



**Examining the influence of corporate website favourability
on corporate image, corporate reputation, consumer-
company identification and loyalty: A study of consumers'
perception in the context of the financial setting in the
United Kingdom and Russia**

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DEDICATION

This thesis is dedicated to my family. Forever the queen of my heart, to my grandmother Ummu Gulsum Sagadeeva, who gave her endless love and soul, to whom I am entirely grateful for who I am now. To my grandfather Rahim Ageev, for being a great role model. To my grandmother Ms Shams Al Molok Mohiadin Rad, for her special love and thoughts. They look down from above and guard me through all the challenges in my life.

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- Ageev, S., Agzamova, E., Ageeva, E., and Shaimieva K. (2016). *How to invest in Tatarstan. Information tips for the investor*. Chamber of Commerce and Industry of the Republic of Tatarstan, Kazan, Russia (published).
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- Ageeva, E., Melewar, T. C., Foroudi, P., and Dennis, C. (2016). Examining the influence of corporate website favourability on corporate image, corporate reputation, identification and loyalty: A study of consumers' perception in the context of the financial setting in the United Kingdom and Russia. *Proceedings of the Middlesex University Research Student Summer Conference*. June 29-30, London, UK.

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AUTHOR'S DECLARATION

I declare that I, Elena Ageeva, am the author of the PhD thesis entitled: *Examining the influence of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty: A study of consumers' perception in the context of the financial setting in the United Kingdom and Russia.* This PhD thesis is my original work. I declare that no material contained in the thesis has been used in any other submission for an academic award.

ABSTRACT

The main aim of this study is to add to the current knowledge about the corporate website favourability within the discipline of marketing by developing a rigorous conceptual framework of factors that influence corporate website favourability, and to explore how corporate website favourability contributes to building corporate image, corporate reputation, consumer-company identification and loyalty within the context of the financial setting in the UK and Russia. This research addresses two main questions: 1) what is the impact of the specific antecedents of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty? 2) what are the main favourable influences of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty?

To achieve the goals of this research, the thesis adopts a mixed method research design - a predominantly quantitative approach, which is supported by insights from an exploratory phase that embodies in-depth interviews and focus group discussions. The thesis draws on attribution, social identity and signalling theories. Based on the multi-disciplinary approach, this study resulted in the introduction of a validated conceptual framework that explains the phenomenon of corporate website favourability. The conceptual framework was supported and enhanced by a qualitative study (in-depth interviews and focus groups) that added three factors which influence corporate website favourability: customer service, website credibility and perceived corporate social responsibility. The conceptual framework was empirically evaluated through the insights from 555 questionnaires in the UK and 563 questionnaires in Russia. The sample of respondents permitted multivariate data analysis to be conducted in both contexts. The data from two contexts (consumers from HSBC in the UK and Sberbank in Russia) were analysed separately.

This research employed exploratory factor analysis (EFA), cronbach's alpha, and confirmatory factor analysis (CFA) to ensure that the scales developed and adapted were robust in terms of validity and reliability. Afterwards, structural equation modelling (SEM) was used to conduct the hypothesis testing for each context. The model confirmed a good fit to the data, good convergent, discriminant and nomological validity and stable reliability in both contexts. The proposed conceptual model showed that 17 hypotheses in the UK and 14 hypotheses in Russia were supported out of the 19 hypotheses. Thus, overall, the research framework was generally supported in both contexts.

The results indicated that navigation, information, security, availability, perceived corporate social responsibility, and perceived corporate culture influence corporate website favourability in the UK and Russia. Furthermore, the findings showed that the usability factor does not influence corporate website favourability in either country. Unexpectedly, the visual, customisation, website credibility, and customer service factors were rejected in Russia, but accepted in the UK. Additionally, corporate website favourability was found to have a direct positive affect on corporate image and satisfaction in both the UK and Russia. However, the relationship between attractiveness and corporate image was only supported in Russia, and not in the UK. In addition, in both contexts, corporate image was positively related to corporate reputation, corporate reputation was positively connected to consumer-company identification, and, finally, consumer-company identification was positively related to loyalty.

This study is the first systematic research which has conceptualised and operationalised the notion of corporate website favourability, its antecedents and its consequences. It is anticipated to be of value in advancing existing knowledge by proposing a threefold theoretical contribution to the literature: 1) theoretical extension (level of conceptualisation and measurement); 2) assessment of theory; and 3) investigation of generalisation. Additionally, it is hoped that the findings of this research would make a substantial managerial contribution to the understanding of marketing and communication managers and website designers regarding the entire association among corporate website favourability, its antecedents and consequence.

Furthermore, it is expected that this examination will enhance the knowledge of company decision-makers, communication professionals and website specialists about the building of a favourable corporate website in line with the corporate identity strategy of the company. Corporate website favourability should be adopted by companies, as part of the overall corporate identity management.

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CHAPTER I: INTRODUCTION

1.1. INTRODUCTION

This chapter provides a brief outline of the research and discusses the research background. It begins by introducing the background of the study in Section 1.2. Section 1.3 portrays the research problem and identifies the gaps in the literature. Section 1.4 explains the objectives of the research. Section 1.5 clarifies the methodology of the research. Section 1.6 explains the context and the respondent base of the study. Section 1.7 illustrates the importance of the study. Section 1.8 presents the definitions of the main concepts of the research. Finally, Section 1.9 introduces the outline of the study.

1.2. RESEARCH BACKGROUND

The Internet has gained a vital role in many parts of our lives. In 2015, there were over 3 billion internet users worldwide, an 826% percent increase since the year 2000 (Internet World Statistics, 2015). According to Foroudi et al. (2014), today's environment is becoming predominantly online and visually oriented. The advances in Internet technology have changed the expectations and patterns of website users, as well as transformed the way businesses attract consumers and retain existing customers (Lin, 2013). Thus, due to a vast increase in worldwide Internet usage, consumers perceive the companies through their corporate websites (Melewar and Karaosmanoglu, 2006; Nguyen et al., 2016). Nguyen et al. (2016) noted that "websites can have a powerful effect on stakeholders' perceptions of the organisation" (p. 15).

The corporate website enables companies to communicate with consumers and represents an important element of corporate identity management in today's competitive environment (Abdullah et al., 2013; Alhudaithy and Kitchen, 2009;

Bravo et al., 2012; Cornelius et al., 2007; Foroudi et al., 2017; Opoku et al., 2006; Perry and Bodkin, 2000; Topalian, 2003). “The websites tell much about what we do as a company, how we strive to change the world” (Nguyen et al., 2016, p. 15). The corporate website is a primary vehicle for corporate visual identity and plays a major role in the way that an organisation portrays itself to internal and external stakeholders (Chen and Wells 1999; Melewar and Karaosmanoglu, 2006; Schlosser, 2003; Van den Bosch et al., 2006).

The significance of websites has attracted considerable attention from marketing scholars and practitioners (Abdullah et al., 2013; Argyriou et al., 2006; Beatty et al., 2001; Foroudi et al., 2017; Melewar et al., 2017; Pollach, 2005, 2010; Topalian, 2003; Wheeler, 2012). Authors (Alhudaithy and Kitchen, 2009; Beatty et al., 2001; Foroudi et al., 2017; Kim et al., 2001; Lin, 2013; Tarafdar and Zhang, 2008) stated that the creation and maintenance of a favourable corporate website is an essential strategy for the company’s success in the marketplace. This forms a greater need for corporations to design the favourable corporate websites to remain competitive (Beatty et al., 2001; Cyr, 2008; Lin, 2013; Tarafdar and Zhang, 2008). Thus, the companies should learn how to make an effective favourable corporate website that satisfies the expectations of the customers (Scheffelmaier and Vinsonhaler, 2002). The effectiveness and quality of the website are important for companies, since it characterises the dominant, and sometimes only, interface with the customers (Palmer and Griffith, 1998).

Consequently, the trend is to create a powerful website for customers in order to gain a competitive advantage (Brown, 1998), improve integrated marketing communication strategies (Bellman and Rossiter, 2004), contribute to improving customer relationships (Law et al., 2010), save costs (Downes and Mui, 1998), enable innovation (Mandeville et al., 1998), project the corporate identity of the company (Bravo et al., 2012), manage its reputation (Campbell and Beck, 2004), enable financial reporting (Marston, 2003), increase loyalty (Srinivasan et al., 2002) and satisfaction (Casalo et al., 2008; Santouridis et al., 2009).

Moreover, the corporate website can provide certain operational advantages, such as reduced opportunities for clerical errors, lower overhead costs and a quicker response

to new market opportunities (Beatty et al., 2001). Additionally, a favourable corporate website is a powerful way for a company to reveal its corporate identity (Abdullah et al., 2013; Alhudaithy and Kitchen, 2009; Bravo et al., 2012; Foroudi et al., 2017; Topalian, 2003), as well as an avenue to improve the company's image (Braddy et al., 2008) and reputation (Argyriou et al., 2006), leading to the enhancement of identification with the company (Bravo et al., 2012), and, ultimately, the development of consumer loyalty. Thus, corporate websites represent a crucial element in the corporate identity management (Opoku et al., 2006).

However, companies have many design concerns when planning the website (Lin, 2013). In this new marketplace, companies still struggle to acquire relationships with consumers; in fact, good service is no longer enough to differentiate the company from competitors (Abdullah et al., 2013; Foroudi et al., 2017). According to Louvieris et al. (2003), when building solid relationships with customers, great importance should be put on website design, in particular to the experience on the website as a whole, where "customer, rather than producer, orientation should be pre-eminent in the site's design" (p. 169). In addition, company managers face issues when building a website according to the needs of the consumers and companies: "companies need to do more to engage readers in a dialogue with the company, e.g. by asking them to register with the site or letting them customise their views of the company's website according to their needs and interests. Companies could then design their sites accordingly and would be able to deliver more useful information to their multiple audiences" (Pollach, 2005, p. 298).

Creating the corporate website, as one of the crucial parts of corporate visual identity, and, in line with the name, symbol and/or logo, typography, colour, or slogan, is the way to reveal corporate identity in the visual manner (Van den Bosch et al., 2006). Based on marketers' and practitioners' points of view (Ind, 1992; Melewar and Saunders, 1999; Olins, 1989; Pilditch, 1970), the corporate visual identity and its elements (i.e. corporate website) should be standardised following the globalisation trend by reflecting a unified corporate identity around the world.

The global corporate website is a way for companies to communicate their corporate identity across countries (Halliburton and Ziegfeld, 2009). As Bravo et al. (2013)

pointed out, in “an increasingly global economy, companies can benefit from the implementation of consistent visual identity systems” (p. 535). Therefore, in relation to the globalisation phenomenon, it is important to examine consumers’ perceptions in Western and non-Western countries to critically evaluate the similarities and differences that might occur. This study, consequently, seeks to shed light on the antecedents and consequences of corporate website favourability in the context of the UK and Russia.

In summary, the above evidence shows that a favourable corporate website is a major strategic concern for the success of a company, in that its successful management can have a positive impact on the company. Thus, it is imperative to understand antecedents and consequences of the favourable corporate website (i.e. corporate website favourability) from consumers’ perspective.

1.2.1. History of website creation

The topic on website in marketing does not have a very long history, as the concept of the website is relatively new in itself. Websites came about after the creation of the Internet, drastically changing the world forever. The concept can be better understood through looking at the major milestones of the Internet and website creation. The Internet, one of the most notable inventions of the 20th century, was born out of a dedicated research commitment and sustainable investment in information infrastructure by academia, the government, and industry (Leiner et al., 1997).

The creation of the Internet began with the ‘Galactic Network’ (global or national) concept presented in Licklider’s (1962) work while he was studying at MIT. Joseph Carl Robnett Licklider “envisioned a globally interconnected set of computers through which everyone could quickly access data and programs from any site” (Leiner et al., 1997, pp. 102-103) and shared this idea with his colleagues at MIT, including Ivan Sutherland, Bob Taylor, and Lawrence G. Roberts (Leiner et al., 1997). Roberts (1967) while working at the Defense Advanced Research Projects Agency (DARPA), who then developed Licklider’s idea further through the creation of the Advanced Research Projects Agency Network (ARPANET) using the packet-switching theory first published by Kleinrock (1961), thus explaining why the

communications system uses packets instead of circuits (Leiner et al., 1997).

Furthermore, the first host computer was connected in 1969, followed by the creation of the Network Control Protocol (NCP) by the Network Working Group (NWG) under Steve Crocker (Leiner et al., 1997). Subsequently, the Transmission Control Protocol/Internet Protocol (TCP/IP) was developed by Cerf (Stanford University) and Kahn (DARPA), representing a communications-oriented set of operating system principles (Cerf and Kahn, 1974). According to Leiner et al. (1997), “by 1985, the Internet was established as a technology supporting a broad community of researchers and developers and was beginning to be used by other communities for daily computer communications” (p. 105).

The Internet was recognised as a vast network that needed the global community to be developed. Recruitment of the broader community to work on the Internet project started with Cerf (then-manager of the DARPA Internet program) who, in the late 1970s, organised the Internet Configuration Control Board (later replaced by the Internet Activities Board), created the Internet Engineering Steering Group, organised the Internet Society, and later formed a new organisation in 1995 to develop open-web standards, called the World Wide Web Consortium (W3C), led by Tim Berners-Lee (recognised as the inventor of the web) (Leiner et al., 1997).

To this day, Sir Tim Berners-Lee is recognised as being the founder and director of W3C, following the creation of the foundation of the web in 1989, when he wrote ‘Information Management: A Proposal’ while at the European Organisation for Nuclear Research in Switzerland (CERN). This marked the real creation of the web in some media circles (bbc.co.uk, 2016; independent.co.uk, 2016). In 1990, Berners-Lee wrote the three fundamental codes that define the web: 1) HTML: Hyper Text Markup Language (HTML); 2) Uniform Resource Identifier (URI), also called URL; and 3) HTTP: Hypertext Transfer Protocol (HTTP) (webfoundation.org, 2016). According to the World Wide Web Foundation (established by Sir Tim Berners-Lee in 2009), the web founding ideas were and are as follows:

- 1) “Decentralisation: No permission is needed from a central authority to post anything on the Web, there is no central controlling node, and so no single

point of failure ... and no ‘kill switch’! This also implies freedom from indiscriminate censorship and surveillance”.

- 2) “Non-discrimination: If I pay to connect to the Internet with a certain quality of service, and you pay to connect with that or a greater quality of service, then we can both communicate at the same level. This principle of equity is also known as Net Neutrality”.
- 3) “Bottom-up design: Instead of code being written and controlled by a small group of experts, it was developed in full view of everyone, encouraging maximum participation and experimentation”.
- 4) “Universality: For anyone to be able to publish anything on the Web, all the computers involved have to speak the same languages to each other, no matter what different hardware people are using; where they live; or what cultural and political beliefs they have. In this way, the Web breaks down silos while still allowing diversity to flourish”.
- 5) “Consensus: For universal standards to work, everyone had to agree to use them. Tim and others achieved this consensus by giving everyone a say in creating the standards, through a transparent, participatory process at W3C” (webfoundation.org, 2016).

Thus, the Internet (a series of computer networks that can connect and communicate with each other globally) and the World Wide Web (three fundamental codes: HTML, HTTP, and URL) became the crucial foundation of what we call websites today. This is how the first global website was officially presented in 1991 by Berners-Lee, through what he called the ‘World Wide Web’, and it represented a browser (bbc.co.uk, 2016). In 1993, the World Wide Web became an open source and could be used for free by anyone (bbc.co.uk, 2016). In its initial stages, the website was represented merely by hypertext (HTML) until 1994-1995, when JavaScript, a script language that makes websites more dynamic (Severance, 2012), and Cascading Style Sheets (CSS) – tools that determine the style and look of the website – were created (Lie, 1994). The World Wide Web became mainstream from 1995-2000s, creating the

dot-com (Internet-based companies) investment bubble that crashed in 2000 (NASDAQ), followed by the social media boom with Facebook's launch in 2004.

Nowadays, we cannot imagine ourselves without websites, now a major part of our daily lives (e.g., online banking, online shopping, booking travel, etc.). A website can be explained as a system of interconnected hypertext documents accessed through the Internet (Jayakumara, 2015; Naik and Shivalingaiah, 2008) via computers, including desktop, laptop, and mobile devices. The word 'website' is born from the word 'web, that is derived from the 'World Wide Web', representing the first-ever website. The term 'World Wide Web'/'web' represents the totality of the webpages on the Internet (the network of computers). This can be further broken down into HTML (a hypertext), the software that represents a text without any styling or interactivity, and CSS, the 'rules' created around HTML to create the look and feel of the website (aesthetics of the page), hosted by the web server that transmits the information to browsers (e.g., Safari, Internet Explorer) (Duckett, 2011).

Additionally, some websites have JavaScript or Flash to create interactive effects. Large websites are created by using a content-management system (CMS), such as blogging tools, or e-commerce software (e.g., WordPress, Joomla, Drupal, etc.) and can include a database to store data with the help of programming languages, such as Hypertext Preprocessor (PHP), a script language embedded in HTML to create dynamic web pages; ASP.Net, a web application framework developed by Microsoft to create dynamic web pages); JavaScript; and Ruby, an object-oriented programming language that constitutes the tools that are not visible to consumers (Duckett, 2011). Thus, websites and the tools to create them are constantly evolving, with the latest and greatest website technology repeatedly replaced by something better.

1.2.2. History of website development

The history of the website started with the idea of the World Wide Web (or web) in 1989 by Tim Burners-Lee (Aghaei et al., 2012; Boulos and Wheeler, 2007; Getting, 2007), followed by the first website's creation in 1990, then the site going live in 1991 in Switzerland (w3.org). Since then, there have been major developments and advances in the way websites are built and how they are perceived. The changes in

the web are conventionally marked by the names Web 1.0, Web 2.0, Web 3.0, Web 4.0 as new incarnations are developed (Aghaei et al., 2012; Chaffey and Ellis-Chadwick, 2012; Spivack, 2007). However, there is no clear agreement on web-development period dates, as they tend to overlap each other.

The era of information consumption and the first stage of website development began with the World Wide Web's first-ever website providing free worldwide public access in 1993 and lasted until the dot-com crash in 2000. This period is called 'Web 1.0' (Aghaei et al., 2012), during which websites were represented as static pages with flat data and limited interaction (Ganesh et al., 2010). In other words, websites were mainly for reading data. Companies used them chiefly as a way to showcase information about themselves in the form of online brochures/catalogues through which people could read about the companies and obtain contact information (Aghaei et al., 2012). Prytherch (2000) described a website as "a set of web pages with an organisational or subject focus" (p. 770).

Furthermore, during Web 1.0, the first electronic commerce websites appeared in 1995, and, in 1998, there was a breakthrough that "not only changed the nature of holiday shopping, but the face of retailing itself" (Chen and Wells, 1999, p. 2). That year (1998), Christmas was nicknamed 'Web Christmas' by Amazon.com founder Jeff Bezos (Newsweek, December 1998). The year 2000 saw the dot-com investment-bubble crash, up until which a website was merely considered "a technology-oriented distribution channel and media" (Chiou et al., 2010, p. 284). With the rapid development of websites, researchers took considerable interest in the study of the phenomenon. Largely, the concepts of advertising were applied to websites, including parallels made between the 'attitude toward the ad' concept, the basis for creating an 'attitude toward the site' (Chen and Wells, 1999) to measure the 'web'.

The next era of website development was social media interaction, conventionally called Web 2.0. "Web 2.0 is also known as the wisdom web, people-centric web, participative web, and read-write" (Aghaei et al., 2012, p. 3) and is dated to about 2000-2010 (Chaffey and Ellis-Chadwick, 2012; Spivack, 2007). The major shifts included the change from the 'advertising' approach to 'word of mouth', shifting the focus from companies to communities and marked the change from owning

information to sharing it (Aghaei et al., 2012). This period marks the creation of the world's most famous social media platforms – LinkedIn in 2003, Facebook in 2004, YouTube in 2005, and Twitter in 2006. In relation to website design, the open-source content management systems (CMS) were born, such as WordPress in 2003, through which the creation of a website became possible with a minimum set of skills. Thus, “participation and interaction is at the heart of the Web 2.0” (Chaffey and Ellis-Chadwick, 2012, p. 34), as well as online communication, community formation, and collaboration (Fuchs et al., 2010), i.e., co-creation.

During Web 2.0, scholars (Sivivassan et al., 2002; Wolfinbarger and Gilly, 2003) showed even more interest in conducting website studies, with an emphasis on e-commerce. There was a boom in e-commerce development, and the focus was on website quality, crystallised in WebQual, a method for examining the quality of websites (Barnes and Vidgen, 2002). “WebQual is a useful diagnostic tool for assessing the perceived quality of an organisation’s e-commerce” (Barnes and Vidgen, 2002, p. 123). Websites were largely viewed as software artefacts (Barnes and Vidgen, 2002) – a widely used information technology for sharing business information and a way to process transactions electronically (Beatty et al., 2001). For the website, it became important to have positive endorsements and adopt “contemporary marketing communications, such as e-mails, blogs, and social networks” (Alsajjan and Dennis, 2010, p. 962). In respect to the research approach, before the dot-com investment crash (2000), it was largely from an information-system point of view, whereas afterward, there was a largely mixed approach that combined the perspectives of marketing and information technology (Chiou et al., 2010).

The third period is the era of cooperation, known as Web 3.0, and represents the semantic web, or “a web that can demonstrate things in the approach which computers can understand” (Aghaei et al., 2012, p. 5). The major shift from Web 2.0 to Web 3.0 is represented by the shift in focus from communities to individuals (Aghaei et al., 2012). The period can be characterised vaguely as 2010–2020 (Chaffey and Ellis-Chadwick, 2012; Spivack, 2007), but there is still no clear agreement concerning the exact dates. In website design, this period is marked by the creation of the ‘Grid’ company, which ‘uses the artificial intelligence to design your websites for

you' and where 'content drives form' (thegrid.io, 2016). However, the Grid is still in the beta stage. In respect to website studies, this period is marked by the holistic view of the website and the importance of aligning the strategy of the company with its website strategy (Pallud and Straub, 2014).

