

☐ Masculino

2. Idade:

_____ anos

3. Estado civil:

☐ Casado(a)/ União de facto

☐ Solteiro(a)

☐ Divorciado(a)/Separado(a)

☐ Viúvo(a)

4. Composição do agregado:

Nº de adultos __

Nº de menores de 18 anos ___

5.Situação profissional:

☐ Quadro superior

☐ Quadro médio

☐ Técnico especializado

☐ Pequeno proprietário

☐ Empregados de Serviços / Comércio / Administrativos

☐ Trabalhadores qualificados / especializados

☐ Trabalhadores não qualificados / não especializados

☐ Desempregados

☐ Estudantes

☐ Domésticas

☐ Pensionistas / Reformados

6.Habilitações literárias:

☐ Básico (até ao 9º ano)

☐ Secundário ou Técnico Profissional

☐ Bacharelato

☐ Licenciatura

☐ Mestrado

☐ Doutoramento

7.Rendimento mensal líquido do agregado familiar:

☐ NS/NR

☐ Até €500

☐ De €501 a €1000

☐ De €1001 a €1500

☐ De €1501 a €2000

☐ De €2001 a €3000

☐ De €3001 a €4000

☐ Superior a €4000

8.Região de residência habitual:

☐ Aveiro

☐ Beja

☐ Braga

☐ Bragança

Appendices

☐ Castelo Branco

☐ Coimbra

☐ Évora

☐ Faro

☐ Guarda

☐ Leiria

☐ Portalegre

☐ Porto

☐ Santarém

☐ Setúbal

☐ Viana

☐ Vila Real

☐ Viseu

☐ Lisboa

☐ Região Autónoma dos Açores

☐ Região Autónoma da Madeira

9.Zona de residência:

☐ Rural

☐ Urbana

Appendix D. Validation of measures based on the pre-test sample

Table D.1 - SRCB: principal component analyses

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	9,181	45,903	45,903	9,181	45,903	45,903	8,572
2	3,328	16,638	62,541	3,328	16,638	62,541	5,696
3	1,967	9,835	72,376	1,967	9,835	72,376	4,040
4	,721	3,603	75,979				
5	,646	3,229	79,208				
6	,581	2,906	82,114				
7	,532	2,660	84,774				
8	,509	2,544	87,318				
9	,485	2,423	89,741				
10	,341	1,707	91,448				
11	,294	1,470	92,918				
12	,263	1,316	94,234				
13	,207	1,035	95,268				
14	,187	,937	96,205				
15	,164	,820	97,025				
16	,146	,732	97,757				
17	,142	,710	98,467				
18	,134	,669	99,136				
19	,096	,479	99,614				
20	,077	,386	100,000				

Extraction Method: Principal Component Analysis.

Table D.2 - Psychological determinants: principal component analyses

Total Variance Explained

Component	Initial Eigenvalues			Loadings			Sums of
	Total	Variance	%	Total	Variance	%	Total
1	4,123	25,767	25,767	4,123	25,767	25,767	3,488
2	2,495	15,595	41,362	2,495	15,595	41,362	2,706
3	2,188	13,674	55,036	2,188	13,674	55,036	2,271
4	1,387	8,666	63,702	1,387	8,666	63,702	2,478
5	1,154	7,212	70,914	1,154	7,212	70,914	2,472
6	,687	4,294	75,208				
7	,654	4,090	79,298				
8	,553	3,456	82,754				
9	,470	2,935	85,689				
10	,442	2,760	88,449				
11	,409	2,553	91,002				
12	,368	2,302	93,304				
13	,318	1,988	95,292				
14	,275	1,721	97,014				
15	,251	1,566	98,580				
16	,227	1,420	100,000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table D.3- Relationship marketing: principal component analyses

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	8,443	70,354	70,354	8,443	70,354	70,354	7,427
2	,823	6,862	77,217	,823	6,862	77,217	7,020
3	,666	5,547	82,764	,666	5,547	82,764	6,522
4	,420	3,500	86,264				
5	,306	2,550	88,813				
6	,288	2,398	91,212				
7	,229	1,909	93,120				
8	,200	1,665	94,785				
9	,190	1,580	96,365				
10	,181	1,508	97,873				
11	,162	1,348	99,221				
12	,093	,779	100,000				

Appendices

Appendix E. Validation of measures based on the main sample

Table E.1 - SRCB: principal component analyses

	Component		
	1	2	3
CSRCO1	,838	-,013	-,010
CSRCO2	,802	,024	-,071
CSRCO3	,659	,027	-,025
CSRCO4	,823	-,058	,003
CSRCO5	,854	-,049	,003
CSRCO6	,846	,011	,000
CSRCO7	,776	,042	,040
CSRCO9	,775	,031	,037
CSRCO11	,762	,027	,015
CSRCO12	,841	-,006	-,002
CSRCO13	,766	,007	,001
RECY1	,006	-,012	,938
RECY2	-,001	-,002	,930
RECY3	,034	-,047	,938
RECY4	-,053	,074	,748
ENVIR3	,000	,890	,024
ENVIR4	,031	,907	,002
ENVIR5	,001	,924	-,004
ENVIR6	,002	,718	-,029
ENVIR7	-,009	,720	,018

Table E.2 - SRCB: total variance explained from PCA

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	8,364	41,821	41,821	8,364	41,821	41,821	7,834
2	3,219	16,097	57,919	3,219	16,097	57,919	5,227
3	2,159	10,794	68,712	2,159	10,794	68,712	3,578
4	,806	4,031	72,743				
5	,685	3,426	76,169				
6	,631	3,157	79,326				
7	,580	2,900	82,226				
8	,530	2,651	84,877				
9	,486	2,428	87,305				
10	,374	1,872	89,177				
11	,373	1,863	91,040				
12	,321	1,603	92,643				
13	,294	1,470	94,113				
14	,248	1,242	95,356				
15	,214	1,072	96,427				
16	,181	,907	97,334				
17	,174	,870	98,204				
18	,144	,720	98,925				
19	,114	,572	99,496				
20	,101	,504	100,000				

Table E.3 - Psychological determinants: principal component analyses

	Component				
	1	2	3	4	5
PCE1	,013	-,020	-,112	,071	,812
PCE2	-,090	,018	,062	,036	,829
PCE4	,096	,015	,183	-,063	,664
CSRCA1	-,065	,053	,078	,843	-,115
CSRCA2	,044	,047	,082	,830	-,062
CSRCA3	,025	-,053	-,163	,811	,261
ALT1	,004	-,045	,882	-,050	,042
ALT2	-,022	,064	,858	-,038	,051
ALT3	,018	-,028	,835	,088	-,056
STR1	,035	,812	-,020	-,071	,077
STR2	-,010	,910	-,020	,086	-,055
STR3	-,008	,902	,026	,021	-,006
COL2	,775	,073	-,067	-,021	,082
COL3	,878	,064	-,036	-,116	-,046
COL4	,784	-,107	,072	,252	-,090
COL5	,805	-,019	,039	-,074	,032

Table E.4 - Psychological determinants: total variance explained from PCA

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4,881	30,507	30,507	4,881	30,507	30,507	3,711
2	2,251	14,068	44,574	2,251	14,068	44,574	3,152
3	1,890	11,810	56,385	1,890	11,810	56,385	3,102
4	1,373	8,582	64,967	1,373	8,582	64,967	2,213
5	1,049	6,555	71,522	1,049	6,555	71,522	3,087
6	,652	4,073	75,594				
7	,587	3,667	79,261				
8	,551	3,443	82,704				
9	,464	2,897	85,602				
10	,426	2,664	88,266				
11	,397	2,484	90,749				
12	,367	2,295	93,044				
13	,311	1,946	94,989				
14	,298	1,863	96,852				
15	,262	1,640	98,492				
16	,241	1,508	100,000				

Table E.5- Relationship marketing: principal component analyses

	Component		
	1	2	3
SAT1	,741	,136	,017
SAT2	,894	-,117	,129
SAT3	,899	,061	-,052
SAT4	,793	,202	-,050
SAT5	,753	-,026	,195
TRUST1	,014	,185	,755
TRUST2	,048	-,020	,945
TRUST3	,071	-,039	,930
LOY1	,018	,783	,162
LOY2	,077	,966	-,152
LOY3	,004	,745	,164
LOY4	,007	,877	,026