In Chiou et al.'s (2010) study, the importance of managers understanding the significance of "causal links that show 'how' and 'where' a website is consistent with its strategy" (p. 288) was highlighted. In addition, scholars (Abdullah et al., 2013; Booth and Matic, 2011; Ingenhoff and Fuhrer, 2010) viewed websites as a part of corporate-identity management, as a company's online corporate identity. Nguyen et al. (2016) said "websites can have a powerful effect on stakeholders' perceptions of the organisation" and "nowadays, the websites tell much about what we do as a company, how we strive to change the world" (p. 15). However, there is still an ongoing need for research concerning websites (Toufaily et al., 2013). To summarise, websites are still in the development stage and constantly evolving. There is a clear need for a better understanding of websites as a holistic concept that drives the success of companies.

1.3. STATEMENT OF RESEARCH PROBLEM

Due to the rapid growth of Internet usage worldwide, many consumers perceive companies through the lens of their corporate websites (Melewar and Karaosmanoglu, 2006; Nguyen et al., 2016). Tran et al. (2015) said a website is an important element in terms of defining and managing the corporate image formation process. Therefore, there is increasing pressure on companies and groups to create their corporate websites based on the company's corporate identity (Bravo et al., 2012; Cornelius et al., 2007; Opoku et al., 2006; Perry and Bodkin, 2000) and plan their communication strategies carefully.

According to Rahimnia and Hassanzadeh (2013), "only a handful of studies in academic literature have specifically examined corporate website", and "website content has naturally become one of the most important issues for companies that want to maximise profits by promoting their services or products in a competitive and limited market" (pp. 240-241). Al-Qeisi et al. (2014) noted that "despite the

importance of website design, previous research does not provide consistent information on which website attributes influence users' perceptions" (p. 2282).

In addition, for decades, the marketing managers of companies have sought to retain targeted customers. However, companies struggle to acquire long-term relationships with their customers; in fact, in this new marketplace, good service is no longer enough to effectively differentiate companies in competitiveness (Berry et al., 2002; MacMillan and McGrath, 1997; Prahalad and Ramaswamy, 2004; Schembri, 2006). "Since websites serve as an important point of contact for most companies, assessing their effectiveness or quality of the website is important as a way to understand whether the company is providing the type and quality of information and interaction to satisfy website users" (Kim and Stoel, 2004, p. 619).

According to Nguyen et al. (2016), "the websites tell much about what we do as a company, how we strive to change the world" (p. 15). Furthermore, corporate websites are nearly perfect marketing forums because information is immediate, and buyers can compare the offerings of sellers worldwide (Srinivasan et al., 2002). The quality of the website is very significant since, for e-retailers, it characterises the dominant, or even the only, interface that customers encounter (Palmer and Griffith, 1998).

According to Osorio (2001), company websites should be a more visible artefact for communicating with users. The home page should become the starting-point for users conducting research to investigate the availability of resources. A website that is logical and convenient in use can minimise the likelihood that customers will make mistakes and make their experience more satisfying. These outcomes will probably enhance consumers' perception (corporate image and corporate reputation); in addition, consumers will feel that the company's success is their success (identification). Such experiences are more likely to promote long-term customer loyalty, which is generally the aim of the companies' managers.

In the marketing literature, there has been little systematic study of the effect of corporate websites on consumer evaluations of websites (Cyr, 2008; Cyr and Head, 2013; Everard and Galletta, 2006; Kim and Stoel, 2004; Tarafdar and Zhang, 2008;

Wolfenbarger and Gilly, 2003). Consequently, according to scholars (Abdullah et al., 2013; Al-Qeisi et al., 2014; Argyriou et al., 2006; Foroudi et al., 2017; Melewar et al., 2017; Pollach, 2010; Tran et al., 2015), interest in corporate websites has increased at a phenomenal rate. Additionally, scholars (Alhudaithy and Kitchen, 2009; Beatty et al., 2001) highlighted the importance of the notion of favourable corporate websites.

Broadly speaking, this study aims to produce a valid and reliable scale to measure 'corporate website favourability', as, to the best of the author's knowledge, none exist to date. From this point, one purpose of the present study will be to investigate the notion of corporate website favourability in the financial setting in the context of the UK and Russia, due to the dramatic increase of interest from academics and practitioners in today's global economy. The other is to examine the antecedents and consequences of the under-researched construct of corporate website favourability, with particular reference to corporate image, corporate reputation, consumer-company identification and loyalty. In other words, the main question is 'what are the characteristics, antecedents and consequences of corporate website favourability as a domain-specific construct?'

1.4. RESEARCH QUESTIONS AND RESEARCH OBJECTIVES

Based on the importance of favourable corporate websites and the discussion above, it may be useful to investigate this phenomenon further. Therefore, the aim of this study is to identify the features of corporate website favourability, explore its antecedents and see how corporate website favourability contributes to building corporate image, corporate reputation, consumer-company identification, and loyalty within the context of the financial setting in the UK and Russia. Based on the aim of this study, the two underlying questions are: 1) what are the factors that contribute to corporate website favourability? and 2) what are the main favourable influences of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty?

These general goals are attained by more precise objectives, as follows:

- 1) To investigate the notion of corporate website favourability and its features.

- 2) To examine the antecedents of corporate website favourability. This includes identifying the factors that are most likely to favourably influence corporate website favourability.
- 3) To develop and empirically evaluate a conceptual framework for the relationships among corporate website favourability, its antecedents and its consequences.
- 4) To examine the impact of corporate website favourability on corporate image.
- 5) To examine the impact of corporate image on corporate reputation.
- 6) To examine the impact of corporate reputation on consumer-company identification.
- 7) To investigate the impact of consumer-company identification on loyalty.

By addressing the research questions and objectives, this investigation is expected to add to the current knowledge about corporate website favourability, and provide practical insights for managers and designers. The present study is one of the first attempts to collect empirical evidence and seeks to show that a favourable corporate website leads to a favourable corporate image, corporate reputation, consumer-company identification and loyalty. Additionally, this research evaluates the role of favourable corporate websites on consumer perception.

1.5. RESEARCH DESIGN AND ANALYTICAL METHOD

To attain the goals of this study, a mixed method research design was adopted by predominantly following a positivist research philosophy (Malhotra and Birks, 2003). Because of the descriptive and theory-testing nature of this study, adoption of predominantly positivist philosophy is deemed appropriate (Burrell and Morgan, 1979). Based on the positivist perspective, in the initial stages of the research, qualitative methods can be used to reach a better understanding of the concepts (Malhotra and Birks, 2003). Therefore, this research adopts a primarily quantitative method, which also depends on the qualitative input (follow-up focus groups with consumers and exploratory interviews) (Chisnall, 1991; Churchill, 1979). The research starts with the qualitative stage, to reach a deeper understanding of the subject, improve and review the preliminary study model and hypotheses, refine the

measurement scales (Churchill, 1979), and improve the validity of the results (Baker, 1994; Churchill, 1979).

The first stage uses a qualitative method, which it considers to be the more appropriate, because of the present lack of understanding of ‘corporate website favourability’ and its relationship to favourable corporate image, corporate reputation, consumer-company identification and loyalty. For this reason, this study adopted Churchill’s (1979) paradigm to collect this kind of information. In addition, following a review of the literature and having examined the instrument design and scale validity, in-depth interviews were carried out with key informants (i.e. communication managers and decision-makers), coupled with focus group discussions with employees and consumers (users). To analyse the qualitative data, NVivo software was employed. According to Deshpande (1983), qualitative methods should be combined with quantitative methods in order to investigate phenomena that have attracted little attention or are unknown. Therefore, the quantitative method was chosen for the second stage of the study.

In the second stage, the quantitative method is used to examine the proposed hypotheses and their causal relationships, together with validation of the scales. A self-administered questionnaire to measure each of the constructs of the study was established on the basis of the reviewed literature and the qualitative research to quantify, supplement and enhance the first stage. The scales were purified based on the qualitative and quantitative evaluation of the research survey. In this stage, before conducting the main survey, this study used two types of validity: face validity and content validity. Face and content validity are essentially intuitive judgement processes and provide an indication of a questionnaire’s suitability to measure the concept of the study (Bryman, 2012; Kothari and Garg, 2014). Content validity “is the extent to which a measuring instrument provides adequate coverage of the topic under study” (Kothari and Garg, 2014, p. 70).

According to Bryman (2012), research that creates a new set of measures needs to show at least that it has face validity, which means “that the measure apparently reflects the content of the concept in question” (p. 171). After the measurement scales were revised, the questionnaires were distributed among the employees and students

to evaluate the validity and reliability, as well as to verify that the “measures are free from error and will therefore yield consistent results” (Peter, 1979, p. 6). Furthermore, prior to the main study, it is crucial to make sure that “the measures used are developed and investigated for reliability” (Melewar, 2001, p. 38). “Reliability is a necessary precondition of validity” (Cohen et al., 2013, p. 179). After a pilot study (pre-test), self-administered questionnaires were distributed to gauge consumers’ perceptions of the HSBC in the UK and Sberbank in Russia to see how corporate website favourability influences corporate image, corporate reputation, consumer-company identification, and loyalty. The questionnaire was designed to measure the research constructs. The participants in the research were asked to indicate the degree of their agreement with each item on a seven-point Likert scale ranging from (1) ‘strongly disagree’, to (7) ‘strongly agree’. Parts of the questionnaire were taken from former valid questionnaires and other parts extracted from the qualitative study.

The SPSS predictive analytics software was adopted to examine the descriptive statistics of the respondents. Following Churchill’s (1979) guidelines to construct better measures, during the primary stages, exploratory factor analysis (EFA) and coefficient alpha were adopted to evaluate scale validity (Aaker, 1997), as well as to decrease the amount of the research indicators (Hair et al., 2014). Afterwards, structural equation modelling (SEM) was implemented in order to test the measurement model and the hypotheses of the research for each country (UK and Russia). The research adopted SEM by following Anderson and Gerbing’s (1988) two-stage procedure by using Analysis of Moment Structure 21.

The two stages contain two interrelated models: measurement model and structural model. The measurement model “specifies the indicators for each construct and enables an assessment of construct validity” and the structural model is a “set of one or more dependence relationships linking the hypothesised model’s constructs” (Hair et al., 2014, pp. 545-546). The measurement model is also known as confirmatory factor analysis (CFA) (Diamantopoulos and Siguaw, 2000). In the first stage, CFA (confirmatory factor analysis) was used to permit a stricter valuation of construct unidimensionality; the test of each subset of items as being internally consistent and which validates the constructs on the basis of the measurement models (Gerbing and Anderson, 1988). Furthermore, the connection among the underlying theoretical

constructs and the observed variables was inspected in order to remove any ambiguously loaded items and guarantee valid and reliable constructs. In the second stage, the structural model fit was evaluated through goodness-of-fit indices and the paths between the constructs were assessed to examine the study hypotheses.

1.6. THE CONTEXT OF THE STUDY

This study examines perceptions of consumers in the UK and Russia about the global companies' websites chosen for this study (HSBC in the UK and Sberbank in Russia). The rationale behind the choices is represented as follows:

- 1) There is a vast increase in worldwide Internet usage, thus many consumers perceive the companies through their websites (Melewar and Karaosmanoglu, 2006; Nguyen et al., 2016). Al-Qeisi et al. (2014) noted that “despite the importance of website design, previous research does not provide consistent information on which website attributes influence users' perceptions” (p. 2282).
- 2) Alsajjan and Dennis (2010) pointed out that there is a serious research gap in the study of less industrialised countries in relation to the Internet related research, that received little attention to date. Authors (Alsajjan and Dennis, 2010; Fusilier and Durlabhji, 2005; Moon and Kim, 2001) highlighted that non-Western countries had little research attention, yet could greatly benefit from research in the Internet and IS. The above discussion suggests that a study of the favourable corporate website is overdue in the Western and non-Western countries.

This study, therefore, seeks to shed light on the antecedents and consequences of corporate website favourability in context of the UK and Russia. Since conducting a research in all Western and non-Western countries can be a challenge, the UK, as one of the top 5 largest advanced economies by nominal GDP in 2014 (IMF 2014) was chosen as one of the Western countries, while Russia, as one of the top 5 developing economies according to GDP in 2014 (IMF 2014), was selected as one of the non-

Western countries.

Although the characteristics of non-Western countries are relatively different, Russia is obviously different from the West. Besides, there are similarities between Russia and other non-Western countries. Russia is classified as a developing economy and the UK as an advanced economy by the International Monetary Fund (2014). Additionally, Supphellen and Gronhaug (2003) said there is a lack of empirical research on Russian consumers and that more work is needed in this area. Griffin et al. (2004) pointed out that it would be beneficial to conduct research studies on consumers using not only Western countries, but also from the perspective of an Eastern nation, like Russia. Therefore, Russia represents developing markets among non-Western countries, and the UK represents advanced markets among Western countries.

- 3) Because of the relatively underdeveloped nature of this area of research, a specific company needs to be assessed (Ahearne et al., 2005; Bhattacharya and Elsbach, 2002; Bhattacharya et al., 1995; Dutton and Dukerich, 1991; Elsbach and Bhattacharya, 2001). Elsbach and Bhattacharya (2001) recommended that focus groups help to categorise the concept of the focal construct and to construct the list of associated companies. The respondents from qualitative study in the UK and Russia were asked to list the most favourable global company's website in the UK and Russia respectively (Bhattacharya and Sen, 2003; Elsbach and Bhattacharya, 2001). The majority of the focus group participants stated that in the UK HSBC's website and in Russia the Sberbank's website represent the favourable global company's website, respectively. Therefore, research examines the perceptions of HSBC consumers in the UK and Sberbank consumers in Russia.

The choice was strengthened by the companies' rankings listed below. HSBC Plc. in the UK was chosen based on Brand Finance research in 2014. HSBC is the third most valuable brand in the UK. It is the number one global brand within the banking industry, according to Brand Finance

Global Finance 500(100). In the midst of the global financial crisis, HSBC was one of the few firms to report a profit for 2009. Since the crisis, HSBC has held a strong position and is rated 32nd for strategic assets of value in Best Global Brands (2013) by Interbrand and is one of the largest UK-based global companies in the world.

In Russia, Sberbank was chosen based on Brand Finance Global Banking 500 (100) ranking in 2014. It is the strongest brand in Russia and 17th in the world. Robust growth in the banking industry over the last decade has widened the scope of banking services in Russia. According to the Sberbank website in 2014, 1) the Russian banking system is dominated by the Sberbank, which accounts for 26% of the industry, 2) a new image of Sberbank is being formed as a modern, high-tech and customer-friendly company, and 3) Sberbank has over 13 million active online banking users.

Both HSBC and Sberbank represent a financial setting (i.e. banks). Alsajjan and Dennis (2010) and Al-Qeisi, et al. (2014) noted that banks are efficient users of online technology due to the intangible, informative nature of banking. Al-Qeisi et al. (2014) said banks are appropriate as a context of the inquiry in relation to the website studies. Scholars (Al-Qeisi et al., 2014; Floh et al., 2014) emphasised that banks operate in a highly competitive environment and meet the needs of different consumer segments. Therefore, the discussion above confirmed that banks are an appropriate setting for this research.

The above discussion suggests that a study of the favourable corporate website is overdue in context of the UK and Russia to reach a fuller understanding of how to construct the favourable website that leads to a favourable corporate image, corporate reputation, consumer-company identification and loyalty.

Based on the research questions, the unit of analysis is the consumers of the HSBC bank in the UK and Sberbank in Russia. Due to the banks' policies on data protection, they did not let the researcher use their consumer database. As Al-Qeisi et al. (2014) pointed out, "owing to data protection restrictions, contacting users through banks

was not an option” (p. 2284). Therefore, this study adopted a non-probability sampling approach; however, the generalisability of the non-probability sampling approach results can be relatively limited (Blumberg et al., 2008; Denscombe, 2002). The current research is primarily based on a convenience sample (non-random sampling approach). In the field of business and management, “convenience samples are very common and indeed are more prominent than are samples based on probability sampling” (Bryman and Bell, 2007, p. 198). In addition, convenience samples are widely used by international researchers (Griffin et al., 2004).

1.7. STATEMENT OF SIGNIFICANCE

The current research has considerable potential impact for both academic and managerial marketing communities. The study contributes to the academic body of knowledge in marketing, corporate identity, corporate visual identity, service marketing and design literature. At the same time, the research addresses questions posed by marketing managers about developing a favourable corporate website that will impact on corporate image, corporate reputation, consumer-company identification and loyalty.

This PhD research facilitates a better understanding of the concept of corporate website favourability together with its antecedents and consequences. The outcome of the study strengthens the issue of corporate website management. This study, by producing the empirical findings, expands the previous work on website related studies, as well as contributes to the academic body of knowledge in marketing, corporate identity and corporate visual identity literature. This research broadens the current understanding about favourable corporate websites, develops the construct of corporate website favourability and its relationship to corporate image, corporate reputation, consumer-company identification and loyalty, in particular, by answering the two main research questions: 1) what are the factors that contribute to corporate website favourability? and 2) what are the main influences of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty? By answering these research questions this study aims to bridge the gaps discovered in the literature, as described below:

- 1) There is an absence of research on how the ‘corporate website favourability’ construct can be defined.
- 2) There is a lack of theory building studies and explanatory models in the phenomenon of corporate websites favourability.
- 3) There is little research about favourable corporate websites (i.e. corporate website favourability) and the dimensions, antecedents and consequences (Cyr, 2008; Cyr and Head, 2013; Everard and Galletta, 2006; Foroudi et al., 2017; Kim and Stoel, 2004; Melewar et al., 2017; Tarafdar and Zhang, 2008; Wolfinbarger and Gilly, 2003).
- 4) To date, there is no systematic research study concerning the impact of compound websites on consumer evaluations of websites (Al-Qeisi et al., 2014; Foroudi et al., 2017; Rahimnia and Hassanzadeh, 2013; Melewar et al., 2017; Tarafdar and Zhang, 2008)
- 5) The present study is one of the first attempts to collect empirical evidence that seeks to show that corporate website favourability leads to a favourable corporate image, corporate reputation, consumer-company identification and loyalty, which have yet to be tested and validated.

This research demonstrates the relevant mechanisms underlying the connections among corporate website favourability, corporate image, corporate reputation, consumer-company identification and loyalty in the UK and Russia contexts. Furthermore, this study expands the current knowledge by extending the findings in previous studies. For instance, although a number of scholars (Abdullah et al., 2013; AbuGhazaleh et al., 2012; Braddy et al., 2008; Topalian, 2003; Tran et al., 2015) proposed that corporate websites could be connected to corporate image, they did not empirically test this relationship.

Therefore, the present thesis extends past studies by examining the relationship among corporate website favourability, corporate image, corporate reputation, consumer-company identification and loyalty constructs. The current study provides a

theoretical contribution by adding an alternative insight about corporate websites and developing the corporate website favourability construct. The study stream on corporate websites has not yet reached agreement about what a corporate website is (Gardner et al., 2008; Hendricks, 2007; Ranganathan and Ganapathy, 2002; Scheffelmaier and Vinsonhaler, 2002; Shchiglik and Barnes, 2004), and, to date, no ‘corporate website favourability’ construct exists. A number of studies (Cyr, 2008; Cyr and Head, 2013; Everard and Galletta, 2006; Foroudi et al., 2017; Kim and Stoel, 2004; Tarafdar and Zhang, 2008; Wolfenbarger and Gilly, 2003) have been completed in various contexts. The research uses a multi-disciplinary approach – qualitative, with interviews and focus groups in the first stage and quantitative, with self-administered questionnaires, in the second, together with broader data collection procedures.

This study is one of the first to empirically test the notion that favourable corporate websites have considerable influence on corporate image (Abdullah et al., 2013; AbuGhazaleh et al., 2012; Braddy et al., 2008; Topalian, 2003; Tran et al., 2015). This empirical research contributes in terms of identifying the effect of compound websites on consumer evaluations of websites. This study also adds to the current state of knowledge in establishing the dimensions of corporate website favourability – enabling these results to be validated and refined by the literature for a better understanding of the phenomenon. Finally, because structural equation modelling (SEM) was used to develop and test the model of a corporate website favourability, its antecedents and its consequence, this research contributes to the extension and strengthening of our understanding of corporate website favourability in the context of the UK and Russia in the financial setting. Furthermore, this research offers additional understanding concerning the research constructs dimensionality and operationalisation from perspective of consumers. In addition, this study provides a theoretical contribution by theory extension through 1) measurement of the constructs, 2) verification of the conceptualisation, 3) empirical testing, and 4) theory testing and generalisation.

The contribution is to achieve a wider view of marketing as well as corporate visual identity and corporate identity by investigating the incorporation of corporate website favourability and its relation to corporate image, corporate reputation, consumer-

company identification and loyalty from the perspective of consumers. To date, this research is the first empirical study of the proposition that favourable corporate websites (i.e. corporate website favourability) have an impact on corporate image (Abdullah et al., 2013; AbuGhazaleh et al., 2012; Braddy et al., 2008; Topalian, 2003; Tran et al., 2015) leading to corporate reputation, consumer-company identification and loyalty.

Furthermore, this research is able to contribute to marketing theory. Additionally, corporate websites have attracted considerable interest from marketing scholars. (Abdullah et al., 2013; Argyriou et al., 2006; Beatty et al., 2001; Foroudi et al., 2017; Melewar et al., 2017; Pollach, 2005, 2010; Topalian, 2003). In respect of the managerial implications, the results of this study have a number of contributions for managers. First, it will benefit managers, since it will allow them to identify some experiences of managing a corporate website. A company that designs a favourable corporate website will perform well in relation to its rivals. Equally, the research identifies the critical elements that might encourage or discourage corporate website favourability. Thus, this study is of extreme importance to marketing managers, since they need to carefully organise the factors that impact on corporate website favourability.

It was noticed that managers and graphic designers have a different mindset and viewpoint, in that designers look at the world through images and visual oriented perceptions, while managers perceive their understanding of the world through words (Foroudi et al., 2014, 2016; Walker, 1990). However, it is crucial to achieve the successful communication of designers and managers to produce a better result (Foroudi et al., 2014, 2016; Henderson et al., 2003; Kohli and Suri, 2002). Thus, the current research offers managers insights into the implications of a favourable corporate website, as well as assists managers and designers to reach a mutual understanding.