Table E.6- Relationship marketing: total variance explained from PCA

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	Variance	%	Total	Variance	%	Total
1	8,363	69,691	69,691	8,363	69,691	69,691	7,272
2	,871	7,257	76,947	,871	7,257	76,947	6,776
3	,679	5,661	82,608	,679	5,661	82,608	6,564
4	,402	3,349	85,957				
5	,294	2,448	88,405				
6	,260	2,166	90,571				
7	,240	2,000	92,571				
8	,231	1,921	94,492				
9	,223	1,860	96,352				
10	,191	1,589	97,941				
11	,168	1,403	99,343				
12	,079	,657	100,000				

Table E.7- Customers' PCSR: principal component analyses

	Component					
	1	2	3	4	5	6
EMPL1	,948	-,111	,067	-,050	,116	-,126
EMPL2	,886	,004	-,076	-,024	,032	,064
EMPL3	,963	-,060	-,013	,023	-,026	-,030
EMPL4	,761	-,004	-,113	,125	-,083	,161
EMPL5	,926	,008	,036	-,077	-,073	-,026
EMPL6	,711	,127	,047	-,079	,013	,101
EMPL7	,831	,089	-,010	-,027	-,036	,088
ENV1	,138	,628	,108	-,079	-,003	,037
ENV3	,012	,774	,099	-,048	,028	-,025
ENV4	-,086	,951	-,078	,020	,026	,006
ENV5	-,042	,939	-,012	-,012	-,004	-,003
ENV6	,050	,809	,117	-,025	,004	-,064
ENV7	-,003	,758	-,045	,157	-,043	,047
SHARE2	,014	-,014	,077	-,057	,061	,884
SHARE3	,121	,017	,024	,004	-,018	,843
SHARE4	-,001	-,013	-,025	,135	,032	,824
LOCAL1	-,171	,002	,005	-,038	,868	,109
LOCAL2	,109	-,209	,116	-,003	,821	,006
LOCAL4	-,022	,225	-,100	-,076	,778	,001
LOCAL5	,190	,066	-,042	,140	,618	-,064
LOCAL6	,296	,035	,016	,213	,466	-,095
SOC2	,136	,031	,689	-,026	-,062	,051
SOC3	-,171	,075	,778	-,040	,113	,089
SOC4	,023	,010	,891	,064	-,040	-,050
SOC5	,013	-,017	,923	,016	-,056	-,003
SOC6	-,022	,002	,871	,005	,057	,013
CUST1	,215	,157	,115	,587	-,043	-,113
CUST2	-,131	-,030	-,015	,941	,040	,024
CUST3	,004	,002	-,005	,888	,012	,003
CUST4	,099	-,021	,079	,860	-,104	-,041
CUST5	-,104	,005	-,061	,874	,028	,124

Table E.8- Customers' PCSR: total variance explained from PCA

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	15,452	49,846	49,846	15,452	49,846	49,846	12,330
2	2,117	6,829	56,675	2,117	6,829	56,675	11,261
3	1,792	5,781	62,455	1,792	5,781	62,455	10,081
4	1,291	4,164	66,619	1,291	4,164	66,619	10,275
5	1,275	4,114	70,733	1,275	4,114	70,733	9,421
6	1,150	3,708	74,441	1,150	3,708	74,441	8,081
7	,757	2,443	76,884				
8	,637	2,053	78,938				
9	,508	1,638	80,576				
10	,477	1,539	82,114				
11	,450	1,450	83,564				
12	,414	1,335	84,900				
13	,389	1,255	86,155				
14	,359	1,158	87,313				
15	,337	1,088	88,401				
16	,326	1,052	89,453				
17	,308	,994	90,447				
18	,291	,940	91,387				
19	,281	,908	92,295				
20	,264	,853	93,148				
21	,258	,832	93,979				
22	,237	,766	94,745				
23	,221	,713	95,458				
24	,218	,703	96,161				
25	,203	,653	96,814				
26	,198	,639	97,454				
27	,189	,611	98,065				
28	,168	,542	98,607				
29	,161	,518	99,125				
30	,143	,461	99,587				
31	,128	,413	100,000				

Appendix F. Validation of measures based on the pre-test subsample

Table F.1- Socio-demographic characteristics

	n	%		n	%
Total sample			**Marital status**		
Size	426	-	Married/consensual union	249	58.4
Gender			Single	140	32.9
Female	237	55.6	Divorced/separated	34	8.0
Male	189	44.4	Widow	3	0.7
Age (years)			**Household composition**		
18–24	74	17.4	Only adults	217	50.9
25–34	87	20.4	With children <18 years	209	49.1
35–44	136	31.9	**Family income**		
45–54	79	18.6	Do not know/no answer	28	6.6
55–64	35	8.2	< 500 euros	14	3.3
More than 64	15	3.5	501–1,000 euros	75	17.6
Education level			1,001–1,500 euros	78	18.3
Compulsory education	114	26.8	1,501–2,000 euros	78	18.3
Associate Degree	19	4.5	2,001–3,000 euros	81	19.0
Bachelor's Degree	163	38.3	3,001–4,000 euros	51	12.0
Master's Degree	93	21.8	More than 4,000 euros	21	4.9
Doctorate	37	8.7	**Region of country**		
Occupation			Northern mainland	93	21.8
Self-employed	38	8.9	Center mainland	197	46.3
Employee	265	62.2	South mainland	72	16.9
Unemployed	21	4.9	Autonomous regions	64	15.0
Housewife	4	1.0	**Place of residence**		
Student	77	18.1	Rural	102	23.9
Retired	21	4.9	Urban	324	76.1

Table F.2- SRCB: principal component analyses

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Squared Loadings[a]
	Total	Variance	%	Total	Variance	%	Total
1	9,227	46,133	46,133	9,227	46,133	46,133	8,525
2	3,428	17,139	63,271	3,428	17,139	63,271	5,985
3	1,929	9,647	72,918	1,929	9,647	72,918	4,123
4	,779	3,896	76,814				
5	,584	2,919	79,733				
6	,555	2,773	82,505				
7	,549	2,745	85,251				
8	,476	2,382	87,633				
9	,426	2,128	89,761				
10	,331	1,657	91,418				
11	,296	1,480	92,899				
12	,221	1,106	94,005				
13	,213	1,066	95,071				
14	,184	,918	95,990				
15	,178	,888	96,878				
16	,166	,830	97,708				
17	,137	,683	98,392				
18	,129	,645	99,037				
19	,101	,505	99,542				
20	,092	,458	100,000				

Table F.3- SRCB: factor loadings from PCA and Cronbach's Alpha values

Constructs/ items	Component			Cronbach's Alpha
	1	2	3	
CSRCO				
CSRCO1	**,843**	-,014	-,014	**,95**
CSRCO2	**,876**	-,063	,019	
CSRCO3	**,705**	-,020	-,065	
CSRCO4	**,896**	-,071	,041	
CSRCO5	**,883**	-,051	-,017	
CSRCO6	**,906**	-,066	-,017	
CSRCO7	**,831**	-,030	,043	
CSRCO9	**,841**	-,012	,037	
CSRCO11	**,736**	,149	-,021	
CSRCO12	**,796**	,144	-,044	
CSRCO13	**,739**	,142	,021	
RECY				**,92**
RECY1	,018	-,022	**,948**	
RECY2	,032	-,024	**,940**	
RECY3	-,036	-,041	**,957**	
RECY4	-,030	,148	**,718**	
ENVIR				**,91**
ENVIR3	-,019	**,929**	,003	
ENVIR4	,025	**,904**	-,023	
ENVIR5	,020	**,914**	,024	
ENVIR6	-,051	**,790**	,002	
ENVIR7	,020	**,737**	,024	

Table F.4- Relationship marketing: principal component analyses

Total Variance Explained

Component	Initial Eigenvalues			Loadings			Sums of
	Total	Variance	%	Total	Variance	%	Total
1	9,156	76,300	76,300	9,156	76,300	76,300	8,008
2	,663	5,528	81,828	,663	5,528	81,828	7,821
3	,569	4,741	86,569	,569	4,741	86,569	7,549
4	,328	2,730	89,299				
5	,264	2,201	91,499				
6	,203	1,695	93,194				
7	,182	1,520	94,714				
8	,167	1,395	96,109				
9	,162	1,351	97,459				
10	,128	1,065	98,525				
11	,118	,986	99,511				
12	,059	,489	100,000				

Extraction Method: Principal Component Analysis.