This study identifies the main factors that are essential for constructing corporate website favourability, as well as shows the direct relationship of corporate website favourability to corporate image, satisfaction and attractiveness. Therefore, the study results are significant for decision-makers, as a part of the organisation development

process with physical artefacts. This research helps managers and those who are financially involved to ensure that they know that generating a favourable corporate website to communicate in the market strengthens the corporate image, leading to improved corporate reputation, consumer-company identification and loyalty, as well as enhances consumer satisfaction and company's attractiveness. Additionally, managers should pay more attention to favourable corporate websites as part of the corporate visual identity of a company to influence a company's corporate image, corporate reputation, consumer-company identification and loyalty.

1.8. DEFINITIONS OF CONSTRUCTS AND CONCEPTS

Corporate website favourability is the extent to which a company projects its corporate identity through the corporate website as a primary vehicle of corporate visual identity to gain positive attitudes from the consumers, by transmitting consistent images and messages about the nature of the organisation to its audience that enables a company to build a positive image of itself in the minds of consumers (Abdullah et al., 2013; Booth and Matic, 2011; Braddy et al., 2008; Chen and Wells, 1999; Connolly-Ahern and Broadway, 2007; Dou and Tan, 2002; Foroudi et al., 2017; Gatewood et al., 1993; Haliburton and Ziegfeld, 2009; Hamill, 1997; Melewar and Karaosmanoglu, 2006; Pollach, 2005, 2010; Shin and Huh, 2009; Tarafdar and Zhang, 2008; Winter et al., 2003).

Navigation is the extent to which users can navigate the website and represents those characteristics that help users navigate the website better (Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2010; Gefen et al., 2000; Keeney, 1999; Kumar et al., 2014; Tarafdar and Zhang, 2005, 2008).

Visual is the extent to which the company uses its 'graphic design' and 'structure design' to create the overall look and feel of the website for the users (Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2009; Garrett, 2003; Melewar et al., 2001; Wang and Emurian, 2005).

Information on the website refers to the quality of the content, the way it is arranged and how relevant it is to the purpose of the website (Bruce, 1998; Cyr, 2008; Cyr and

Head, 2013; Davis et al., 2002; Ganguly et al., 2009; Tarafdar and Zhang, 2005, 2008).

Usability refers to the effort required to use the website, with which the user is capable of learning to manage the system with ease (Casalo et al., 2008; Davis, 1989; Flavian et al., 2006; Nielsen, 1994; Tarafdar and Zhang, 2005, 2008).

Customisation is the ability of a website to tailor products, services, and the transactional environment to individual customers (Fan et al., 2013; Kabadayi and Gupta, 2011; Srinivasan et al., 2002; Tarafdar and Zhang, 2005, 2008).

Security refers to the degree to which the website can be perceived as safe and has the necessary provisions for executing secure transactions (Devaraj et al., 2002; Koufaris, and Sosa, 2004; McKnight et al., 2002; Tarafdar and Zhang, 2005, 2008).

Availability is the correct technical performance of the website (Alwi and Ismail, 2013; Parasuraman et al., 2005; Tarafdar and Zhnag, 2008).

Website credibility is the degree to which consumers believe in the website expertise and trustworthiness (Goldsmith et al., 2000; Lowery and DeFleur, 1995; Metzger et al., 2003).

Customer service is the degree of how efficient, helpful and willing the service provided to the consumers is (Ding et al., 2011; Kaynama and Black, 2000; Parasuraman et al., 1991; Wolfinbarger and Gilly, 2003).

Perceived corporate social responsibility is the consumers' perceptions of corporate environmental responsibility, social involvement, responsiveness, accountability of companies, and consumers' expectations of corporations (Chapple and Moon, 2005; Glavas and Kelley, 2014; Klein and Dawar, 2004).

Perceived corporate culture is the consumer's perceptions about the corporate values, corporate philosophy, corporate mission, corporate principles, corporate history, founder of the company, country of origin and company's subculture running

and resulting from the corporate identity (Cui and Hu, 2012; Deshpande and Webster, 1989; Melewar, 2003; Ravasi and Schultz, 2006).

Corporate values are characterised by the values of the company that can be identified as a central system of beliefs inside the company, which shape corporate identity (Melewar, 2003; Melewar and Karaosmanoglu, 2006; Van Riel and Balmer, 1997).

Corporate philosophy is a combination of the main values and norms of the organisation that form its corporate culture, which represents the intention of the company to help to build more meaningful relationships (Abratt, 1989; Ind, 1992; Melewar, 2003; Melewar and Karaosmanoglu, 2006).

Corporate mission is the reason why the organisation exists and the purpose that differentiates it from its competitors (Abratt, 1989; De Witt and Meyer, 1998; Ind, 1992; Melewar, 2003; Melewar and Karaosmanoglu, 2006).

Corporate principles represent the materialisation and clarification of the values, targets and mission of the organisation, which construct the foundation for all corporate activities (Melewar, 2003; Melewar and Karaosmanoglu, 2006; Schmitt, 1995).

Corporate history represents a chronological account of a company's creation and business activities, which influences corporate identity through its connection with the corporate culture (Llopis et al., 2010; Marzec, 2007; Melewar, 2003; Melewar and Karaosmanoglu, 2006).

Founder of the company represents the person who brought the company into existence, which makes him inseparable from the identity of the company (Deal and Kennedy, 1985; Melewar, 2003; Olins, 1978; Sadri and Lee, 2001).

Country of origin is defined as the country where the corporate headquarters of the company marketing the product or brand is located, which can influence the perceived quality of the brand, brand loyalty, brand choice, and brand preference by customers,

and has a strong link with the corporate identity of the company (Foo and Lowe, 1999; Johansson et al., 1985, Melewar and Karaosmanoglu, 2006; Melewar, 2003; Moradi and Zarei, 2011; Rowlinson and Procter, 1999; Varey and Lewis, 2000).

Company's subculture refers to the distinct group within that company, which consists of the subsets of organisational members who interact regularly with one another and who employ a common way of thinking that is unique to the group (Bellou, 2008; Harris and Ogbonna, 1998; Hatch, 1997; Melewar, 2003; Melewar and Karaosmanoglu, 2006; Van Maanen, 1991; Van Maanen and Barley, 1985).

Corporate image is the overall immediate impression left in the minds of customers in comparison to its competitors and represents an asset, which allows companies to differentiate and increase the chance of success (Balmer et al., 2011; Bravo et al., 2009; Foroudi et al., 2014, 2016; Gray and Balmer, 1998; Karaosmanoglu et al., 2011; Mazursky and Jacoby, 1986; Richard and Zhang, 2012; Williams and Moffit, 1997; Zimmer and Golden, 1988).

Corporate reputation concerns the judgement that results from the reception of direct and indirect experiences, and the information about a company over time (Alesandri, 2001; Fombrun and Shanley, 1990; Foroudi et al., 2014, 2016; Gotsi and Wilson, 2001; Gray and Balmer, 1998; Herbig et al, 1994; Markwick and Fill, 1997; Ruth and York, 2004; Yoon et al., 1993).

Consumer-company identification represents the strong social relationships between the consumer and the company, such that consumers perceive themselves by the same attributes that they believe define the company. (Bhattacharya and Sen, 2003; Dutton et al., 1994; Einwiller et al., 2006; Homburg et al., 2009; Knight and Haslam, 2010; Marin and De Maya, 2013; Rooney et al., 2010).

Loyalty is the consumer's psychological attachment and intention to continue doing business with the company, expressed over time, where several alternatives are available (Bergeron, 2001; Gefen, 2002; Jacoby and Kyner, 1973; Liang and Wang, 2008; Melewar et al., 2017; Zeithaml et al., 1996).

Corporate identity is what the company is in regards to the entity's distinctive and enduring traits (Balmer, 2011; Balmer et al., 2007; Foroudi et al., 2014, 2016; Van Riel and Balmer, 1997; Melewar et al., 2017).

Corporate visual identity is the combination of visual cues by which an audience can recognise the company and differentiate it from others (Abratt, 1989; Foroudi et al., 2014, 2016; Melewar, 2003; Melewar and Saunders, 1998, 1999; Melewar et al., 2017).

Attractiveness is how exciting, attractive, appealing, fun and subjectively pleasing the company is in the minds of consumers (Alwi and Ismail, 2013; Cao et al., 2005; Tractinsky et al., 2006).

Satisfaction is the consumer's evaluations of a product or service with regard to their needs and expectations (Anderson and Sullivan, 1993; Flavian et al., 2006; Law and Bai, 2008; Oliver, 1980).

1.9. ORGANISATION OF THIS THESIS

The researcher presents this thesis in eight chapters, as follows:

Chapter I. Introduction - demonstrates the significance, the aims, and the methodology of this research.

Chapter II: Literature review – examines the literature on favourable corporate websites in respect of the various research perspectives. It also evaluates corporate website favourability, its antecedents and consequences.

Chapter III: Conceptual framework and research hypotheses – provides the research framework and explains the development of the research hypotheses.

Chapter IV: Methodology and research design – discusses the methodological approaches adopted in this study, including the research philosophy, rationale of the research design, and research setting. In particular, the mixed method approach

employed in this study is discussed. Moreover, the measurement scales are re-developed based on the findings from the literature and qualitative study results (interviews and focus groups), followed by evaluation in the pilot study questionnaire. Afterwards, the main study data collection procedures are presented and discussed.

Chapter V: The qualitative findings – presents the findings from the qualitative study.

Chapter VI: Data analysis – examines the empirical aspects of the study (main survey). It represents the respondents' demographic data, critically reviews the outcomes of the confirmatory factor analysis (CFA). Furthermore, by employing SEM, the findings from the measurement model and the hypotheses of the research for each country (UK and Russia) are presented.

Chapter VII: Discussion – critically evaluates the outcome of the research derived from both the quantitative and qualitative studies.

Chapter VIII: Conclusions – summarises the thesis results and outlines the main conclusions. Additionally, the theoretical and managerial contributions are addressed, together with the research limitations and avenues for future research.

CHAPTER II: LITERATURE REVIEW

2.1. INTRODUCTION

This chapter provides an overview of the literature concerning the concept of favourable corporate websites, and the elements and benefits, as well as the theoretical relationship between the concepts in general. From the research into corporate websites and corporate image it can be concluded that a favourable corporate website has desirable organisational outcomes.

A favourable corporate website is a powerful way for a company to reveal its corporate identity (Abdullah et al., 2013; Alhudaithy and Kitchen, 2009; Bravo et al., 2012, 2013; Foroudi et al., 2017; Topalian, 2003), as well as an avenue to improve the company's image (Braddy et al., 2008) and reputation (Argyriou et al., 2006), leading to the enhancement of identification with the company (Bravo et al., 2012), and, ultimately, the development of consumer loyalty. Thus, corporate websites represent a crucial element in the corporate identity management (Opoku et al., 2006). This chapter consists of nine parts. The paradigms for corporate website favourability are presented in section 2.2. Section 2.3 depicts the corporate website favourability concept. Section 2.4 provides the elements of corporate website favourability. The concept of corporate image is defined in section 2.5. Section 2.6 examines the corporate reputation concept. The consumer-company identification concept is defined in section 2.7 and the loyalty concept is explained in section 2.8. Section 2.9 offers a summary of the conclusions.

2.2. PARADIGMS FOR CORPORATE WEBSITE FAVOURABILITY

The advances in Internet technology are the biggest distributed forceful source of information, which has experienced vast growth since its beginning. Therefore, the Internet has gained a vital role in many parts of our lives, has changed the expectations and patterns of web users, and transformed the way businesses attract

consumers and retain existing customers (Lin, 2013). Companies struggle to acquire relationships with their customers; in fact, in this new marketplace, good service is no longer enough to effectively differentiate companies in terms of competitiveness (Berry et al., 2002; MacMillan and McGrath, 1997; Prahalad and Ramaswamy, 2004; Schembri, 2006). This forms a greater need for corporations to design favourable websites in order to remain competitive (Beatty et al., 2001; Cyr, 2008; Lin, 2013; Tarafdar and Zhang, 2008).

In order to explain the construct of corporate website favourability, this study employs three major theories: attributional, signalling and social identity. Starting with an explanation of the attributional theory, corporate website favourability can influence an individual's understanding and interpretation of a company. According to Jones (1972) and Weiner (1986), attribution theory was established in attempt to explain the world and to determine the cause of an event or behaviour. According to Kelley and Michela (1980), attribution theory denotes "the perception or inference of cause" (p. 458). Attribution theory relates to the way individuals interpret events and how it connects to their thinking and behaviour (Weiner, 1986). In other words, individuals try to determine why people do what they do (Kelley and Michela, 1980), i.e. attribute causes to behaviour.

A number of studies have stated that attributions are predictors of subsequent emotional, cognitive, and behavioural responses (Struthers et al., 1998; Weiner, 1985,1986). Marketing scholars (Folkes, 1984; Foroudi, 2012; Foroudi et al., 2014; Valle and Wallendorf, 1977) have frequently adopted attributional theory in their studies. The attributional theory relates to how individuals' success or failure can be attributed to another individual's intentional behaviour (Kelley and Michela, 1980). Furthermore, Markwick and Fill (1997) pointed out that corporate identity is portrayed to stakeholders by using a number of cues, which can be arranged so that intentionally planned messages are presented to certain target audiences to reach particular objectives, and characterise how the organisation would like to be perceived. Thus, the consumers' evaluations of a company's image rely on the perceptions of a company's intentional communication (i.e. corporate website). Based on the attributional theory, it is stated that consumers' positive attributions of the

company's website and its elements increase the likelihood of achieving a favourable image in the consumers' minds.

The most important objective of a corporate website is to promote the corporate image because the website can be seen as the virtual storefront of the company (Argyriou et al., 2006; Halliburton and Ziegfeld, 2009). Therefore, a favourable website enables a company to build an image of itself in the consumer's mind (Abdullah et al., 2013; Foroudi et al., 2017). According to Sen and Bhattacharya (2001), the favourability of a company's image influences the attitudes and behaviours. The discussion above verifies that a company's website can promote a long-term favourable corporate image, corporate reputation (Van Riel et al., 2001), consumer-company identification and loyalty, and that the set of internal and external communicational properties of a website can influence an individual's understanding and interpretation thereof. Thus, when consumers have positive attitudes towards corporate website favourability, they have a more favourable image about the company. This statement is constructed based on the attribution theory (Graham, 1991; Weiner, 1992). Therefore, this study applies the attribution theory in this study.

In addition, this study uses the signalling theory, due to the fact that the corporate website provides cues about the nature of the organisation. Spencer developed the signalling theory in 1973. Spencer (1973), in his economic research, used the labour market to examine the signalling function of education. In recent years, a number of studies have used the signalling theory in the online context (Braddy et al., 2006; 2008; Gregory et al., 2013). According to Connelly et al. (2011) the "signalling theory focuses primarily on the deliberate communication of positive information in an effort to convey positive organisational attributes" (p. 44).

In addition, Braddy et al. (2006) stated that organisations provide their information on the website in the hope that potential consumers favourably view the organisation as a potential employer. According to Gregory et al. (2013), who used the signalling theory in their study, website design and website context will positively affect the attitude towards the website and organisation. Furthermore, Braddy et al. (2008) stated that consumers' ratings of organisation favourability, overall image as an employer, and attractiveness as an employer will change after their exploration of an

organisation's recruitment website. Based on the statements above, a corporate website, by providing cues about the nature of an organisation, can influence the perception of the viewers of the organisation (Braddy et al., 2008) and create a positive impression, which is needed to maintain a favourable image (Gatewood et al., 1993). Therefore, when consumers have positive attitudes towards corporate website favourability, they have a more favourable image about the company.

Furthermore, a corporate website favourability can be used by members of the company to measure how outsiders view it; therefore, the social identity theory is used in this study. The social identity theory (Tajfel and Turner, 1979) examines the relationships among groups, within groups and the social self. Tajfel and Turner (1979, 1986) established the social identity theory and pointed out that an individual 1) often categorises their own self and others into groups; 2) associates own self with a particular group; 3) relates his/her self-group (in-group) with another group (out group); and 4) discriminates or opposes other groups. The notion of the in-group favouritism improves individuals' self-esteem, which establishes a positively valued social identity that members of the group seek to obtain (Tajfel and Turner, 1986).

The social identity theory has been widely studied by the scholars (Bhattacharya and Sen, 2003; Bhattacharya et al., 1995; Karaosmanoglu et al., 2011) to study the identity of the company. Furthermore, businesses seek to further establish how consumers build connections with the company. Marketers use consumer equity and intimacy to try to reach a meaningful relationship with them (Bhattacharya and Sen, 2003). In order to gain a meaningful relationship with consumers, companies should fulfil consumers' needs in regards to their social identity. Therefore, companies should communicate images relevant to the consumer (Foroudi et al., 2017).

To measure how outsiders, view the company members, a company uses the organisation's image (Dutton and Dukerich, 1991; Dutton et al., 1994). Marketing researchers (Bhattacharya and Sen, 2003; Bhattacharya et al., 1995; Karaosmanoglu et al., 2011) have adopted social identity theory to research identity from the external audience perception. The effective management of corporate identity can result in favourable corporate image, which can lead to favourable reputation, and create a positive attitude in the audience about the company (Balmer and Wilson, 1998;

Foroudi et al., 2014; Van Riel and Balmer, 1997). “By engaging in corporate visual identity activities, organisations communicate more favourably to internal and external stakeholders regarding important characteristics of the company's corporate identity” (Foroudi et al., 2014, p. 2276). Therefore, a company can use its corporate website (as part of the corporate visual identity) to create a positive image of the company in the consumers’ minds. Organisational communications present organisational images, and employ the company’s website to enhance the uniqueness of those images for external and internal audiences. Consequently, when consumers have a positive attitude towards corporate website favourability, they have a more favourable image about the company.

Furthermore, a company develops its website as a visible artefact (Osorio, 2001) of a leader’s vision. Additionally, effectively building a favourable corporate website assists cross-functional managers to improve visibility among the stakeholders of an organisation. Organisations invest substantial amounts of money in implementing and developing a corporate website and expect important benefits therefrom. A corporate website, is a primary vehicle for corporate visual identity (CVI) and plays an important role in the way that an organisation portrays itself to internal and external stakeholders (Melewar and Karaosmanoglu, 2006; Van den Bosch et al., 2006). The creation and maintenance of a favourable website is an essential strategy for company success in the marketplace (Foroudi et al., 2017; Kim et al., 2001; Palmer, 2002).

Therefore, corporate website favourability is the extent to which a company projects its corporate identity through the corporate website as a primary vehicle of corporate visual identity to gain positive attitudes from the consumers by transmitting consistent images and messages about the nature of the organisation to a company’s audience, which enables a company to build a positive image of itself in the consumer’s mind (Abdullah et al., 2013; Booth and Matic, 2011; Braddy et al., 2008; Chen and Wells, 1999; Connolly-Ahern and Broadway, 2007; Dou and Tan, 2002; Foroudi et al., 2017; Gatewood et al., 1993; Haliburto and Ziegfeld, 2009; Hamill, 1997; Melewar and Karaosmanoglu, 2006; Pollach, 2005, 2010; Shin and Huh, 2009; Tarafdar and Zhang, 2008; Winter et al., 2003).

The term corporate identity was created in 1957 by Lippincott and Margulies (1957). Since then, many academics have highlighted the significance of creating a distinctive corporate identity (e.g. Balmer, 2001; Ingenhoff and Fuhrer, 2010; Melewar and Jenkins, 2002; Otubanjo and Melewar, 2007). According to marketers (Balmer, 1995, 1998, 2001, 2008; Foroudi, 2012; He and Balmer, 2005, 2007; Perez and Del Bosque, 2014; Simoes et al., 2005; Van Riel and Balmer, 1997), the five major areas of research in corporate identity are graphic design, integrated communication, organisational studies, marketing, and multi-disciplinary. These major approaches in corporate identity are adopted to discuss favourable corporate websites from a holistic point of view, as corporate websites are one of the main parts of the corporate identity management (i.e. corporate visual identity) that create and transmit the essence of the brand and its corporate identity to build a favourable image of itself in the minds of the consumers (Abdullah et al., 2013; Bravo et al., 2012). Therefore, the literature in relation to favourable corporate websites as part of corporate identity management, in particular, corporate visual identity, as well as the relationship with corporate image, corporate reputation, consumer-company identification and loyalty, are discussed in this chapter.

2.2.1. Graphic design paradigm

The early views about corporate identity began through the lens of visual identity by graphic designers and communication consultants (Bernstein, 1986; Blauw, 1989; Carter, 1982; Chajet, 1992; Herbert 1987; Ind, 1992; Jackson, 1987; Margulies, 1977; Olins, 1978, 1989; Pilditch, 1970; Selame and Selame, 1975). According to He and Balmer (2007), the “visual identity locus of analysis is the organisation’s symbolism, which includes all sorts of visual cues that identify and distinguish the focal organisation” (p. 772). In the infancy stage of corporate identity development, a great amount of significance was attributed to graphic design, in that “graphic designers have been hugely influential in two regards, in that they articulated the basic tenets of corporate identity formation and management and succeeded in keeping the subject on the agenda of senior managers” (p. 340). In this regards, corporate identity can refer to all the observable and measurable elements in the company’s visual representation, such as colours, architecture, interior and exterior design, logo, and slogan (Alessandri and Alessandri, 2004).

The graphic design paradigm is a widely accepted dimension in the early literature and has been defined as a tangible aspect of an organisation (Margulies, 1977). Overall, the graphic design paradigm is linked to the “visual manifestation of the company’s reality” (Argenti, 2007, p. 66), revealed through the organisation’s website, motto, name, and other tangible matters. From this point of view, the identity of the company is mainly conveyed through visual manifestation (Perez and Del Bosque, 2014). In relation to the corporate website, as the key element of the corporate visual identity (Van den Bosch et al., 2006), it is the part of the official graphical design for a company and the distinctiveness of the design requires substantial creativity, which should match a firm’s strategy. In this regard, a corporate website can be defined as “a status symbol, image building” that “projected the image they wanted their organisations to portray” (White and Raman, 2000, p. 406).

Similarly, it can be argued that corporate websites convey a socially desirable and managed impression of their companies, therefore acting as a ‘mirrors’ for companies to portray their corporate identities. In other words, a corporate website can be characterised as the ‘virtual storefront’ of the company (Berthon et al. 1998; Chen et al. 2002; Ducoffe 1996; Leong et al. 1998), which helps to promote the corporate and product/brand image (Argyriou et al., 2006).

The corporate website, as a part of the corporate visual identity, can be the ‘face of the organisation’ that transmits consistent images to its audience (Connolly-Ahern and Broadway, 2007; Pollach, 2005; Shin and Huh, 2009; Winter et al., 2003). Therefore, this approach emphasises the management of features (i.e. website, logo, and slogan), with visual audit at the core. For instance, Hong and Kim (2004) studied websites from the design perspective by employing six criteria (internal reliability, external security, content usefulness, navigation usability, system interface, and communication interface) with three architectural dimensions (robustness, utility, and aesthetic appeal). The next section discusses the integrated communication approach.

2.2.2. Integrated communication paradigm

The views concerning corporate identity shifted from a merely graphic design focus to a strategic stance (Perez and Del Bosque, 2014), as graphic designers and marketers realised that there should be consistency in order to efficiently communicate to all the stakeholders (Van Riel and Balmer, 1997). Corporate identity, based on the integrated communications point of view, can be characterised as “the sum of the ways a company chooses to identify itself to its public” (Balmer and Greyser, 2003, p. 68).

The integrated communication paradigm relates “within the marketing, communications and public relations disciplines with the coordination of communications, namely: corporate communications and total corporate communications” (Balmer, 2011, p. 1338). Scholars (Abratt, 1989; Balmer, 2001; Bernstein, 1986; Gray and Smeltzer, 1987) have emphasised that corporate identity and its elements need to be communicated internally and externally. Corporate identity is projected into corporate image, and, over time, into corporate reputation through corporate communication activities (Abdullah et al., 2013; Dowling, 2001; Foroudi et al., 2017).

These remarks are consistent with corporate identity authors (Bravo et al., 2012; Cornelius et al., 2007; Foroudi et al., 2017; Melewar et al., 2017; Perry and Bodkin, 2000; Pollach, 2005, 2010; Topalian, 2003) who consider that websites are part of the communication of the corporate identity and its elements. Websites enable communication (Ganguly et al., 2010); thus, companies realise that it is crucial to present themselves well on their website (Pollach, 2005, 2010). A corporate website is an essential part of the communication strategy of the company (Foroudi et al., 2017; Melewar et al., 2017). Timely communication generates trust by resolving disputes and ambiguities (Mukherjee and Nath, 2003).

Studies on website communication have focused on how companies show themselves online as socially responsible corporations (Basil and Erlandson, 2008; Chapple and Moon, 2005; Chaudhri and Wang, 2007; Pollach, 2003); how websites are used to build relationships with stakeholders (Kent et al., 2003); how websites help to present

information for journalists (Callison, 2003); and how companies use corporate websites to disclose financial data (Marston, 2003). Cyr and Trevor-Smith (2004) conducted an empirical comparison of German, Japanese, and US website characteristics from the communication perspective, and concluded that website design preferences differ across cultures (in relation to the national culture as determined by Hofstede (1980)). In order to communicate with the stakeholders effectively, companies should include interactive features on the website to encourage users to participate in a dialogue with the company (Hurme, 2001).

Researchers (Abdullah et al., 2013; Foroudi et al., 2017; Ingenhoff and Fuhrer, 2010; Melewar et al., 2017; Topalian, 2003) have pointed out the importance of corporate website management, as a part of the communication strategy. A corporate website is an important part of an organisation's integrated marketing communication strategy (Mulhern, 2009; Foroudi et al., 2017). Therefore, building and maintaining a favourable corporate website is highly important for an organisation as part of the integrated communication strategy, in which management are responsible to convey the same message to the internal and external audience. The next section reviews the organisational studies perspective when approaching the organisational identity concept.

2.2.3. Organisational studies paradigm

According to Van Riel and Balmer (1997), organisational identity “can be defined as the degree of salience with which an individual defines himself by his membership of an organisation in given circumstances” (p. 770). Therefore, in accordance with this perspective, the identity of the organisation is defined “as everything that formal members of the company think and feel about it” (Perez and Del Bosque, 2014, p. 7) and is “rooted in the behaviours of members of the organisation” (Van Riel and Balmer, 1997, p. 341). In addition, “organisational member's perceptions of the defining characteristics of their focal organisation” (He and Balmer, 2007, p. 769), is called an organisation's identity. Organisational identification is an integral part of the sense of satisfaction in being an employee of a successful organisation (Kim et al., 2001) and loyalty to an organisation (Mael and Tetrick, 1992). It includes feelings of

solidarity, the support of the organisation, and perceptions of shared characteristics (Cheney, 1983; Lee, 1971).

Marketers (Foroudi, 2012; Stuart and Muzellec, 2004; Van den Bosch et al., 2006; Van Riel and Van Hasselt, 2002) have emphasised the significance of the CVI in the organisational identification domain. In regards to this perspective, the corporate website is a primary vehicle for corporate visual identity (CVI) and plays an important role in the way that an organisation portrays itself to internal and external stakeholders (Chen and Wells 1999; Melewar and Karaosmanoglu, 2006; Schlosser, 2003; Van den Bosch et al., 2006).

Research concerning the organisational field contributes to organisational identification, organisation identity, reputation, and image. According to Dutton and Dukerich (1991), an organisation's image is "how the organisation's members believe that others see the company and is an important mirror for interpretations that triggered and judges issue action because of a close link between insiders' views of the organisation and insiders' and outsiders' inferences about the characters of organisational members" (p. 243). The above definition illustrates that an organisation's identity can be defined as what the organisation's employees and other members attribute to the organisation.

Sen and Bhattacharya (2001) stated that the organisation's favourability impacts on the external and internal behaviours and attributes. In addition, based on the findings of Dutton et al. (1994), the employees' beliefs should match with the organisational identity, and signify the common views and beliefs regarding what is distinctive, enduring, and central regarding the organisation. Marketing scholars (Keller, 1993; Van Heerden and Puth, 1995) have highlighted that the corporate image is the perception that external audiences have towards the company. It characterises the attitudes, beliefs, associations, and impressions held by consumers.

According to Larson and Pepper (2003), identification is impacted by communication, knowledge processes, and culture. It is noted that the identification proceeds by language and communication (Christensen and Cheney, 2000; Tompkins and Cheney, 1985). The corporate website is an essential part of a company's communication

strategy. Therefore, the website of the company is an extension of the sponsoring organisation's operations (Chen and Wells, 1999; Palmer and Griffith, 1998). Authors (De Chernatony and McDonald, 2003; Staudte and Schmidt, 2004) have suggested that managers should use a variety of multimedia (audio, video, text, image and graphic) on the website in order to create a coherent and strong image, avoid any confusion and establish trust (Argyriou et al., 2006; Halliburton and Ziegfeld, 2009; Merrilees and Fry, 2002; Singh and Pereira, 2005). Braddy et al. (2008) conducted research in regards to online recruiting. Their findings revealed that "organisational favourability, image as employer, and organisational attractiveness perceptions were affected by their viewing of organisational recruitment websites" (Braddy et al., 2008, p. 2992).

Companies spend significant amounts of money on designing their corporate websites and anticipate vital profits therefrom. Companies marketing and communication employ a favourable corporate website to increase the uniqueness and attractiveness of the company and its products. A favourable corporate website helps organisations to improve the visibility of internal and external relationships. The company's website, as a key element of corporate visual identity, is a visible expression of the company's CEO vision to their stakeholders.

2.2.4. Marketing paradigm

The marketing paradigm is principally grounded in the branding and identity literature (Simoes et al., 2005), and emphasises the company's corporate image as the external stakeholders' perception of a company's corporate identity through the company's visual identity (Balmer, 2008). In this regard, "corporations need to position themselves against the multinational companies by creating or leveraging upon their corporate identity" (Abdullah et al., 2013, p. 452). Therefore, corporate identity is the depiction of a company to all stakeholders and signifies what causes the company to be unique by combining the company's communication, culture, design, behaviour, strategy, structure and industry identity (Melewar and Karaosmanoglu, 2006).

Therefore, essentially, they are connected to the corporate personality and image (Abdullah et al., 2013). Scholars (e.g. Abdullah et al., 2013; Chun and Davies, 2001;

Ingenhoff and Fuhrer, 2010) have examined corporate identity based on the mission and vision statements on corporate websites from the perspective of Aaker's brand personality dimensions. A company's vision and mission statement is usually presented in its corporate website, which gives easy access to different stakeholders, and, accordingly, this articulation forms its online brand personality (Ingenhoff and Fuhrer, 2010). According to the findings of Chun and Davies (2001), companies position themselves in the marketplace using brand personality dimensions in their vision and mission statements on their corporate websites. Ingenhoff and Fuhrer (2010) concluded that the expression of the corporate identity through the corporate website forms the online brand personality.

Furthermore, corporate visual identity should be consistent with the company's corporate identity (Hankinson et al., 2007). Additionally, the website, as a part of the corporate visual identity of the company, is the brand carrier (Chen and Wells, 1999; Palmer and Griffith, 1998). Companies employ websites to demonstrate their business overall and brand values in particular (Van den Bosch et al., 2006; Foroudi et al., 2017). The website, by providing the relevant information about the brand, can contribute to brand awareness (Foroudi et al., 2017).

According to Halliburton and Ziegfeld (2009), "companies have designed corporate websites in order to reach a large audience instantly and to present their corporate brand worldwide" (p. 901). Similarly, Alwi (2009) stated that companies use websites in order to strengthen the brand. Scholars (Argyriou et al., 2006; Halliburton and Ziegfeld, 2009; Merrilees and Fry, 2002; Singh and Pereira, 2005) have stated that corporate websites need to be included in an existing consistent branding strategy in order to create and communicate a consistent and powerful image. Therefore, the corporate website is a key element in the corporate visual identity (CVI), which plays a significant role concerning to what extent an organisation illustrates itself to internal and external stakeholders (Chen and Wells 1999; Melewar and Karaosmanoglu, 2006; Schlosser, 2003; Van den Bosch et al., 2006).

2.2.5. Multi-disciplinary paradigm

Scholars (e.g. Abdullah et al., 2013; Alhudaithy and Kitchen, 2009; Balmer, 2001, 2009; Brown et al., 2006; Dacin and Brown, 2002; Foroudi et al., 2014; Karaosmanoglu et al., 2011; Melewar and Karaosmanoglu, 2006; Opoku et al., 2006; Perez and del Bosque, 2014; Powell et al., 2009; Simoes et al., 2005; Van Riel and Balmer, 1997) have highlighted that corporate identity management (e.g. corporate website) and corporate image should follow a multi-disciplinary paradigm. As Perez and Del Bosque (2014) mentioned, “different schools of thought do not represent mutually exclusive approaches to corporate identity but, rather, an integrated multi-disciplinary approach” (p. 10).

The multi-disciplinary approach presents a more holistic approach to the corporate identity “which addresses the question of ‘what are we as an organisation’” (Balmer, 2007, p. 771). Additionally, “the multi-disciplinary perspective, *vis-a-vis* CI, is concerned with the overall performance of an organisation, including internal and external, as well as the financial and social dimensions of the corporation” (He and Balmer, 2007, pp. 772-773). According to Balmer (1995, 1998), the phenomenon of corporate identity management has been studied for decades and has been interpreted in different ways.

Scholars (Abratt, 1989; Albert and Whetten, 1985; Balmer, 1994, 1995; Van Riel, 1995), have presented significant research on corporate identity, in particular, in regards to the corporate identity mix (Van Riel and Balmer, 1997). Furthermore, researchers (Foroudi et al., 2014; Van Riel and Balmer, 1997) have emphasised that favourable corporate identity is one of the organisation’s key assets, and, therefore, requires rigorous management attention. Corporate identity as the grounding of corporate marketing should be studied from a multi-disciplinary approach (Balmer, 2001). According to Van Riel and Balmer (1997), corporate identity communicates “through behaviour, communications, as well as through symbolism to internal and external audiences” (p. 341). The multi-disciplinary school emphasises the significance of stakeholder communication. Based on Balmer (1995), the communication school is related to the integrated-communications approach (Van

Riel and Balmer, 1997) and can be signified by the inter-disciplinary communication school (Van Riel and Balmer, 1997).

Corporate identity has been considered to be a visual phenomenon (Pilditch, 1970) as the verbal and visual company's messages (Bernstein, 1986; Van Riel, 1995). To design the corporate identity, companies have employed designers to design a visual identity that makes the company more up-to-date. The visual school is signified by the symbolism principle in the multi-disciplinary paradigm and can be considered as the graphic paradigm (Balmer, 1995; Van Riel and Balmer, 1997). Simoes et al. (2005) suggested that marketing researchers should ground their analysis and discussion on a broad range of disciplines. The relationships between corporate identity and corporate image have been discussed by Balmer (2001), Hatch and Schultz (1997), Melewar and Karaosmanoglu (2006), and Van Riel and Balmer (1997). Corporate websites should be managed via a multi-disciplinary approach to create a favourable corporate image.

Corporate identity is transformed to corporate image, and, ultimately, to corporate reputation by corporate communication activities (Dowling, 2001). Otubanjo and Melewar (2007) defined corporate communication as the manifestation of the philosophy, vision and mission in 'a multitude of ways'. "In leveraging the Internet as one of the communication channels to communicate messages to the constituencies, these elements are usually articulated in the corporate websites" (Abdullah et al., 2013. p. 456). According to Topalian (2003), a powerful way to foster corporate identity is by means of the corporate website, as a vehicle for corporate communication that helps to build a relationship with the audience (Booth and Matic, 2011).

2.2.6. Overview and the focus of the study

The previous sections presented the corporate website as a part of the corporate identity in regards to different approaches. It is concluded that the corporate website is a key element of corporate visual identity (Alhudaithy and Kitchen, 2009; Van den Bosch et al., 2006) and affects the economic performance of companies. The corporate website is a key element among a company's management tools, with the

desired characteristics through which companies try to transmit to their external and internal stakeholders. The website, by providing cues about the nature of the organisation, can influence viewers' perceptions of the organisation (Braddy et al., 2008) and create a positive image (Gatewood et al., 1993).

Marketing scholars (Bhattacharya and Sen, 2003; Bhattacharya et al., 1995; Brown et al., 2006; Gwinner and Swanson, 2003; Karaosmanoglu et al., 2011) have argued that, based on social identity theory, the organisation paradigm views an organisation as a social actor with enduring qualities, distinctive and diverse to differentiate the company and the product from its competitors. Well-organised corporate identity management improves the favourable attitude among a company's stakeholders (Balmer and Wilson, 1998; Carter, 1982; Van Riel, 1995; Van Riel and Balmer, 1997). This paradigm focuses on the association between the organisation and the stakeholders (corporate image), which can create reputation, loyalty, and identification.

An increasing tendency is occurring towards creating a unique corporate website design for customers in order to gain competitive advantage (Brown, 1998), improve integrated marketing communication strategies (Bellman and Rossiter, 2004), contribute to improving customer relationships (Law et al., 2013), cost saving (Downes and Mui, 1998), enable innovation (Mandeville, 1998), project the corporate identity of the company (Bravo et al., 2012), reputation management (Campbell and Beck, 2004), reporting (Marston, 2003), and increase loyalty (Srinivasan et al., 2002) and satisfaction (Casalo et al., 2008; Santouridis et al., 2009).

Marketing research has highlighted corporate websites as a valuable device to create more efficient responses and cognitive responses. "Websites offer the opportunity for marketers to utilise a wide assortment of cues such as colours, images and sounds to attract consumers' attention and generate favourable attitudes" (Alhudaithy and Kitchen, 2009, p. 59). Marketing scholars (Alhudaithy and Kitchen, 2009; Pollach, 2010) have divided the website characteristics into two broad categories "those that contribute to attractiveness, pleasure or fun (termed hedonic features) and those that contribute to usefulness or ease of use (termed utilitarian features)" (Alhudaithy and Kitchen, 2009, p. 59).

These two broad categories can be explained as the features people desire to gain experiential benefits that contribute to pleasure (hedonic website use/features) or obtain functional benefits that contribute to ease of use (utility website use/features) (Alhudaithy and Kitchen, 2009; Pollach, 2010). Utilitarian features focus on the task, whereas the hedonic features are defined by people's search for sensory stimulation (Cotte et al., 2006). These two notions originate from the marketing field, in which utilitarian consumption is inspired by functional needs and can include products that are necessary or practical (O'Curry and Strahilevitz, 2001), while hedonic consumption represents consumer behaviour that is connected to fantasy and is multisensory (Hirschmann and Holbrook, 1982).

Furthermore, utilitarian consumption focuses on the achievement of predetermined outcomes that are typical of cognitive consumer behaviour. The combination of a website's features is based on the type of website and the goal for which it was created. In e-commerce, both utilitarian and hedonic components should be combined (Babin et al., 1994; Cyr and Head, 2013; Kim et al., 2007; Voss et al., 2003). However, in the banking industry it is believed that utility features are more important than the hedonic features and should be kept to a minimum (Alhudaithy and Kitchen, 2009; Ndubisi and Sinti, 2006; Pollach, 2005), as "hedonism is not a salient usage factor" (Ndubisi and Sinti, 2006, p. 24).

A corporate website is a way for a company to transmit consistent images to its audience (Connolly-Ahern and Broadway, 2007; Pollach, 2005; Shin and Huh, 2009, Winter et al., 2003). Also, a corporate website can create a first impression (Argyriou et al., 2006) that evokes positive and negative emotional reactions (Bruner and Kumar, 2000; Coyle and Thorson, 2001). Moreover, a corporate website can help a firm to create differentiation and gain competitive advantage in the market from its competitors and environment (Brown, 1998), and contribute to improving customer relationships (Law et al., 2013). Campbell and Beck (2004) concluded that companies "use websites, possibly alongside other communications channels, to manage their reputations through relevant disclosures" (pp. 110-111). "Websites as corporate interfaces are assumed to be an indication of the company's corporate brand reputation and equity building effort online" (Argyriou et al., 2006, p. 585). A website is constructed to present the ambitions and values of the organisation and its business,

and plays a crucial part in the organisation's presentation to inside and outside stakeholders (Van den Bosch et al., 2006). According to Beatty et al. (2001), the website is recognised as a key point of contact between users and companies, without the need of a formal business relationship.

The two main levels of study on corporate identity and corporate image have been identified by Brown et al. (2006) as (1) the organisation level, which relates to how an organisation creates enduring identity, that is distinctive to communicate to its stakeholders, and (2) individual level examination, which is related to how the organisation's stakeholders view the organisation. This level is employed in the current research. According to Dowling (2001), companies communicate their corporate identity via their corporate communication activities. As a means of corporate communication, a website should be built with care, as it constitutes a powerful interface for promoting corporate identity (Topalian, 2003) and for building relationships with its audience (Booth and Matic, 2011; Pollach, 2005). Companies spend significant time and money on designing a favourable visual identity (e.g. website), that communicates their identity and impacts on stakeholder's perception in an optimistic way (Olins, 1989).

Corporate identity refers to a company's marketing, behaviour, psychology, and sociology (Palmer and Bejou, 2006). The multi-disciplinary approach views the corporate identity as obtained by companies. It is based on the policy or decision-makers who decide how to communicate to the company's stakeholders and supports the company's uniqueness. To obtain a desirable and favourable image, the company's website, which is the key element of company's corporate identity, should be managed through a multi-disciplinary approach.

Several studies have focused on corporate websites as a part of the communication of corporate identity, and the elements have been the subject of enquiry, providing a significant domain of the literature (Abdullah et al., 2013; Pollach, 2003). Through the revolution of the Internet, corporate websites have emerged as a powerful instrument to promote corporate identity and build a relationship with the respective audience (Booth and Matic, 2011; Pollach, 2005). The literature discusses a number of consequences of corporate websites, such as enhancing the corporate image

(Okazaki, 2006) and improving reputation (De Chernatony, 1999). In addition, a number of studies have been conducted in this area regarding Internet banking (Abdullah et al., 2013; Bravo et al., 2012; Bravo et al., 2012). Based on the studies on marketing there is limited systematic research concerning the impacts of the corporate website on consumer perception towards the company's website (corporate image, corporate reputation), loyalty, and consumer-company identification (Cox and Emmott, 2007; Hendricks, 2007; Lombard and Hite, 2007; Tarafdar and Zhang, 2008; Taylor et al., 2002).

Hong and Kim (2004) proposed viewing the website as a building, as an artefact that people build in cyber space, instead of real space. They both have similar objectives to create appropriate experiences for users, and users' perceptions are important for both (Gonzales et al., 1997, Liao and Cheung 2001). Ganguly et al. (2010) viewed websites in a similar way to Hong and Kim (2004), that is, from the architecture perspective, which they divided into four components of design – content, structure, interaction and presentation. This is “analogous to the architecture perspective of website design” (Ganguly et al., 2010, p. 305).

Based on the definition by Dacin and Brown (2002), corporate image is the mental picture people hold of the company (actual identity). Can a company's corporate website communicate a corporate image? A company's corporate website can communicate in a very subtle way. Websites are found to be an increasingly significant element of a company's integrated marketing communication (IMC) strategies (Bellman and Rossiter, 2004). A corporate website can also enhance a company's image (Argyriou et al., 2006; Bravo et al., 2009). Companies should realise the importance of their website to control their stakeholders' perceptions.

Corporate websites have emerged as a primary vehicle for corporate visual identity (CVI) and play an important role in the way an organisation portrays itself to internal and external stakeholders (Chen and Wells, 1999; Melewar and Karaosmanoglu, 2006; Schlosser 2003; Van den Bosch et al., 2006), as well as constitute a means of inter-organisational and intra-organisational information exchange (Tarafdar and Zhang, 2008). In addition, the website enables a company to build an image of the company in the minds of the consumers (Tarafdar and Zhang, 2008).

Graphic design scholars believe that a company's mission and values should be reflected in the company's visual identity, especially after a merger or acquisition. They have identified the significant responses to the visual characteristics of the website (Cyr, 2008), which can create a positive image in the minds of the stakeholders to illustrate the company's individuality (AbuGhazaleh et al., 2012). Scholars (Balmer and Gray, 2000; Olins, 1978, 1989; Tucker, 1961; Van den Bosch et al., 2005) have recommended that a company's visual identity should be contemporary, fashionable, and modern.

Corporate websites enable businesses to convey a socially desirable and managed impression of their companies to the consumers (Micelotta and Raynard, 2011). According to Osorio (2001), a website should be a more visible artefact for communicating with users. A corporate website can create different reactions from its audience and can create image and reputation. Campbell and Beck (2004) found that companies use websites in order to establish their reputation. In the next section, corporate websites and their elements are defined. The definition of corporate image, corporate reputation, consumer-company identification and loyalty are also illustrated.