Table F.5- Relationship marketing: factor loadings from PCA and Cronbach's Alpha values

Constructs/ items	Component			Cronbach's Alpha
	1	2	3	
SAT				
SAT1	**,575**	,171	,199	**,95**
SAT2	**,839**	-,051	,160	
SAT3	**,972**	,022	-,077	
SAT4	**,683**	,255	,055	
SAT5	**,895**	,011	,022	
TRUST				**,95**
TRUST1	,087	,083	**,793**	
TRUST2	,049	,029	**,913**	
TRUST3	,005	,008	**,956**	
LOY				**,94**
LOY1	,048	**,826**	,097	
LOY2	,012	**,924**	,013	
LOY3	,069	**,895**	-,069	
LOY4	,007	**,813**	,125	

Table F.6- Customers' PCSR: principal component analyses

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of
1	14,524	46,851	46,851	14,524	46,851	46,851	11,000
2	2,155	6,951	53,802	2,155	6,951	53,802	10,336
3	1,601	5,165	58,967	1,601	5,165	58,967	9,713
4	1,558	5,027	63,994	1,558	5,027	63,994	9,378
5	1,421	4,583	68,577	1,421	4,583	68,577	9,365
6	1,177	3,796	72,373	1,177	3,796	72,373	7,704
7	,809	2,611	74,984				
8	,630	2,032	77,016				
9	,621	2,003	79,019				
10	,579	1,868	80,887				
11	,552	1,780	82,667				
12	,486	1,567	84,234				
13	,462	1,489	85,723				
14	,388	1,252	86,976				
15	,375	1,210	88,185				
16	,342	1,105	89,290				
17	,322	1,040	90,330				
18	,317	1,023	91,353				
19	,297	,960	92,313				
20	,283	,912	93,225				
21	,252	,813	94,038				
22	,243	,782	94,820				
23	,221	,712	95,533				
24	,218	,703	96,235				
25	,206	,666	96,901				
26	,184	,595	97,496				
27	,175	,564	98,060				
28	,166	,535	98,596				
29	,160	,517	99,112				
30	,145	,468	99,581				
31	,130	,419	100,000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Appendices

Appendix G. Focus Group Guide

1. Preparação prévia

- Preparar documento com os objetivos do estudo e as secções que serão abordadas no *focus group* para entregar aos participantes.
- Preparar a sala.
- Preparar meios técnicos (gravador).

2. Introdução e enquadramento

- Apresentação e agradecimentos.
- Enquadrar o tema.
- Garantir a confidencialidade e anonimato de toda a informação recolhida.
- Pedir aos participantes que respondam com sinceridade, de acordo com aquilo que pensam e sem a preocupação em dar respostas certas.
- Solicitar que não se mantenham conversas privadas.
- Destacar a relevância do contributo do *focus group*, enquadrada no estudo exploratório, para o desenvolvimento do trabalho de investigação.
- Tempo total estimado da discussão: 90 a 100 minutos

3. Realização do *focus group*

- Entregar documento com objetivos do estudo

Secção A- Identificação da empresa de retalho de base alimentar

- Entregar a secção A aos participantes
- Pedir para dar opinião sobre o conteúdo, fazer apreciação critica e apresentar sugestões de melhoria
- Tempo estimado da discussão: cerca de 10 minutos.

Secção B- Perceção sobre a responsabilidade social da empresa

- Entregar a secção A aos participantes
- Pedir para dar opinião sobre o conteúdo, fazer apreciação critica e apresentar sugestões de melhoria
- Tempo estimado da discussão: cerca de 30 minutos

Secção C- Grau de satisfação, confiança e fidelidade

- Entregar a secção A aos participantes
- Pedir para dar opinião sobre o conteúdo, fazer apreciação critica e apresentar sugestões de melhoria
- Tempo estimado da discussão: cerca de 20 minutos

Secção D- Perfil e atribuição de responsabilidade do consumidor

- Entregar a secção A aos participantes
- Pedir para dar opinião sobre o conteúdo, fazer apreciação critica e apresentar sugestões de melhoria
- Tempo estimado da discussão: cerca de 30 minutos

4. Conclusão e encerramento

- Apresentar a proposta do modelo conceptual de investigação e a proposta do questionário e pedir a opinião dos participantes.
- Facultar contacto telefónico e endereço de email para possível comunicação futura.
- Reforço dos agradecimentos.