2.3. TOWARDS THE DEFINITION OF CORPORATE WEBSITE FAVOURABILITY CONCEPT

The development of appropriate terminology is required to study the phenomenon and examine the theory (Churchill, 1979). Various authors (Beatty et al., 2001; Cyr, 2008; Alhudaithy and Kitchen, 2009; Tarafdar and Zhang, 2008) have adopted various terminology, such as 'site', 'web site', 'website', 'web pages', 'corporate website', 'brand website', interchangeably when their definitions have overlapped. This thesis has developed and adopted the terms 'corporate website' and 'corporate website favourability' the application of which are the root of this thesis.

Researchers (Alhudaithy and Kitchen, 2009; Alsajjan and Dennis, 2010; George and Kumar, 2013; Kesharwani and Bisht, 2012; Kim et al., 2001; Palmer, 2002; Pollach, 2010; Tarafdar and Zhang, 2008) have used different approaches to investigate

corporate websites. Some scholars (Alsajjan and Dennis, 2010; George and Kumar, 2013; Kesharwani and Bisht, 2012) have used the information technology literature (IT), in particular, the technology acceptance model (TAM) or a defined version of TAM to study corporate websites due to the acceptance that new information technology remains a challenge for users. Davis (1989) established TAM as an extension of the theory of reasoned action (TRA) (Fishbein and Ajzen, 1975), based on the attitude-behaviour paradigm from cognitive psychology (Alsajjan and Dennis, 2010).

According to Davis (1989), based on TAM, the users' adoption of computer technology is based on their behavioural intention to use, which depends on attitude; this contains two beliefs – perceived ease of use (PEOU) and perceived usefulness (PU). Particularly in respect of Internet banking, TAM has been used to construct models, such as the Internet banking acceptance model (IBAM), which contends that perceived usefulness and perceived manageability influence attitudinal intention through subject norms and trust (Alsajjan and Dennis, 2010). In addition, George and Kumar (2014), and Kesharwani and Bisht (2012), who redefined TAM by adding perceived risk, concluded that perceived risk has a negative impact on satisfaction.

Another area of research of website characteristics can broadly be distinguished into people's desire to gain experiential benefits that contribute to pleasure (hedonic website use/features) or obtain functional benefits that contribute to ease of use (utility website use/features) (Alhudaithy and Kitchen, 2009; Pollach, 2010). According to Pollach (2010), utilitarian and hedonism concepts “originate from the marketing field” (p. 30), where hedonic is described as “those facets of consumer behaviour that relate to the multisensory, fantasy and emotive aspects of one's experience with products” (Hirschmann and Holbrook, 1982, p. 92), and utilitarian consumption “is motivated by functional needs and typically involves products that are considered practical or necessary” (O'Curry and Strahilevitz, 2001, p. 37). Therefore, utilitarian features focus on the task, whereas the hedonic features are defined by people's search for sensory stimulation (Cotte et al., 2006).

Furthermore, utilitarian consumption focuses on the achievement of predetermined outcomes typical of cognitive consumer behaviour. To review the studies on website

features, according to the e-commerce literature, online retail shopping combines utilitarian and hedonic components (Babin et al., 1994; Cyr and Head, 2013; Kim et al., 2007; Voss et al., 2003). George and Kumar (2014) stated that Internet banking is a result of e-commerce in the context of banking, where an attractive website is not the only requirement that is essential for success, but also electronic service quality is an important factor. However, several studies in the banking sector have stated that the utility features are more important than the hedonic features (Alhudaithy and Kitchen, 2009; Pollach, 2005). This is supported by the study of Ndubisi and Sinti (2006), who found that banks should reduce the hedonistic features of their Internet banking to the minimum (Alhudaithy and Kitchen, 2009), as “hedonism is not a salient usage factor” (Ndubisi and Sinti, 2006, p. 24).

Thus, the creation and maintenance of a favourable website is an essential strategy for company success in the marketplace (Foroudi et al., 2017; Kim et al., 2001; Palmer, 2002; Tarafdar and Zhang, 2008). The website of a company is designed to represent the ambitions and values of the organisation and its business, and plays an essential part in an organisation’s presentation of itself to inside and outside stakeholders (Van den Bosch et al., 2006). According to Opoku et al. (2006), a corporate website is a key element of the corporate identity and must be managed well. When planning a website, corporations have many design concerns (Lin, 2013), and they should learn how to make an effective website to satisfy the expectations of customers (Scheffelmaier and Vinsonhaler, 2002).

A website that is logical and convenient to use can minimise the likelihood that customers will make mistakes and make their experience more satisfying. Alhudaithy and Kitchen (2009) noted that “websites offer the opportunity for marketers to utilise a wide assortment of cues, such as colours, images and sounds to attract consumers and generate favourable attitudes” (p. 58). “Consumers linger on their favourite websites” (Koiso-Kanttila, 2005, p. 63). A favourable website should be more than just attractive, it should be usable, and present valuable and serviceable information. Favourability represents a consumer’s positive attitude towards the company (Suh and Amine, 2007) and is related to the tastes of the audience (Sen and Bhattacharya, 2001).

The favourability of a corporate website appeals to the extent to which consumers positively regard the corporate website. Therefore, the researcher constructed a definition based on the literature review: corporate website favourability is the extent to which a company projects its corporate identity through the corporate website, as a primary vehicle of corporate visual identity (Abdullah et al., 2013; Booth and Matic, 2011; Melewar and Karaosmanoglu, 2006; Pollach, 2005; Topalian, 2003), to gain a positive attitude from the consumers, by transmitting consistent images and messages about the nature of the organisation to the company's audience that enables a company to build a positive image of itself in the consumer's mind (Alhudaithy and Kitchen, 2009; Braddy et al., 2008; Connolly-Ahern and Broadway, 2007; Foroudi et al., 2017; Pollach, 2005, 2010; Shin and Huh, 2009; Winter et al., 2003).

2.4. TOWARDS THE DEFINITION OF CORPORATE WEBSITE FAVOURABILITY ELEMENTS

An increasing tendency is occurring towards creating a unique corporate website design for customers in order to gain a competitive advantage (Brown, 1998), improve integrated marketing communication strategies (Bellman and Rossiter, 2004), contribute to improving customer relationships (Law et al., 2013), cost saving (Downes and Mui, 1998), enable innovation (Mandeville, 1998) project the corporate identity of the company (Bravo et al., 2012), reputation management (Campbell and Beck, 2004), financial reporting (Marston, 2003), increase loyalty (Srinivasan et al., 2002), and satisfaction (Casalo et al., 2008; Santouridis et al., 2009).

A number of studies have explored website quality/dimensions/elements (Cyr, 2008; Santos, 2003; Tarafdar and Zhang, 2008), while others have looked at the adoption of technology, in particular, Internet banking (Alsajjan and Dennis, 2010; George and Kumar, 2014; Kesharwani and Bisht, 2012; Santouridis et al., 2009; Yousafzai and Yani-de-Soriano, 2012). The work of Raman et al. (2008) combined both website service quality and Internet banking adoption. They proposed six key elements: 1) the degree of ease of use, 2) appearance, 3) reliability, 4) customisation, 5) communication, and 6) incentive aspects, that can evaluate consumer perceptions concerning the quality of e-services, and Internet banking adoption.

A significant number of studies exist on information systems and websites that can help one identify the likely drivers of corporate website favourability. These focus predominantly on three areas. First, there is a body of literature that looks at website features (Chiou et al., 2010; Kim and Stoel, 2004). This body of work recognises a range of factors that result in effective website performance, positive attitude towards website, trust, satisfaction and loyalty. According to Tarafdar and Zhang (2008), in their empirical study of corporate websites, some of the most important features include the organisation of information and content, usability of the website and technical characteristics (availability, security and access speed).

Cyr and Head (2013) studied website features from the design perspective and included dimensions such as information content, visual design, and navigation design. Furthermore, researchers have examined various website characteristics, namely, user satisfaction (Muyllé et al., 2004), quality of the website (Van Iwaarden et al., 2004), ease of use (Gefen and Straub, 2000), and information content (Alba et al., 1997). The most important characteristics include the organisation of information and content, the usability of the website and its technical characteristics (Tarafdar and Zhang, 2008).

The organisation of information refers to the way in which the information on the website is arranged (Ganguly et al., 2010). According to Abels et al. (1997) and Shneiderman (1998), the organisation of information consists of the general layout and the number of successful hyperlinks. The information needs to be current (Bailey and Pearson, 1983; Shchiglik and Barnes, 2004), easy to understand (McKinney et al., 2002), useful (Katerattanukul and Siau, 1999; Venkatesh and Davis, 2000), and relevant to the purpose of the website (Bruce 1998; Davis et al., 1989). The home page should become the starting-point for users conducting research to investigate the availability of resources (Osorio, 2001). Another important characteristic of the website is ease of use (Tarafdar and Zhang, 2008). This, sometimes known as 'usability' (Doll et al., 1994; Nielsen, 2000), can be defined (Eighmey and McCord, 1998) as the ease with which the website can be used. It can help users to achieve their purpose on the website (Agarwal and Venkatesh, 2002).

Other essential characteristics of the website are its technical properties, which consist of availability, security and speed of access (Tarafdar and Zhang, 2008). According to Keeney (1999) and Von et al. (2002), the continued use of websites by browsers depends on website availability. Security is provided by ensuring verified and safe transactions (Devaraj et al., 2002; Koufaris and Hampton-Sosa, 2004; McKnight et al., 2002). Speed of access, according to Rose et al. (1999), indicates how quickly the website can provide and show web pages. The argument here is that the website characteristics are key factors in affecting the perception of the users; their experience, feelings and attitudinal behaviour.

Second, a significant number of studies focus on the adoption of technology, particularly in relation to Internet banking adoption/online banking features (Alsajjan and Dennis, 2010; George and Kumar, 2014; Kesharwani and Bisht, 2012; Santouridis et al., 2009; Yousafzai and Yani-de-Soriano, 2012). The work of Ndubisi and Sinti (2006) examined the determinant structure of customers' attitude system's characteristics on the adoption of Internet banking. It was found that the design characteristics of Internet banking sites impact on adoption. The results of this study revealed that the attitudinal factors play a significant role in Internet banking adoption. Similarly, by examining the IBAM model, Alsajjan and Dennis (2010) found that the intention towards Internet banking adoption is attitudinal. In addition, a connection between website features and positive attitudes has been found.

Investigations that sought to identify the antecedents of CWF to construct a favourable corporate website identified the importance of factors, such as perceived usefulness and perceived ease of use, based on the TAM (George and Kumar, 2014; Kesharwani and Bisht, 2012) and linked to satisfaction (Casalo et al., 2008; Santouridis et al., 2009). In addition, the importance of security (Angelakopoulos and Mihiotis, 2011; Sayar and Wolfe, 2007; White and Nteli, 2004) in Internet banking has been highlighted.

Third, researchers have focused on the website as a part of the service quality that indicates the website quality as a multidimensional construct from a user perspective (Aladwani and Palvia, 2002; Barnes and Vidgen, 2001; Kim and Stoel, 2004; Lin and Lu, 2000; Liu and Arnett, 2002; Loiacono, 2000; Loiacono et al., 2002; Zhang and

Von Dran, 2002). According to Kim and Stoel (2004), “every study assessing website quality that we have located provides some empirical evidence that website quality is a multidimensional construct. This is true whether website users or website designers evaluated the website or whether the site was selling or not” (p. 620).

Scholars (Aladwani and Palvia, 2002; Barnes and Vigden, 2001; Lin and Lu, 2000; Liu and Arnett, 2002; Lociano, 2000; Zhang and Von Dran, 2002) have named various dimensions of website quality. For example: 1) Aladwani and Palvia (2002) found four dimensions of website quality (technical adequacy, content quality, specific content, and appearance); 2) Zhang and Von Dran (2002) explored website quality using eleven dimensions (information content, cognitive outcomes, enjoyment, privacy, user empowerment, visual appearance, technical support, navigation, organisation of information, credibility and impartiality); 3) Barnes and Vigden (2001) discovered three dimensions of website quality (usability, information, and interaction); 4) Lin and Lu (2000) operationalised the website quality into three dimensions (information quality, response time, and system accessibility); 5) Liu and Arnett (2002), found four dimensions of website quality (quality of information and service, system use, playfulness, and system design quality); and 6) Lociano (2000) found twelve dimensions of website quality for websites selling goods and services (informational fit-to-task, tailored communication, ease of understanding, intuitive operations, response time, visual appeal, innovativeness, emotional appeal, trust, online completeness, relative advantage, and consistent image). O’Cass and Carlson (2012) defined website service quality “as the evaluation process of the characteristics experienced by the consumer during the interaction between the firm and the customer via the web site interface” (p. 430).

The literature review for this research has resulted in the creation of a conceptual framework that begins with a set of factors as antecedents to corporate website favourability, and simultaneously illustrates their outcomes. The constructs that are considered in this study are navigation, visual, information, usability, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, perceived corporate culture, corporate website favourability, corporate image, corporate reputation, consumer-company identification, and loyalty. The following section covers the conceptual framework of the research and a number of

hypotheses for further examination. These basic elements, when translated into a physical effect, help to develop the corporate identity.

2.4.1. Navigation

Navigation in websites is a popular construct among researchers (Cyr, 2008; Cyr and Head, 2013; Foroudi et al., 2017; Melewar et al., 2017; Tarafdar and Zhang, 2008) that connects pages without confusing the user (Schoon and Cafolla, 2002). Gefen et al. (2000) defined navigation as the navigation scheme that helps or obstructs the access to different parts of a website. Sundar et al. (2003) concluded that visitors' perceptions about the website positively correlated with the number of links and the navigation structure. According to Tarafdar and Zhang (2008), navigation design consists of the layout of the website elements (hyperlinks and tabs) and the way they are positioned. It is crucial for a website to have consistent navigation with appropriate labelling that clearly shows the destination of the user (Tovey, 1998).

The navigation construct was found to be an important element of website success (Palmer, 2002) and one of the key elements of website design (Sterne, 1995). According to Kim et al. (2003), navigation is central for influencing customers. Pollach (2005) concluded that 1) company managers should pay careful attention to the navigation on the website; 2) in particular, if a company “wants to be associated with care for the environment, employee diversity, or cutting-edge research and development, it is well advised to make the corresponding sections accessible from the global menu or at least the home page”; 3) “contextual navigation can be extremely useful, because it draws users' attention to related pages that may be buried somewhere in the web site”; and 4) “the more pages a user sees the better for the company image, as they expose a user to a variety of topics, potentially ranging from social affairs and global citizenship to financial success, innovation, or quality” (p. 298). Similarly, Braddy et al. (2003, 2008) concluded that a well-designed website with good navigation is positively related to the general impressions about the company.

Thus, if the navigation on the website is difficult to manage, it forms a negative impression about the organisation as it is perceived that it shows how other practices

and policies in the organisation are conducted (Bravo et al., 2008). Drawing on this discussion, the navigation is the extent to which users can navigate the website and represents those characteristics that help users navigate the website better (Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2010; Gefen et al., 2000; Keeney, 1999; Kumar et al., 2014; Tarafdar and Zhang, 2005, 2008).

2.4.2. Visual

According to the literature, the visual aspects of the website are one of the important elements of a favourable corporate website and are a powerful force (Dreze and Zufryden, 1997). According to Ganguly et al. (2010), and Garrett (2003), the visual elements of the website concern the graphical aspects (graphics, colours, photographs, and various font types), which improve the look and feel of the website. The visual design of the website is a crucial part of building a favourable corporate website (Cyr, 2008; Cyr and Head, 2013). Scholars (Ekhaml, 1996; Nicotera, 1999) have emphasised the importance of the elements of the visual design, such as colours, that are based on the function of the website (Nicotera, 1999), consistent typography and quality of images (Ekhaml, 1996). Moreover, the components of visual are connected to the uniformity of the overall view of the website and its emotional appeal (Garrett, 2003).

Indeed, the visual design of the website deals with the “aesthetic beauty and the emotional appeal of the website” (Ganguly et al., 2010, p. 310). Cyr (2008) connected the visual design of the website to the ‘overall enjoyment’ of the user. According to researchers, the visual design of the website can result in trust (Cyr, 2008; Ganguly et al., 2010), and satisfaction (Cyr, 2008; Cyr and Head, 2013). Cyr (2008) found that visual design of the website is connected to satisfaction and trust across all cultures (Canada, Germany, and China). Researchers (Cyr, 2008; Foroudi et al., 2017; Melewar et al., 2017) have highlighted the significance of visual aspects on the website. Drawing on this discussion, it can be stated that the visual is the extent to which the company uses its ‘graphic design’ and ‘structure design’ to create the overall look and feel of the website for the users (Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2009; Garrett, 2003; Melewar et al., 2001; Wang and Emurian, 2005).

2.4.3. Information

Information design is one of the important characteristics of the website (Foroudi et al., 2017; Melewar et al., 2017; Tarafdar and Zhang, 2008). “Information design deals with the information that is placed on the site and how the information is organised” (Ganguly et al., 2010, p. 309). It deals with the features of the website that express correct or incorrect information about services or products to a website customer (Cyr, 2008). Additionally, the information on the website is related to the comparison of the options and obtaining more knowledge about the company of interest (Ranganathan and Ganapathy, 2002).

The information range has risen remarkably, starting from basic web pages to dynamic audio and visual content (Tarafdar and Zhang, 2008), which should be organised in a way that satisfies the users. According to the results of Cyr (2008), information can be an adequate element of website design to instil confidence in the website users. Indeed, according to scholars (De Wulf et al., 2006; Flavian et al., 2006; Szymanski and Hise, 2000), information is defined as an essential step to satisfaction. Similarly, Kim and Eom (2002) found that information on the website about the company, in general, as well as its products and services, positively influences the satisfaction.

Park and Stoel (2005) suggested that more information on the website can result in a higher purchase intention. Additionally, Mithas et al. (2006) found that information on the website can lead to customer loyalty if information is relevant, current and accurate. Moreover, in relation to culture and information on the website, “a customer from a masculine culture will pay more importance to information design” (Ganguly et al., 2010, p. 310). In summary, information design is an important characteristic of a website, and thus, can favourably impact on corporate website favourability. Based on the argument above, in this study, information refers to the quality of the content, the way it is arranged and how relevant it is to the purpose of the website (Bruce, 1998; Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2009; Tarafdar and Zhang, 2005, 2008).

2.4.4. Usability

Another important characteristic of the website is usability (Foroudi et al., 2017; Melewar et al., 2017; Tarafdar and Zhang, 2008). Usability (Doll et al., 1994; Nielsen, 2000) or ease of use (Eighmey and McCord, 1998) can be explained as the ease with which the website can be used. Broadly, usability is associated with the ease of use of the website and is considered to be a critical factor to the development of electronic commerce (Casalo et al., 2008; Davis, 1989; Flavian et al., 2006). According to Tarafdar and Zhang (2008), usability relates to the extent to which a website is easy to use, challenging, visually appealing and fun, and the effective use of multimedia forms a significant aspect.

Usability basically means that the website is natural and allows users to find what they are looking for rapidly and without effort (Lin, 2013). According to Casalo et al. (2008), usability includes: 1) “the ease of understanding the structure of a website, its functions, interface and the contents that can be observed by the user”; 2) “simplicity of use of the website in its initial stages”; 3) “the speed with which the users can find what they are looking for”; 4) “the perceived ease of site navigation in terms of time required and action necessary in order to obtain the desired results”; and 5) “the ability of the users to control what they are doing, and where they are, at any given moment” (p. 326).

Moreover, the usability of the website can help users to successfully achieve their purpose connected to the website (Agarwal and Venkatesh, 2002). Flavian et al. (2006) concluded that usability can improve the level of trust as “the ease of use of a computer system favours more complete learning and a greater capacity to infer how the system will act” and “greater usability favours a better comprehension of the contents and tasks that the consumer must realise to achieve an objective (e.g. make an order)” (p. 2). Drawing on the argument above, in this research, usability refers to the effort required to use the website, with which the user is capable of learning to manage the system with ease (Casalo et al., 2008; Davis, 1989; Flavian et al., 2006; Nielsen, 1994; Tarafdar and Zhang, 2005, 2008).

2.4.5. Customisation

The importance of customisation in the construction of corporate websites has been highlighted (Kaynama and Black, 2000; Raman et al., 2008; Tarafdar and Zhang, 2008). Researchers (Chang and Chen, 2009; Foroudi et al., 2017; Kabadayi and Gupta, 2011; Melewar et al., 2017; Srinivasan et al., 2002) have widely adopted customisation constructs in their studies. Customisation is the ability of a company to personalise its services and products for customers (Srinivasan et al., 2002). Tarafdar and Zhang (2008) described customisation as the extent to which a website can be customised to user needs. Similarly, according to Fan et al. (2013), customisation is “the ability of a web site to tailor products, services, and the transactional environment to individual customers” (p. 372). In a customised website design, the use of graphic symbols could result in greater customer connection with the company and impact user attitudes positively (Hershenson and Haber, 1965). In addition, it has been observed that common features, such as customised websites, favourably affect both customer reputation (Srinivasan et al., 2002) and e-loyalty (Srinivasan et al., 2002; Tarafdar and Zhang, 2008).

Chang and Chen (2009) used customisation as a dimension of the website quality, in line with convenience, character and interactivity. Srinivasan et al. (2002), based on in-depth interviews, identified the “8Cs – customisation, contact interactivity, care, community, convenience, cultivation, choice, and character – that potentially impact e-loyalty” (p. 41). It was found by these authors that all the 8Cs, with the exception of convenience, have a significant impact on e-loyalty. According to Srinivasan et al. (2002), customisation affects e-loyalty as “customisation increases the probability that customers will find something that they wish to buy” and “individuals are able to complete their transactions more efficiently when the site is customised” (p. 42).

Next, these authors concluded that if a company can effectively narrow the choice for the individual by using customisation, it can make it appealing for the customer to visit the website again. Schrage (1999) pointed out that customisation provides an advantage for retailers as “the web has clearly entered the phase where its value proposition is as contingent upon its abilities to permit customisation as it is upon the variety of content it offers” (p. 20). Also, Ostrom and Iacobucci (1995) stated that

customisation can signal high quality. Therefore, in this study customisation is the ability of a website to tailor products, services, and the transactional environment to individual customers (Fan et al., 2013; Kabadayi and Gupta, 2011; Srinivasan et al., 2002; Tarafdar and Zhang, 2005, 2008).

2.4.6. Security

According to Ranganathan and Ganapathy (2002), and Yoon (2010), due to the perceptions about financial online transactions and privacy risks, consumers are highly concerned about online security, even with the existence of technical advances (e.g. digital signature, cryptography, authentication). The studies on Internet banking emphasise the importance of security features (Angelakopoulos and Mihiotis, 2011; Sayar and Wolfe, 2007; White and Nteli, 2004). Security is applied by providing users verified and safe transactions (Devaraj et al., 2002; Koufaris and Hampton-Sosa, 2004), and is defined by the extent to which the website could be described as 'safe' and has provisions for executing secure transactions (Tarafdar and Zhang, 2008).

A number of studies on online banking have mentioned that security is an important determinant of online banking; for example, the security of financial transactions and personal data (Durkin et al., 2008; Jun and Cai, 2001; Liao and Cheung, 2008). "A majority of studies highlight the fact that "security" is the biggest single concern for customers when faced with the decision to use Internet banking" (Sayar and Wolfe, 2007 p. 125). Yoon (2010) explored the antecedents of customer satisfaction in the online banking setting in China and found that security, together with design, speed, information content, and customer support service, have a significant impact on customer satisfaction. This author noted that the more customers use online banking, the less they are concerned about the issues of security and privacy.

Wolfenbarger and Gilly (2003) suggested that "four factors — website design, fulfillment/reliability, privacy/security and customer service — are strongly predictive of customer judgments of quality and satisfaction, customer loyalty and attitudes toward the website" (p. 183). This is in line with Szymanski and Hise (2000), who found that the consumer perceptions of convenience, merchandising, website design

and financial security are important in e-satisfaction. Based on the discussion above, security refers to the degree to which the website can be perceived as safe and has the necessary provisions for executing secure transactions (Devaraj et al., 2002; Koufaris and Hampton-Sosa, 2004; McKnight et al., 2002; Tarafdar and Zhang, 2005, 2008).

2.4.7. Availability

Tarafdar and Zhang (2008), and Alwi and Ismail (2013) highlighted the importance of the availability element of the website. According to Alwi and Ismail (2013), system availability is defined as “the correct technical functioning of the site” (p. 562). In addition, Tarafdar and Zhang (2008) described it as the extent to which a website is easily available to users. Website accessibility or availability is important for the sustained use of the website by browsers (Keeney, 1999).

Website designers should consider that “adding a lot of active elements to the website, for example, can affect the speed and influence website performance” and “inadequate infrastructure in terms of server capacity can impair the availability of the website” (Tarafdar and Zhang, 2008, p. 22); this can irritate consumers and they might leave the website. The website transaction speed or response time is widely discussed as a significant factor for commercial website evaluations (Aladwani and Palvia, 2002) and user satisfaction in information systems (De Lone and McLean, 1992; Yoon, 2010). According to Liao and Cheung (2001), consumers are highly sensitive to the speed of service delivery. Drawing on the argument above, availability is the correct technical performance of the website (Alwi and Ismail, 2013; Parasuraman et al., 2005; Tarafdar and Zhang, 2008).

2.4.8. Website credibility

The notion of credibility can be described as the degree to which consumers believe in the trustworthiness and credibility of the website (Metzger et al., 2003). Scholars (Cronkhite and Liska, 1976; Delia, 1976; Gass and Seiter, 1999; Gunther, 1992; Metzger et al., 2003; Stamm and Dube, 1994) have stated that the credibility dimensions can differ based on the type of source and the context. The term credibility comes from the credibility of public speakers and is defined by the Yale

group in terms of a speaker's expertise and trustworthiness (Lowery and DeFleur, 1995). Rhetoricians (Bitzer, 1968; Boyd, 2008; Warnick, 2004) employed the 'ethos' terminology to clarify the way the subjective quality of credibility evaluation (also known as trustworthiness) is mainly created by the message receiver.

According to scholars (Goldsmith et al., 2000; Lowery and DeFleur, 1995; Metzger et al., 2003), website credibility is the degree to which consumers consider the expertise and trustworthiness of the website (Goldsmith et al., 2000; Lowery and DeFleur, 1995; Metzger et al., 2003). It is of paramount importance for the consumers to believe that the website is credible. Investigating the credibility of a website is crucial for users, especially for information seekers (Flanagin and Metzger, 2008; Rains and Karmikel, 2009). As Fogg et al. (2001) pointed out, the website should mention the credentials of the owners and team.

Pollach (2005) stated that, on the website, the credibility of the companies' messages can be improved by adopting a number of persuasive appeals, such as third-party evidence, numbers, or humanisation; however, companies should substantiate their claims. Rains and Karmikel (2009) considered that the following elements on the website constitute the credibility of the website: 1) website stable structural characteristics (privacy policy, third-party endorsements); and 2) information on the website (external references, statistics, testimonials). Thus, this research defines website credibility as the degree to which consumers believe in the website expertise and trustworthiness (Goldsmith et al., 2000; Lowery and DeFleur, 1995; Metzger et al., 2003).

2.4.9. Customer service

In the website quality literature, the notion of customer service is considered to be a part of the service quality. Indeed, "customer support services can be regarded as the responsiveness dimension of service quality" (Yoon, 2010 p. 1298). Scholars (Jun and Cai, 2001; Liao and Cheung, 2008) have empirically tested responsiveness as a determinant of service quality in online banking. Parasuraman et al. (2005) expressed customer service in terms of the contact, responsiveness and compensation dimensions. Customer service refers to the level of efficiency of the service provided

to the consumers via online and offline (Ding et al., 2011; Kaynama and Black, 2000; Parasuraman et al., 1991; Wolfinbarger and Gilly, 2003). Joseph and Stone (2003) defined customer service as the ability for the customer to give their feedback, and for customer problems and concerns to be resolved.

A number of scholars (Francis and White, 2002; Vila and Kuster, 2011; Yoon, 2010) used the term ‘customer service’ in their studies. Francis and White (2002) used the customer service construct as one of the dimensions to measure ‘perceived Internet retailing quality’ (PIRQUAL), together with website store functionality, product attribute description, ownership conditions, delivery, and security. Yoon (2010) investigated the antecedents of customer satisfaction with online banking in China and concluded that customer services, in line with security design, speed, and information content, have a significant influence on customer satisfaction. Also, Vila and Kuster (2011) considered customer service, website security, information content and usability, as the four design elements to measure the effect on purchase intention and website success. Based on the discussion above, customer service is the degree of how efficient, helpful and willing the service provided to the consumers is (Ding et al., 2011; Kaynama and Black, 2000; Parasuraman et al., 1991; Wolfinbarger and Gilly, 2003).

2.4.10. Perceived corporate social responsibility

Corporate social responsibility (CSR) is the consumers’ perceptions of corporate environmental responsibility, where the company is responsible towards others in society (Holloway, 2004; Klein and Dawar, 2004). The CSR activities show the identity of the company that enables stakeholders to identify with the company due to the intercept of their own identities with that of the company (Maignan and Ferrell, 2004; Sen and Bhattacharya, 2001). Chapple and Moon (2005) stated that “CSR as a component of business-society relations is manifest in a variety of indicators within companies (e.g. staff, processes, codes and budgets devoted to CSR); corporate communications (e.g. Web site reporting, free-standing CSR reports, corporate branding); core stakeholder demands from consumers, employees, and investors; and wider stakeholder demands and pressure from nongovernmental organisations (NGOs), the media, and governmental organisations” (p. 417).

A number of studies (Basil and Erlandson, 2008; Cone Inc., 1999; Globescan Inc., 2004) have highlighted the importance of consumers' perception of the CSR activities of the companies. According to Cone Inc. (1999) and Globescan Inc. (2004), CSR is a crucial prerequisite in the business environment that consumers support and demand. Basil and Erlandson (2008) emphasised that it is no longer sufficient for companies to just act in a socially responsible manner, and that it is crucial to communicate the social responsibility activities of the companies to the stakeholders in order that they are recognised for them accordingly. To communicate social responsibility activities, it is best to employ the company's website, as it is aimed at a vast range of stakeholders (Esrock and Leichty, 2000). Therefore, in this research perceived corporate social responsibility refers to the consumers' perceptions of corporate environmental responsibility, social involvement, responsiveness, and the accountability of the companies (Chapple and Moon, 2005; Glavas and Kelley, 2014; Klein and Dawar, 2004).

2.4.11. Perceived corporate culture

Perceived corporate culture pertains to the perceptions of consumers about the company's values, beliefs and behaviour running and resulting from corporate identity (Cui and Hu, 2012; Deshpande and Webster, 1989; Melewar, 2003; Ravasi and Schultz, 2006). The corporate culture is the organisation's core values and an element of corporate identity (Balmer and Soenen, 1997; Bernstein, 1986; Melewar, 2003). Similarly, Dowling (1986) defined corporate culture as a company's 'common beliefs, behaviour, values', described as the 'what' of a company (Melewar, 2003). Furthermore, according to Kiriakidou and Millward (2000), culture plays an essential part in the improvement of corporate identity (Melewar, 2003).

In addition, Downey (1986) asserted that corporate identity is the source of corporate culture and that identity is the 'why' of a company (Dowling, 1986; Melewar, 2003). In addition, Balmer (1995) stated that corporate culture refers to the business values and mission advocated by the founder of the company and the management board (Melewar, 2003). According to Melewar (2003), there are a number of essential elements of corporate culture, such as corporate values, corporate mission, corporate

guidelines, corporate principles, corporate history, corporate philosophy, the founder of the company, country of origin and a company's subcultures.

Overbeeke and Snizek (2005) stated that, "by studying the externally communicated culture of a company, researchers are no longer dependent on access to employee feedback or company documents to analyse a company's culture. Rather, researchers may now access corporate web sites with impunity, making whatever comparisons across or within companies they deem worthwhile or interesting" (p. 347). Nowadays companies often use the corporate websites to communicate their company's culture (Overbeeke and Snizek, 2005; Want, 2003). Drawing on the discussion above, perceived corporate culture pertains to the perceptions of consumers about the corporate values, corporate philosophy, corporate mission, corporate principles, corporate history, founder of the company, country of origin and company's subculture running and resulting from corporate identity (Cui and Hu, 2012; Deshpande and Webster, 1989; Melewar, 2003; Ravasi and Schultz, 2006). The components of the perceived corporate culture are defined as follows:

- 1) Corporate values characterised by the values of the company that can be identified as a central system of beliefs inside the company, which shape corporate identity (Melewar, 2003; Melewar and Karaosmanoglu, 2006; Van Riel and Balmer, 1997).
- 2) Corporate philosophy is a combination of the main values and norms of the organisation that form its corporate culture, which represents the intention of the company to help to build more meaningful relationships (Abratt, 1989; Ind, 1992; Melewar, 2003; Melewar and Karaosmanoglu, 2006).
- 3) Corporate mission is the reason why the organisation exists and the purpose that differentiates it from its competitors (Abratt, 1989; De Witt and Meyer, 1998; Ind, 1992; Melewar, 2003; Melewar and Karaosmanoglu, 2006).
- 4) Corporate principles represent the materialisation and clarification of the values, targets and mission of the organisation, which construct the

foundation for all corporate activities (Melewar, 2003; Melewar and Karaosmanoglu, 2006; Schmitt, 1995).

- 5) Corporate history represents a chronological account of a company's creation and business activities, which influences corporate identity through its connection with the corporate culture (Llopis et al., 2010; Marzec, 2007; Melewar, 2003; Melewar and Karaosmanoglu, 2006).
- 6) Founder of the company represents the person who brought the company into existence, which makes him inseparable from the identity of the company (Deal and Kennedy, 1985; Melewar, 2003; Olins, 1978; Sadri and Lee, 2001).
- 7) Country of origin is defined as the country where the corporate headquarters of the company marketing the product or brand is located, which can influence the quality of the brand, brand loyalty, brand choice, and brand preference as perceived by customers and has a strong link with the corporate identity of the company (Foo and Lowe, 1999; Johansson et al., 1985, Melewar and Karaosmanoglu, 2006; Melewar, 2003; Moradi and Zarei, 2011; Rowlinson and Procter, 1999; Varey and Lewis, 2000).
- 8) Company's subculture refers to the distinct group within that company, which consists of the subsets of organisational members who interact regularly with one another and that employ a common way of thinking that is unique to the group (Bellou, 2008; Harris and Ogbonna, 1998; Hatch, 1997; Melewar, 2003; Melewar and Karaosmanoglu, 2006; Van Maanen, 1991; Van Maanen and Barley, 1985).

2.5. TOWARDS THE DEFINITION OF CORPORATE IMAGE CONCEPT

Corporate image is a widely researched concept in the psychological and marketing literature. In the marketing literature, corporate image signifies the associations, beliefs and attitudes about the company that are kept in the minds of consumers (Barich and Kotler, 1991). Corporate image is not only created by the company but also by other sources, such as the media, labour unions, environmental organisations

and more (Cornelissen, 2000; Dacin and Brown, 2002). It is constructed by means of the communication process, through which the company creates and transmits the essence of the brand (Bravo et al., 2009; Leuthesser and Kolhi, 1997; Van Riel and Balmer, 1997). According to Abdullah et al. (2013), corporate identity is projected into corporate image, and, over time, into corporate reputation through corporate communication activities (Dowling, 2001). By means of the corporate website, as a part of the corporate identity management, a company creates and transmits the essence of the brand and its corporate identity, in order to build a favourable image of itself in the minds of the consumers (Abdullah et al., 2013; Bravo et al., 2012).

Image is defined by Nguyen and LeBlanc (1998) as the subjective knowledge and attitude, and the composition of product features of the company, but only those that vary from the characteristics of the actual physical product (or service). According to Foroudi et al. (2014), “corporate image is the immediate mental picture an individual holds of the organisation” (p. 2271). Also, Zimmer and Golden (1988) described image, as the overall impression left in the minds of the consumers. Thus, consumers can create and change their impression (corporate image) based on their perceptions about the website of the company (Bravo et al., 2009). In addition, Braddy et al. (2008) stated that a well-designed website has a significant positive impact on improving the perception of the viewers of the company, as well as an increase in the organisational attractiveness.

The favourable website of the company is an effective way to satisfy consumers (Doll and Torkzadeh, 1988; Jayawardhena and Foley, 2000) and attract them to the company (Braddy et al., 2008; Williamson et al., 2003) in order to improve the image of the company in their minds. Companies often employ a website to attract prospective high quality candidates (Williamson et al., 2003) and improve the image of the company (Braddy et al., 2008). A well designed and structured website signals to the audience that the company is well managed and that it is a good company (Braddy et al., 2008); therefore, a favourable corporate website leads to the consumers being attracted to the company and satisfied with it, and leads to an improvement in the overall impression of the company.

According to scholars (Angelis et al., 2005; Bravo et al., 2009), corporate image is closely related to customer satisfaction. Similarly, Hu et al. (2009), and Nguyen and LeBlanc (1998) proposed that customer satisfaction is viewed as having an impact on image construction in the minds of the consumers. Hu et al. (2009) concluded that the overall image of the company is affected by perceived service quality, perceived value and customer satisfaction. Therefore, consumers who believe that they receive superior value from the services or products are satisfied with and attracted to the company, and, thus, are more likely to prefer that company over others.

In addition, corporate image provides a competitive advantage (Brown, 1998; Stern et al., 2001) and impacts on the attitude towards a company's products (Brown, 1998). Furthermore, corporate image affects and shapes consumer behaviour (Lai et al., 2009). Bromley (1993) viewed 'favourability' as a sub-factor of corporate image. In addition, corporate image increases security and maintains the trust of the public (Gray, 1986). Drawing on the argument above, in this study, corporate image is defined as the overall immediate impression left in the minds of customers in comparison to its competitors and represents an asset, which allows companies to differentiate and increase the chance of success (Balmer et al., 2011; Bravo et al., 2009; Gray and Balmer, 1998; Foroudi et al., 2014, 2016; Karaosmanoglu et al., 2011; Mazursky and Jacoby, 1986; Richard and Zhang, 2012; Williams and Moffit, 1997; Zimmer and Golden, 1988).

Some authors (Dowling, 2002; Markwick and Fill, 1997) have found that the concepts of corporate image and identity can be linked to reputation. Moreover, different approaches to them have been taken. Steiner (2003) observed that reputation is commonly considered to be a part of corporate identity. The section below provides further discussion concerning corporate reputation.

2.6. TOWARDS THE DEFINITION OF CORPORATE REPUTATION CONCEPT

According to Bick et al. (2003) and Steiner (2003), reputation is commonly considered to be a part of corporate identity and they have been linked together. A solid corporate identity helps companies to construct a favourable reputation and

image among stakeholders (Johnson and Zinkhan, 1990), and corporate reputation can be viewed as an image constructor, giving stakeholders more information about the organisation (Ind, 1997). A company's corporate reputation is shaped from an aggregation of the consumer's overall evaluation of a company over time (Dowling, 1993; Gotsi and Wilson, 2001; Ind, 1997; Kennedy, 1977).

According to Foroudi et al. (2014), corporate reputation "is endowed with a judgement and is the overall evaluation of consumers...perceived as a dynamic concept, which takes time to build and manage ... if consumers have a positive image of a company, this will positively affect their feelings and evaluations of the company and the company's reputation will improve" (p. 2271). In addition, a company's reputation is a combination of admiration, trust, confidence, and respect in the organisation's future actions (Dowling, 2001).

Reputation is defined as the way in which companies are seen from outside, whereas identity refers to something built up within a company (Balmer, 1995; Hatch and Schultz, 1997; Ind, 1992; Margulies, 1977; Olins, 1989; Selame and Selame, 1988). Similarly, Weiss et al. (1999) supported the difference between reputation and image: "reputation reflects an overall judgement regarding the extent to which a firm is held in high esteem or regard, not the specific identity it has" and "an image reflects a set of associations linked to a brand or company name that summarizes a brand or firm's identity" (p. 75).

Boros (2009) identified the positive relation between a company's reputation and consumer-company identification, where the former is characterised by the view that outside stakeholders hold of the company. Therefore, reputation can influence the outside image that has been developed (Boros, 2009). Thus, the 'corporate appeal' of any organisation, according to Suvatjis and De Chernatony (2005), consists of corporate reputation, corporate personality and corporate image. It is widely believed that the starting point of a solid and favourable corporate reputation (Berens and Van Riel, 2004; Davies, 2003; Gray and Balmer, 1998; Fombrun, 1996; Fombrun and Shanley, 1990; Fombrun and Van Riel, 1997) and corporate brand (Balmer, 1995, 2001; Balmer and Gray, 2003; Bickerton, 2000; Hatch and Schultz, 2001; Knox and Bickerton, 2003; Schultz and De Chernatony, 2002; Schultz and Hatch, 2003; Van

Riel and Van Bruggen, 2002) is identity. In addition, De Chernatony (1999) pointed out the importance of building brand reputation and brand identity management. In fact, to improve a company's reputation (Baruch, 2006), organisations invest in their image (Lamertz et al., 2005). Additionally, the aim of corporate identity management in an organisation is to obtain a positive corporate image among the main stakeholders; this, in the long term, can lead to improving the corporate reputation (Melewar, 2003).

Scholars (Bhattacharya and Elsbach, 2002; Dukerich et al., 2002; Hong and Yang, 2009; Mael and Ashforth, 1992; Reade, 2001; Smidts et al., 2001) have illustrated the relationship between identification and the favourable reputation of the organisation. In particular, Hong and Yang (2009) found that favourable company reputation positively influences consumer-company identification. In addition, corporate reputation can influence the customer-brand relationship. Indeed, organisations can improve corporate reputation when they construct and communicate their identity to their main stakeholders (Dowling, 2004). However, Fombrun and Shanley (1990) stated that an organisation's reputation can be described as a kind of institutional signal. Researchers (Brammer and Millington, 2005; Brown and Dacin, 1997; Lafferty and Goldsmith, 1999) have shown that brands desire the sort of social commitment that consumers esteem, which necessarily affects brand reputation (Perez et al., 2009).

According to Srinivasan et al. (2002), a favourable reputation can be constructed with the help of an original and customised website design. Thus, reputation can be strengthened by websites (Neil, 1998). Cox and Emmott (2007) observed that reputation is one of the determinants for the website provision. Similarly, the case study of library websites by Srinivasan et al. (2002) showed that websites can positively affect reputation. Therefore, in this study, corporate reputation concerns the judgement that results from the reception of direct and indirect experiences, and information about a company over time (Alesandri, 2001; Fombrun and Shanley, 1990; Foroudi et al., 2014, 2016; Gotsi and Wilson, 2001; Gray and Balmer, 1998; Herbig et al., 1994; Markwick and Fill, 1997; Ruth and York, 2004; Yoon et al., 1993).

2.7. TOWARDS THE DEFINITION OF CONSUMER-COMPANY IDENTIFICATION CONCEPT

Consumer-company identification can be defined as a cognitive state of consumer connection to a company. According to Bhattacharya and Sen (2003), consumer-company identification is “the primary psychological substrate for the kind of deep, committed, and meaningful relationships that marketers are increasingly seeking to build with their customers” (p. 76). It assists in evaluating the reasons concerning what motivates consumers to relate to the company (Martinez and Del Bosque, 2013). Therefore, consumer-company identification “involves a type of significant relationship which particularly motivates the consumer to maintain the link with the organisation over time” (Perez et al., 2009, p. 547) and is “brought about by subjective comparison of the organisational entity and the consumer’s own identity” (Martinez and Del Bosque, 2013, p. 90).

The consumer-company identification concept is based on the theories of social identity (Bhattacharya and Sen, 2003; Martinez and Del Bosque, 2013; Stets and Burke, 2000; Tajfel and Turner, 1979) and organisational identification (Bhattacharya and Sen, 2003; Bergami and Bagozzi 2000; Dutton et al., 1994; Mael and Ashforth 1992; Whetten and Godfrey 1998). The social identity theory (Tajfel and Turner, 1986) holds the notion that people categorise themselves through the different social groupings to which they belong.