5. Registo das condições do *focus group*

- Local
- Dia e hora
- Condições do espaço
- Interesse dos participantes
- Empatia criada
- Observação geral

Appendix H. The main conclusion from content analysis of in-depth interviews

Este anexo evidencia as principais conclusões da fase qualitativa exploratória, relativa à parte A (a análise da parte B foi apresentada no capítulo 4), das entrevistas realizadas aos diretores do departamento de marketing e diretores de loja de base alimentar. Esta exposição reveste a seguinte forma: cada questão colocada aos entrevistados será enunciada e em seguida será realizado um resumo das principais conclusões da análise de conteúdo que foi conduzida.

Parte A- Questões no âmbito da Responsabilidade Social

A1- Quais são as variáveis que a Empresa considera fundamentais no âmbito da Responsabilidade Social da Empresa?

Os entrevistados deram ênfase essencialmente às seguintes variáveis: ambiente (eficiência energética, gestão de resíduos, reduções de carbono da frota, campanhas de sensibilização para recolha de rolhas de cortiça); e sociedade (doação de livros e computadoras a escolas, doações de equipamentos hospitalares, dotação de espaços de algumas cidades com equipamentos de ginástica, campanhas de sensibilização para alimentação equilibrada, proteção de animais em vias de extinção, apoio a animais instituições que recolhem e tratam os animais abandonados, ações ao níveis das comunidades seniores, infantil e mais desfavorecidas da sociedade).

A2- A Empresa integra temas sociais e ambientais nas suas atividades principais?

- Que tipo de ações tem desenvolvido?

- Se não, tencionam integrar estes temas no futuro?

A maioria dos entrevistados confirmaram de forma imediata que a empresa integra no presente os eixos sociais e ambientas nas suas atividades principais e tencionam aumentar ainda mais no futuro essas atividade. As ações identificadas já tinham sido maioritariamente focadas na questão A1.

A3- *A Empresa considera que os diferentes grupos de stakeholders têm um exato conhecimento do nível de responsabilidade social assumido pela empresa? Que stakeholders detêm informação privilegiada?*

Os entrevistados anuíram que existe algum desconhecimento do nível de responsabilidade total assumido pelas empresas. O conhecimento existente é muito baseado nas campanhas de sensibilização que são realizadas e às quais a comunicações social dá importância. Entre os *stakeholders* que detêm informação privilegiada destacaram os accionistas, investidores e empregados.

A4- *A Empresa comunica de forma regular sobre a CSR com um determinado grupo de stakeholders, os clientes?*

- Se comunica, que estratégias utilizam para este efeito? Essa comunicação é recíproca e personalizada entre a Empresa e cada cliente? E com cada segmento?

- Se não comunica, tencionam implementar, a curto prazo, um sistema de comunicação regular, recíproco e personalizado com os clientes?

Apenas algumas empresas já têm como preocupação comunicar de forma regular sobre a CSR com os clientes. Contudo a maioria afirma que ainda não o faz e poderá ser algo a pensar no futuro

A5- *A Empresa já foi confrontada com clientes que apresentam necessidades individualizadas e específicas ao nível da CSR? Que tipo de características detinham esses clientes?*

- *A Empresa consegue identificar que clientes são mais propensos a responder a iniciativas de RS?*

A opinião divide-se entre os entrevistados: alguns referem "muito esporadicamente"; outros "muitas vezes e cada vez mais". Sobretudo chegam pedidos de ajuda de clientes pertencentes a comunidades mais desfavorecidas da sociedade. Os entrevistados destacam que nessa área, muitas vezes atuam por via de parcerias com outras Instituições já existentes que possuem este tipo de objetivos organizacionais.

A6 – *Considera importante para o setor do retalho a adoção de CSR por parte das empresas?*

- No caso positivo, quais os motivos e com que objetivos?

- No caso negativo, porquê?

Os entrevistados consideram importante a CSR nos dias de hoje. De acordo com a sua opinião, existem requisitos mínimos de responsabilidade social que devem ser cumpridos. Como principais objetivos para a adoção de CSR apontaram sobretudo a imagem da empresa perante a sociedade, o publico em geral, os clientes e fornecedores.

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