The research about identification began from the organisational identification and evaluation of employees’ relationships with the employer as the main focus (Dutton et al., 1994). He and Mukherjee (2009) defined organisational identification as ‘the degree of overlap of self-identity and organisational identity’. Some factors that can affect organisational identification are: 1) length of tenure (Hall and Schneider, 1972; Hall et al., 1970; Mael and Ashforth, 1992), 2) the outside view of an organisation (corporate image) (Dutton et al., 1994; Mael and Ashforth, 1992; Smidts et al., 2001), and 3) value congruence (Boxx et al., 1991; Chatman, 1991). First, Dutton et al. (1994) pointed out that the appeal of organisational identity differs in line with the employee’s length of tenure, i.e. how many years the employee has belonged to the organisation.

Moreover, an appealing organisational identity may make organisational identification stronger. March and Simon (1958) found that the longer someone has worked for an organisation, the more she/he identifies with it. Second, the outsiders' view of the employee's organisation (its perceived external prestige) (Smidts et al., 2001) can impact on employees' identification (Dutton et al., 1994). The higher the prestige of the organisation, the more it increases the employees' confidence through identification (Mael and Ashforth, 1992). Third, value congruence lies between the stated organisational values and the employees' views on them; they too can have a favourable effect on organisational identification.

It is noted that the identification proceeds by language and communication (Christensen and Cheney, 2000; Tompkins and Cheney, 1985). In order to improve the level of consumer identification, companies must work to engage stakeholders and increase the visibility of desirable organisational attributes (Dutton et al., 1994). Corporate websites (as the part of the corporate visual identity) are a great way to engage with stakeholders and promote the visibility of the company to improve corporate image and corporate reputation (Van den Bosch et al., 2006), thus leading to enhancing consumer identification and influencing loyalty (Bhattacharya and Sen, 2003; Marin et al., 2009, 2013; Perez and Del Bosque, 2015).

Thus, consumer-company identification is influenced by the favourable reputation (Ahearn et al., 2005; Bergami and Bagozzi, 2000; Bhattacharya and Sen, 2003; Bhattacharya et al., 1995; Hong and Yang, 2009; Kuenzel and Halliday, 2010) and positively influences loyalty (Bhattacharya and Sen, 2003; Marin et al., 2009, 2013; Perez and Del Bosque, 2015). Drawing on the discussion above, consumer-company identification represents the strong social relationships between the consumer and the company, such that consumers perceive themselves by the same attributes that they believe define the company (Bhattacharya and Sen, 2003; Dutton et al., 1994; Einwiller et al., 2006; Homburg et al., 2009; Knight and Haslam, 2010; Marin and De Maya, 2013; Rooney et al., 2010).

2.8. TOWARDS THE DEFINITION OF LOYALTY CONCEPT

Loyalty development is traditionally considered as one of the main objectives of company managers (Andreassen, 1999; Casalo et al., 2008; Gitelson and Crompton, 1984). Loyal customers are less likely to switch to another company and make more purchases compared to non-loyal customers (Melewar et al., 2017). Therefore, a loyal customer brings more substantial advantages to a company than a new customer would, since she/he is less discouraged by price increases (Berry and Parasuraman, 1991; Bowen and Shoemaker, 1998; Dowling and Uncle, 1997; Tepeci, 1999). “Loyalty may be defined as a non-random behaviour, expressed over time, which depends on psychological processes and closeness to brand commitment” (Casalo et al., 2008, p. 328). Loyalty can be categorised as a strong commitment to repeat a purchase in the future (Chaudhuri and Holbrook, 2001). Reichheld (1992), and Reichheld et al. (2000) examined the direct impact of loyalty on the profit and revenue of a company and concluded that a rise in user retention rates may increase profits.

Furthermore, customer loyalty can be evaluated by analysing a website’s usability, reputation and satisfaction (Casalo et al., 2008). Some authors (Flavian et al., 2006; Lam et al., 2004; Yoon, 2002) have considered that recurrent satisfaction with a vendor leads to loyalty. The connection between satisfaction and willingness to buy was examined by Cronin and Taylor (1992), who noted that customer satisfaction is a consequence of service quality. According to Anderson and Fornell (1994), and Gronroos (1984, 1990, 2001), service quality precedes the satisfaction of customers.

Zeithaml et al. (1996) found a relationship between service quality and loyalty, in which, the better the service quality, the stronger the loyalty. Barsky and Nash (2002), and Berry et al. (2002) maintained that customer experience influences loyalty, as a well-organised experience can result in brand loyalty in the customer. According to Thorbjorsen and Supphellen (2004), the likelihood of repeated visits is influenced by brand loyalty. Additionally, branding can be a company’s foundation for constructing customer loyalty (Gobe and Zyman, 2001). Loyalty can bring a number of competitive advantages: 1) favours higher future purchase intention (McGinnis,

1968), 2) lower price sensibility (Lynch and Ariely, 2000), and 3) more stable and bigger incomes (Knox and Denison, 2000; Reid and Reid, 1993).

Businesses are often preoccupied on their website with building customer loyalty (Nielsen and Tahir, 2002). As a consequence, loyalty is considered to be a main factor to gain company success and sustainability over time (Casalo et al., 2008; Flavian et al., 2006; Keating et al., 2003). Based on the discussion above, loyalty is the consumer's psychological attachment and intention to continue doing business with the company, expressed over time, where several alternatives are available (Bergeron, 2001; Gefen, 2002; Jacoby and Kyner, 1973; Liang and Wang, 2008; Melewar et al., 2017; Zeithaml et al., 1996).

2.9. SUMMARY

The significant body of literature focused the attention on the favourable corporate website. Current theoretical investigation of corporate websites refers to this phenomenon as a powerful way for companies to communicate with consumers, and represents an important element of corporate identity management that helps to build an image of itself in the consumer's mind. Additionally, based on the literature review, this study developed the notion of corporate website favourability as the extent to which a company projects its corporate identity through the corporate website, as a primary vehicle of corporate visual identity, to gain positive attitudes from the consumers, by transmitting consistent images and messages about the nature of the organisation to a company's audience that enables a company to build a positive image of itself in the consumer's mind (Abdullah et al., 2013; Booth and Matic, 2011; Braddy et al., 2008; Chen and Wells, 1999; Connolly-Ahern and Broadway, 2007; Dou and Tan, 2002; Foroudi et al., 2017; Gatewood et al., 1993; Haliburto and Ziegfeld, 2009; Hamill, 1997; Melewar and Karaosmanoglu, 2006; Pollach, 2005, 2010; Shin and Huh, 2009; Tarafdar and Zhang, 2008; Winter et al., 2003).

The current chapter discussed the following approaches in relation to the corporate website domain: 1) graphic design is the approach through the lens of visual identity by graphic designers and communication consultants; 2) integrated-communication

refers to the strategic coordination of all the company's messages and the media employed by an organisation to influence the company's perceived value; 3) organisational studies relate to everything that formal members of the company think and feel about it; 4) marketing approach is grounded in the branding literature and focuses on the corporate image as the external perception of corporate identity; and 5) a multi-disciplinary approach places importance on stakeholder communication and identifies the overlap in various spheres of knowledge. It can be concluded that this study takes a multi-disciplinary approach by a tenet across various domains. The following chapter represents the conceptual model of this study, by illustrating the relationships among corporate website favourability and its antecedents and consequences.

CHAPTER III: CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

3.1. INTRODUCTION

The previous chapter demonstrated that the study on the notion of corporate website favourability is complex, and has a number of consequences based on the study setting and context. There are limited theoretical sources on corporate website favourability and this research has reviewed the concept of websites from a multi-disciplinary approach by reviewing the papers from management, design, corporate identity, and visual identity, which propose some opportunities for future study in this field. The current PhD study focuses on corporate website favourability and its impacts on corporate image, corporate reputation, consumer-company identification and loyalty at the consumer-level.

Chapter II resulted in the development of the research conceptual framework, which starts with a set of factors as antecedents to corporate website favourability, and demonstrates simultaneously the consequences of corporate website favourability. The eighteen concepts in this research are navigation, visual, information, usability, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, perceived corporate culture, satisfaction, attractiveness, corporate image, corporate reputation, consumer-company identification, and loyalty. The following section illustrates the proposed consumer-level model; a number of hypotheses, which are conceptually correlated to each other, were examined. Section 3.2 illustrates the research conceptual framework and hypotheses' development. The relationship between corporate website favourability and its antecedents are provided in Section 3.3. The main benefits of corporate website favourability are depicted in Section 3.4. Section 3.5 provides a summary of the conclusions.

3.2. RESEARCH FRAMEWORK AND HYPOTHESES DEVELOPMENT

The creation and maintenance of a favourable corporate website is a vital strategy for company success in the marketplace (Foroudi et al., 2017; Kim et al., 2001; Palmer, 2002; Tarafdar and Zhang, 2008), and helps to build relationships with the stakeholders (Booth and Matic, 2011; Pollach, 2005; Kent et al., 2003). A corporate website, by providing cues about the nature of the company, can impact on the user perception of the company (Braddy et al., 2008) and build a positive impression (Gatewood et al., 1993). Corporate websites need to be integrated into an existing consistent branding strategy to create a strong image and to avoid any confusion (Argyriou et al. 2006; Haliburton and Ziegfeld, 2009; Merrilees and Fry, 2002; Singh and Pereira, 2005). Alhudaithy and Kitchen (2009) pointed out that “websites offer the opportunity for marketers to utilise a wide assortment of cues such as colours, images and sounds to attract consumers’ attention and generate favourable attitudes” (p. 59).

The concept of the unfavourable or favourable notion of brand associations, and the impact of its strength and cohesion on the quality of the brand image was theorised by Keller (1993). According to Suh and Amine (2007), favourability denotes a “positive attitude towards a company and is frequently measured as a holistic construct” (p. 207). Sen and Bhattacharya (2001) emphasised that favourability is linked to the audience’s taste that consumers hold in regards to the company and its products. In addition, Bromley (1993) viewed favourability as a sub-factor of ‘corporate image’. Some scholars (Keller, 2003; Park and MacInnis, 2006) have claimed that an equal term for ‘favourability’ is ‘emotional attachment’, which is defined as “a relationship-based construct that reflects the emotional bond connecting an individual with an entity” (Park and MacInnis, 2006, p. 17). Suh and Amine (2007) argued that ‘favourability’ includes attitudes towards the company as well as emotional attachment.

Chen and Wells (1999) measured an ‘attitude towards the website’ construct as a good indicator for website value. In addition, ‘attitude towards the website’ was defined as “web surfers’ predispositions to respond favourably or unfavourably to web content” (Chen and Wells, 1999, p. 3). In their research, the construct was

measured followed by the recommendation of Chen and Wells (1999), and Osgood et al. (1957) that “one way to measure attitude toward the site would be to employ one or more bipolar rating scales” (Chen and Wells, 1999, p. 3). Additionally, Kim and Stoel (2004) stated that “attitude towards a website is a construct similar to website quality, indicating a predisposition to respond favourably or unfavourably to a website” (p. 621). In addition, they concluded that a website is a multidimensional construct (Kim and Stoel, 2004, p. 620).

Therefore, based on the arguments mentioned above, corporate website favourability is the extent to which a company projects its corporate identity through the corporate website, as a primary vehicle of corporate visual identity (Abdullah et al., 2013; Booth and Matic, 2011; Melewar and Karaosmanoglu, 2006; Pollach, 2005, 2010; Topalian, 2003; Foroudi et al., 2017) to gain a positive attitude from the consumers, by transmitting consistent images and messages about the nature of the organisation to the company’s audience that enables a company to build a positive image of itself in the minds of consumers (Alhudaithy and Kitchen, 2009; Braddy et al., 2008; Connolly-Ahern and Broadway, 2007; Pollach, 2005, 2010; Shin and Huh, 2009; Winter et al., 2003). As mentioned in Chapter II, corporate website favourability adds value for the stakeholders and clearly connects navigation, visual, information, usability, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, and perceived corporate culture.

The management of the corporate website requires an understanding of the corporate identity (in terms of the corporate website as a primary vehicle of corporate visual identity). There has been increased interest in corporate websites since the 1990s, and various academics and practitioners have voiced their support for more attention concerning the importance of corporate websites (Cho and Par, 2001; Cyr, 2008; Doolin et al., 2002; Ho, 1997; Liang and Lai, 2002).

Despite the significant and positive view of corporate websites, limited empirical research to capture the true meaning of the concept has been carried out in this area (Cyr, 2008; Cyr and Head, 2013; Everard and Galletta, 2006; Foroudi et al., 2017; Kim and Stoel, 2004; Melewar et al., 2017; Tarafdar and Zhang, 2008; Wolfenbarger and Gilly, 2003). Furthermore, too little study has been made of the relationship

between the corporate website, its dimensions, antecedents and consequences (Al-Qeisi et al., 2014; Foroudi et al., 2017; Rahimnia and Hassanzadeh, 2013; Melewar et al., 2017; Tarafdar and Zhang, 2008).

Hereafter, the purpose of this study is to investigate the notion of corporate website favourability due to the considerable increase in interest in services from academics and practitioners in today's global economy. The other aim is to examine the antecedents and consequences of the under-researched construct of corporate website favourability with particular attention paid to corporate image, corporate reputation, loyalty, and consumer-company identification.

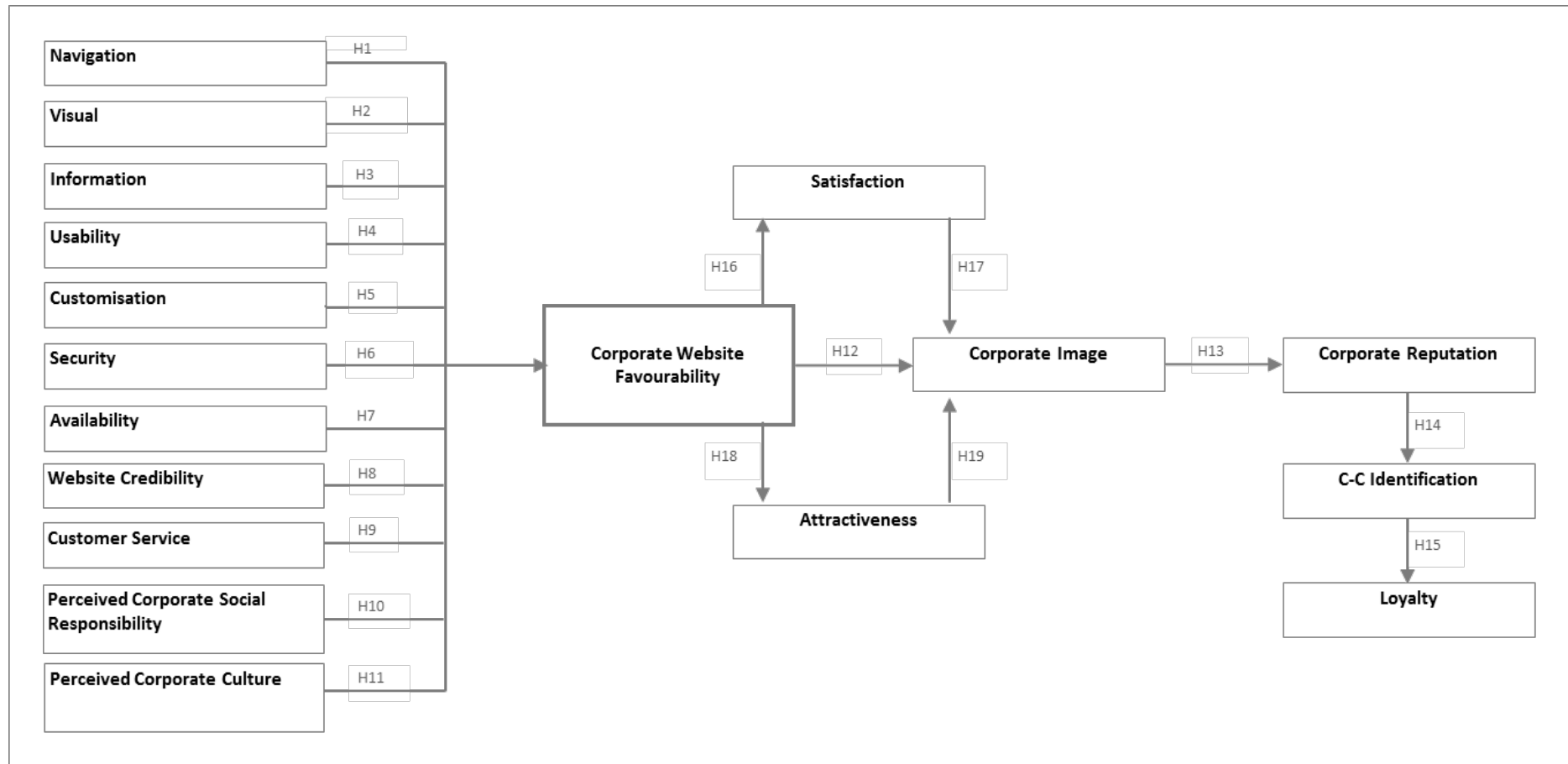
The research regarding corporate website evaluation, according to the comprehensive study of Chio et al. (2010) of the website literature from 1995-2006, mainly adopted a survey methodology (42%) followed by experiments (23%). Based on scholars (Deshpande, 1983; Foroudi, 2012; Zinkhan and Hirschheim, 1992), the lack of understanding of the phenomenon of this study (i.e. corporate website favourability) caused the researcher to consider a mixed method study approach. The mixed method study approach uses the qualitative method together with the quantitative method to investigate a phenomenon that is unidentified or has attracted little attention (Deshpande, 1983; Foroudi, 2012; Zinkhan and Hirschheim, 1992).

There are a number of studies (Dalal et al., 2000; Teo et al., 2003) that used the experimental method to investigate the website. Furthermore, some scholars (Cyr, 2008; Cyr et al., 2005; Cyr and Head, 2013) combined the research task (experimental task) as the starting point of the study (i.e. visit the specific website and follow the given task), where once participants concluded that task, they each completed an online survey. Additionally, researchers (Kim and Stoel, 2004; Liu, 2003; Ong et al., 2015; Tarafdar and Zhang, 2008) have studied websites by using a survey (quantitative approach). Also, Wolfenbarger and Gilly (2003) incorporated focus groups (qualitative approach) in their study, a sorting exercise, and a survey (quantitative). This study is different from previous work, as it uses a mixed method approach by combining the qualitative method in the first stage and the more dominant quantitative method in the second stage of the research. Furthermore, the

purpose of this study is to develop a comprehensive conceptual model by investigating relevant constructs in the literature by critically examining the related studies on websites that will be the preliminary step of a mixed method study. There has been little systematic study of the effect of corporate websites on consumer evaluations of the websites, as well as a lack of research in regards to the factors that contribute to the development of a favourable corporate website (i.e. corporate website favourability).

Broadly speaking, there is no agreement about what constitutes corporate website favourability. Therefore, the purpose of this study is to investigate the notion of corporate website favourability, and to examine the antecedents and consequences of the construct. In order to analyse the number of relationships that were derived from the literature, a framework model has been formed. A consumer-level model was developed (Figure 3.1) in regards to the attributional, signalling and social identity theories, which shows 1) the relationship between corporate website favourability and its elements, 2) the relationships between other empirically and theoretically recognised variables, and 3) its benefits for organisations. The following section discusses the relationships between the concepts and the related hypotheses.

Figure 3.1: The research conceptual framework



3.3. CORPORATE WEBSITE FAVOURABILITY AND ITS ANTECEDENTS

Corporate website favourability is the extent to which a company projects its corporate identity through the corporate website, as a primary vehicle of corporate visual identity, to gain positive attitudes from the consumers, by transmitting consistent images and messages about the nature of the organisation to a company's audience that enables a company to build a positive image of itself in the consumer's mind (Abdullah et al., 2013; Booth and Matic, 2011; Braddy et al., 2008; Chen and Wells, 1999; Connolly-Ahern and Broadway, 2007; Dou and Tan, 2002; Foroudi et al., 2017; Gatewood et al., 1993; Haliburton and Ziegfeld, 2009; Hamill, 1997; Melewar and Karaosmanoglu, 2006; Pollach, 2005, 2010; Shin and Huh, 2009; Tarafdar and Zhang, 2008; Winter et al., 2003). Based on the literature review (Chapter II), eleven factors that contribute to generating a favourable corporate website were recognised as cues to predict their impression of corporate website favourability: navigation, visual, information, usability, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, and perceived corporate culture. The following sections will discuss these factors in detail.

The major European global companies communicate their corporate identity across countries via their corporate websites (Halliburton and Ziegfeld, 2009). A corporate website (as a major element of corporate visual identity) is a powerful tool to project corporate identity (Abdullah et al., 2013; Booth and Matic, 2011; Pollach, 2005; Topalian, 2003) in order to sustain competitive advantage. As mentioned earlier in the literature review (see Chapter II), some authors (Gardner et al., 2008; Hendricks, 2007; Ranganathan, and Ganapathy, 2002; Scheffelmaier and Vinsonhaler, 2002; Shchiglik and Barnes, 2004) in their research on websites, have raised the issue that the research is inadequate and needs improvement. Marketing researchers (Cyr and Head, 2013; Cyr, 2008; Foroudi et al., 2017; Ganguly et al., 2010; Gefen et al., 2000; Keeney, 1999; Kumar et al., 2014; Melewar et al., 2017; Tarafdar and Zhang, 2005, 2008) have devoted attention to the navigation, visual, information, usability, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, and perceived corporate culture, as website factors, which are discussed in detail in the sections below.

3.3.1. Navigation and corporate website favourability

Navigation is one of the important characteristics of the website. It can help to gain website success (Palmer, 2002) and result in consumer satisfaction (Cyr, 2008; Yoon, 2002). Nielsen (2000) reported a nine times performance enhancement of user success based on user-centred navigation. Navigation, as an element of website design (Sterne, 1995), helps organisations to achieve their business transactions successfully (McCarthy and Aronson, 2000; Wakefield et al., 2004), thereby helping corporate websites to reach their goals. It is a widely used construct by researchers in web studies (e.g. Cyr, 2008; Cyr and Head, 2013; Kumar et al., 2014; Tarafdar and Zhang, 2005, 2008), and acknowledged to be an important determinant of user attitude and intended future usage of websites (Agarwal and Venkatesh, 2002; Nielsen and Tahir, 2002; Palmer, 2002). The variations of the term ‘navigation’ that were used by scholars are navigation design (Cyr, 2008; Cyr and Head, 2013), navigability (Kumar et al., 2014), and ease of navigation (Tarafdar and Zhang, 2008). Chan (2001) defined navigation in a unified manner, as the extent to which users can navigate the website, and represents those characteristics that help users navigate the website better (Tarafdar and Zhang, 2005, 2008).

Some scholars (e.g. Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2010) investigated navigation from the design perspective as an interactive component of the website (Ganguly et al., 2010), which they referred to as the navigational scheme used to help or hinder users as they access different sections of a website (Gefen et al., 2000; Keeney, 1999). In particular, Cyr’s (2008) research on ‘modelling website design across cultures’ found that ease of navigation affects the trust and satisfaction for Canadians, but not for Chinese or German users. Cyr (2008) and Marcus and Gould (2000) suggested that navigation varies across cultures; namely, Europeans and individualist North Americans favour navigation that makes the website easier to use and that enhances movement. Whereas, according to Cyr (2008), Asian/Latin and South Americans have no preference regarding movement, but prefer navigation that changes the visual design of the website.

In this research, navigation is the extent to which users can navigate the website and represents those characteristics that help users navigate the website better (Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2010; Gefen et al., 2000; Keeney, 1999; Kumar et al., 2014; Tarafdar and Zhang, 2005, 2008). The argument here is that navigation is one of the key factors that influence the value or the perception of corporate website favourability. Taken

from the existing findings, the first research hypothesis incorporated into our framework is as follows:

Hypothesis 1: The more favourably the navigation is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

3.3.2. Visual and corporate website favourability

Visual design is one of the important elements of a favourable corporate website based on the research of Cyr (2008), and Cyr and Head (2013). These scholars used the design categories, based on Garrett's (2003) classification. According to Garrett (2003), some of the components of visual design are shapes, colours, photographs and font type. Cyr and Head (2013) defined visual design as "the degree to which design elements such as balance, uniformity, or aesthetics (e.g. colours, photos, fonts) enhance a website's overall look and feel" (p. 1360). Moreover, the components of visual design are connected to the uniformity of the website overall and emotional appeal (Garrett, 2003). Website graphics can be a pervasive and powerful force (Dreze and Zufryden, 1997) with particular emphasis 1) on the nature, size, overall presentation, number of online images (Ekhaml, 1996), 2) consistent typography (Ekhaml, 1996), 3) appropriate use of suitable backgrounds (Callahan, 2001, 2005), and 4) colour considerations based on the function of the website (Nicotera, 1999). Visual elements of the website were linked to the 'overall enjoyable user experience' (Tarasewich et al., 2003). According to Fang et al. (2012), a well-designed website can attract users and help them find target information effectively.

Similarly, elements, such as logo, colour, typeface, slogan and name, were generally used by various authors (Bartholme and Melewar, 2011; Dowling, 1994; Van den Bosch et al., 2006) as components of corporate visual identity/design, that can bring advantages over competitors (Melewar and Saunders, 2000; Van Riel and Balmer, 1997). A "corporate visual identity (CVI) consists of a name, a symbol and/or logo, typography, colour, a slogan and – very often – additional graphical elements" (Bartholme and Melewar, 2011, p. 54). Visual identity/design makes an organisation visible and recognisable, by supplying people with extra signs to remember an organisation (Balmer and Gray, 2000; Dowling, 1993; Du Gay, 2000; Van den Bosch et al., 2006). According to Melewar and Saunders (1999) and Melewar

and Karaosmanoglu (2006), the visual standardisation across countries is an essential strategy for global success. Cyr (2008) empirically showed that the visual design construct resulted in satisfaction for all cultures in the study (Canada, Germany, and China). Therefore, this study adopts the term ‘visual’ for the construct, which is defined as the extent to which the company uses their ‘graphic design’ and ‘structure design’ to create the overall look and feel of the website for the users (Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2009; Garrett, 2003; Melewar et al., 2001; Wang and Emurian, 2005). Therefore, based on the discussion that highlights the significance of visual design and elements within the corporate website, it is hypothesised:

Hypothesis 2: The more favourably the visual is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

3.3.3. Information and corporate website favourability

Nowadays, the range of information has risen remarkably, starting from basic web pages to dynamic audio and visual content (Tarafdar and Zhang, 2008); thus, the information needs to be organised in a way that satisfies users, otherwise they will leave the website quickly (McKinney et al., 2002), and be relevant to the purpose of the website (Bruce, 1998; Davis et al., 1989). Information is one of the key features of a website (Tarafdar and Zhang, 2008). According to Cyr (2008) and Cyr and Head (2013), ‘information design’ refers to the website elements that consist of accurate or inaccurate information regarding products or services. Similarly, Tarafdar and Zhang (2008) used the term ‘information content’ and defined it as the characteristics that are linked to the quality of the information on the website.

Additionally, it was emphasised by scholars that the information on the website needs to be current (Bailey and Pearson, 1983; Shchiglik and Barnes, 2004), easy to understand (McKinney et al., 2002), useful (Katerattanukul and Siau, 1999; Venkatesh and Davis, 2000) and organised (Ganguly et al., 2010). According to the results of Cyr (2008), information can be an adequate element of website design to instil confidence in the website users. Information is viewed as an important prerequisite to trust (Flavian et al., 2006; Wang and Emurian, 2005) and satisfaction (Cyr, 2008; De Wulf et al., 2006; Flavian et al., 2006; Szymanski and Hise, 2000).

Based on the findings of previous studies the following can be assumed. In this study, the construct ‘information’ is used, and defined as the information on the website that refers to the quality of the content, the way it is arranged and how relevant it is to the purpose of the website (Bruce, 1998; Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2009; Tarafdar and Zhang, 2005, 2008). In summary, information is an important characteristic of a website, and, thus, can favourably impact corporate website favourability. Accordingly, it is posited that:

Hypothesis 3: The more favourably the information is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability

3.3.4. Usability and corporate website favourability

Another essential characteristic of the website is usability. Scholars (Donnelly, 2001; Zeithaml et al., 2002) have argued that usability is the key criteria that consumers employ to evaluate online environments. According to Donnelly (2001), usability is the most significant factor in which consumers evaluate the website. Indeed, it was found to be the main factor when the services of the company use the Internet (Flavian et al., 2006). In fact, usability is of central importance in attaining user satisfaction (Kim and Eom, 2002).

Moreover, usability of the website can help users to successfully reach their purpose connected to the website (Agarwal and Venkatesh, 2002). Nielsen (1994) looked at usability from a wide perspective: 1) as the ease with which the visitor is able to adapt to use the system and know the main functions, 2) user overall satisfaction, 3) the level of error avoidance, and 4) the website design efficiency. Usability can be considered to be a critical factor in the development of electronic commerce (Davis, 1989; Flavian et al., 2006). Therefore, greater levels of usability can be associated with lower levels of difficulty to manage that functionality, and, thus, usability is considered to be a main factor for predicting the intention to use a system (Davis, 1989).

Researchers (Nielsen, 2005, 2012; Flavian et al., 2006) have suggested that usability is the quality attribute that analyses how easy the website interfaces are to use. According to

Flavian et al. (2006), “usability is related to consumer ability to know where he or she is at any time and what can be done” (p. 2). Similarly, Casalo et al. (2008) referred to usability as the effort needed to use a computer system. Researchers (Casalo et al., 2008; Davis, 1989; Flavian et al., 2006; Tarafdar and Zhnag, 2008) have mentioned that the term usability can be used interchangeably with ‘ease of use’, which is explained as the ease with which the website can be used (Doll et al., 1994; Nielsen, 2000), and described as the properties and features that assist the effective performance of tasks associated therewith (Tarafdar and Zhang, 2008). As an example, Tarafdar and Zhang (2008) mentioned that the search engines and shopping carts on the website make it easy for visitors to interact with websites. In this study, the usability construct refers to the effort required to use the website, with which the user is capable of learning to manage the system with ease (Casalo et al., 2008; Davis, 1989; Flavian et al., 2006; Nielsen, 1994; Tarafdar and Zhang, 2005, 2008). Thus it is hypothesised that:

Hypothesis 4: The more favourably the usability is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

3.3.5. Customisation and corporate website favourability

Customisation of the products and services can bring strategic advantages to the company as a point of differentiation that helps to achieve greater customer satisfaction. However, it can make the customers’ decisions difficult by making the choice of task very complex and costly for companies to implement (Arora et al., 2008). Schrage (1999, p. 20), noted that “the web has clearly entered the phase where its value proposition is as contingent upon its abilities to permit customisation as it is upon the variety of content it offers”. A website that has customisation features allows consumers to conduct their transactions more efficiently (Srinivasan et al., 2002). Furthermore, the adoption of customisation of the website is not expensive and is highly appropriate for some sectors (Shapiro and Varian, 1999). This is supported by Grewal et al. (2003), who contended that online customisation features let consumers tailor the website to their needs. A similar view was adopted by scholars in both the business (e.g. Bauer et al., 2002) and consumer (e.g. Srinivasan et al., 2002) contexts.

Customisation and personalisation terminology is used by the academics interchangeably and holds a similar meaning (Arora et al., 2008, p. 307). Harris and Goode (2010) used the construct named customisation/personalisation as a unified construct, with emphasis on customisation, and, eventually, mentioned as the ‘customisation’ in the model (p. 232); however, in the items specification it was named ‘customisation/personalisation’ (p. 241). By using similar items, authors use these two notions interchangeably and it was found that the items are almost identical when measuring personalisation and customisation.

However, in practice, there are technical differences between them. Arora et al. (2008) distinguished between personalisation and customisation as a form of one-to-one marketing. According to Arora et al. (2008), “personalisation occurs when the firm decides what marketing mix is suitable for the individual. This is usually based on previously collected customer data. Customisation occurs when the customer proactively specifies one or more elements of his or her marketing mix” (p. 305). Amazon.com is a good example for personalisation with the personalised book and music suggestions (Nunes and Kambil 2001). Customisation features can be viewed in Dell computers, with the customisation features that the customer orders; the MyYahoo feature at Yahoo.com, with the option to specify what they view on their home page; and in the banking industry by giving the option for the design of cheque books and credit cards (Arora et al., 2008).

Thus, the differences are quite technical and it is challenging to capture. For consumers there are no big differences between these two notions and they perceive them identically. The measure of customisation was designed to encompass consumer personalisation and firm-led customisation, as in Harrison and Goode’s (2010, p. 234) study. Therefore, followed by the logic of these scholars, and for the purpose of this research, the term ‘customisation’ is used in the model for uniformity of meaning; however, it encapsulates the notions of both ‘customisation’ and ‘personalisation’. This research defines customisation as the ability of a website to tailor products, services, and the transactional environment to individual customers (Fan et al., 2013; Kabadayi and Gupta, 2011; Srinivasan et al., 2002; Tarafdar and Zhang, 2005, 2008). Taken from the current findings, the below research hypothesis is incorporated into the framework as follows:

Hypothesis 5: The more favourably the customisation is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability

3.3.6. Security and corporate website favourability

With each year the Internet becomes a more important part of all our lives, making the safety and confidentiality of the information transacted through the Internet a major topic of discussion. Consumers are worried about their security online when browsing the Internet and particularly when making transactions. Thus, security is one of the significant elements for consumers to evaluate a website in regards to the website being safe to use.

Security is applied by providing users verified and safe transactions (Devaraj et al., 2002; Koufaris and Hampton-Sosa, 2004; McKnight et al., 2002), and describes the extent to which the website could be characterised as ‘safe’ and having the provisions for executing secure transactions (Tarafdar and Zhang, 2008). Harris and Goode (2010) pointed out the importance of security features in regards to the online financial security, which they defined as “the extent to which consumers perceive the payment processes and general policies of a website as secure or safe” (p. 233). According to Tarafdar and Zhang (2008), security influences users’ confidence in the website and highly depends on the IT infrastructure.

Security is found to be an important and powerful driver of satisfaction (Montoya-Weiss et al., 2003; Szymanski and Hise, 2000). The increased amount of personal information online (e.g. bank transactions, credit cards numbers), which are being stored by the company’s websites, makes security an important predictor of the consumers trust in the website (Torkzadeh and Dhillon, 2002). Researchers (Angelakopoulos and Mihiotis, 2011; Sayar and Wolfe, 2007; White and Nteli, 2004) in the field of online banking have stressed the importance of security features in Internet banking. According to Sayar and Wolfe (2007), security “is the biggest single concern for customers when faced with the decision to use Internet banking” and although it has “always been an issue, ... its scope has changed from mere doubts about the privacy of personal information to worries of financial loss” (p. 125). Therefore, this study states that security refers to the degree to which the website can be perceived as safe and has the necessary provisions for executing secure transactions (Devaraj et al., 2002; Koufaris, and Hampton-Sosa, 2004; McKnight et al., 2002; Tarafdar and Zhang,

2005, 2008). Drawing on the discussion above about the importance to consumers of the security of the website, it is claimed that:

Hypothesis 6: The more favourably the security is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

3.3.7. Availability and corporate website favourability

For consumers it is becoming increasingly important to be in control on the website, thus making availability one of the important factors (Ariely, 2000; Parasuraman et al., 2005). Novak et al. (2000) contended that availability depends on the technical reliability, which is the infrastructural characteristic of the website. Additionally, Pantano and Priporas (2016) highlighted that ‘anytime and anywhere’ notion of consumption is dominating the online market (Pantano and Priporas, 2016). Tarafdar and Zhang (2008), and Alwi and Ismail (2013) highlighted the importance of the availability element of the website. According to Alwi and Ismail (2013), system availability is defined as the correct technical functioning of the site (Parasuraman et al., 2005). In addition, Tarafdar and Zhang (2008) described it as the extent to which a website was easily available to users. Alwi and Ismail (2013) used it as a part of the e-airline brand attributes model, whereas Tarafdar and Zhang (2008) looked at availability as a determinant of the loyalty in line with the ease-of-navigation, customisation, and security factors, and stated that availability (Keeney, 1999) is important for continued and sustained use of the website.

In this respect, for the website designers, it is important to take into consideration that “adding a lot of active elements to the website, for example, can affect the speed and influence website performance” and “inadequate infrastructure in terms of server capacity can impair the availability of the website” (Tarafdar and Zhang, 2008, p. 22), hence, causing consumers to quickly leave the website. This research defines availability as the correct technical performance of the website (Alwi and Ismail, 2013; Parasuraman et al., 2005; Tarafdar and Zhang, 2008). Therefore, it is hypothesised that:

Hypothesis 7: The more favourably the availability is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability

3.3.8. Website credibility and corporate website favourability

Credibility of online communication and knowledge has always been a major factor of concern since the invention of the Internet. In the rise of social media and user-generated content, the need for a robust grasp of online credibility is becoming increasingly significant (Flanagin and Metzger, 2008; Gillmor, 2008; Rains and Karmikel, 2009). Consumers use website credibility as a major judgement factor of the quality of the website and the information posted thereon (Kivits, 2004; Rains and Karmikel, 2009; Sillence et al., 2007). Therefore, website credibility can influence consumers' perceptions, attitudes, and behaviours (Dutta-Bergman, 2003; Eysenbach, 2008; Hong, 2006; Rains, 2007; Rains and Karmikel, 2009). Even though the notion of credibility has been a subject of interest since the time of Aristotle, new technological development has raised new interest about this topic, particularly in terms of credibility in relation to the website (Burkell, 2004; Flanagin and Metzger, 2000; Fogg, 2003; Fogg et al., 2001; Hong, 2006; Kusumasondjaja et al., 2012; Li, 2015; Metzger and Flanagin, 2015; Metzger et al., 2003; Mohammadi et al., 2015; Nettleton et al., 2004; Rains and Karmikel, 2009; Van der Heide and Lim, 2015).

In the 20th century, the notion of credibility (source credibility) was considered to be the characteristics of a persuasive speaker and originated from the study of 'persuasion' in the US during World War II (Metzger and Flanagin, 2008; Self, 1996). The source credibility was defined as "judgments made by a perceiver (e.g. a message recipient) concerning the believability of a communicator" (O'Keefe, 1990, pp. 130–131). Experts defined the credibility of the speaker in terms of expertise and trustworthiness (Lowery and DeFleur, 1995). Similarly, Fogg and Tseng (1999) described computer credibility as the perceived quality that holds a persuasive nature and consists of expertise and trustworthiness.

Fogg (2003) identified trustworthiness as well-intentioned and unbiased, and expertise as perceived knowledge, skill, and experience. In other words, it is not possible to construct credibility itself, but only design for credibility. According Fogg (2003), credibility is equal to believability, and, in many languages, they are the same words. Thus, if a website is

credible it is also considered to be believable. In this study, website credibility is defined as the degree to which consumers believe in the website expertise and trustworthiness (Goldsmith et al., 2000; Lowery and DeFleur, 1995; Metzger et al., 2003). Drawing on the discussion above, it is claimed that:

Hypothesis 8: The more favourably the website credibility is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

3.3.9. Customer service and corporate website favourability

Customers are the central notion of interest in academia and practice, especially in the current technologically advanced environment. It is fundamental to identify and satisfy customer needs and preferences in order to establish firm-customer relationships (Howard and Worboys, 2003). In an online environment, customers especially value convenience (Berry et al., 2002; Meuter et al., 2000), and demand more control with high efficiency (Ding et al., 2007). Parasuraman et al. (2005) stated that managers of companies with a website presence, in order to provide high service standards, should first identify how consumers perceive and evaluate online customer service.

The customer service dimension is represented by Parasuraman et al. (2005) as a E-RecS-QUAL, and consisting of 11 items combined into three dimensions: (1) responsiveness, (2) compensation, and (3) contact – that are “intended for assessing the quality of a Web site’s service in response to problems or questions experienced by customers” (p. 228). In the e-tailing study of Wolfinbarger and Gilly (2003), in their 14 eTailQ scale, items were combined into four dimensions named website design, fulfilment/reliability, security/privacy, and customer service. According to this study, customer service consists of items relating to the company’s willingness to respond to customer needs, the company’s interest in solving problems, and the promptness with which enquiries are answered.

According to Parasuraman et al. (2005), customers are likely to relate an online self-service and corresponding face-to-face services based on their service fulfilment effectiveness. This research considers customer service to be an essential antecedent to corporate website favourability, and is defined as the degree of how efficient, helpful and willing the service provided to the consumers is (Ding et al., 2011; Kaynama and Black, 2000; Parasuraman et

al., 1991; Wolfinbarger and Gilly, 2003). Thus, it is hypothesised that:

Hypothesis 9: The more favourably the customer service is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

3.3.10. Perceived corporate social responsibility and corporate website favourability

Corporate social responsibility (CSR) is fundamentally a requisite in the current business environment. Across the world, companies employ their websites to display their corporate social responsibility activities (Maignan and Ralston, 2002). Websites are an official way for companies to present themselves in the way that they want to be perceived by a wide range of stakeholders (Bondy et al., 2004), and, hence, have become a unique way for the distribution of information. Consequently, corporate websites contain information about a company's self-presentation of corporate social responsibility (Basil and Erlandson, 2008).

According to Basil and Erlandson (2008), in their study of corporate social responsibility (CSR) activities on companies' websites, "websites can contain both what the company is actually doing in terms of CSR, and what the company wants the public to perceive it is doing in terms of CSR" (p. 130). In addition, they noted that "publicly presenting socially responsible internal policies enhances success" (p. 135). According to scholars (Bansal and Hunter 2003; Wright and Rwabizambuga 2006), companies have been known to employ internal CSR behaviours as a strategic tool rather than a socially responsible endeavour.

The study of corporate social responsibility goes back to at least the 1930s (Berle, 1931). Conventionally, CSR was defined as "the social involvement, responsiveness, and accountability of companies apart from their core profit activities and beyond the requirements of the law and what is otherwise required by government" (Chapple and Moon, 2005, p. 416). According to Glavas and Kelley (2014), CSR holds meaning around the "societal norms and expectations of corporations" (p. 169). This study adopts the following definition. Perceived corporate social responsibility is the consumers' perceptions of corporate environmental responsibility, social involvement, responsiveness, and accountability of the companies (Chapple and Moon, 2005; Glavas and Kelley, 2014; Klein and Dawar, 2004). Therefore, based on the argument above, it is claimed that:

Hypothesis 10: The more favourably the corporate social responsibility is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

3.3.11. Perceived corporate culture and corporate website favourability

Nowadays, corporate culture is often communicated through the corporate website. Braddy et al. (2006) stated that website design features, and information about organisational values, policies, awards and goals, affects the perceptions of viewers. According to Overbeeke and Snizek (2005), “the information found in corporate websites enables one to unmask important differences and similarities in corporate culture across industries and geopolitical boundaries” (p. 349). They conducted a study of ‘website and corporate culture’ across the websites of 12 multinational corporations in two distinct industry sectors – food services and pharmaceuticals – and concluded that all 12 companies portray themselves in their corporate websites as being aware and responsible corporate citizens.

In a broad way, corporate culture is similar to the ‘personality’ of a company with its distinctive characteristics in every company (Llopis et al., 2007, 2010; Rowden, 2002; Sadri and Lees, 2001) and must be assumed by all members (Llopis et al., 2010). Corporate culture comprises the organisation’s core values and an element of corporate identity (Bernstein, 1986; Balmer and Soenen, 1997; Melewar, 2003). Similarly, Dowling (1986) defined corporate culture as a company’s ‘common beliefs, behaviour, values’, described as the ‘what’ of a company (Melewar, 2003).

Furthermore, according to Kiriakidou and Millward (2000), corporate culture plays an essential part in the improvement of corporate identity (Melewar, 2003). In addition, Downey (1986) asserted that corporate identity is the source of corporate culture, while identity is the ‘why’ of a company (Dowling, 1986; Melewar, 2003). According to Melewar (2003), corporate culture has a number of essential components, such as 1) corporate values, 2) corporate philosophy, 3) corporate mission, 4) corporate principles, 5) corporate history, 6) founder of the company, 7) country of origin, and 8) company’s subculture.

In this study, perceived corporate culture refers to the consumer's perceptions about the corporate values, corporate philosophy, corporate mission, corporate principles, corporate history, founder of the company, country of origin, and company's subculture running and resulting from corporate identity (Cui and Hu, 2012; Deshpande and; Webster, 1989; Melewar, 2003; Ravasi and Schultz, 2006). The components of the perceived corporate culture are defined as follows:

- 1) Corporate values characterised by the values of the company that can be identified as a central system of beliefs inside the company, which shape corporate identity (Melewar, 2003; Melewar and Karaosmanoglu, 2006; Van Riel and Balmer, 1997).
- 2) Corporate philosophy is a combination of the main values and norms of the organisation that form its corporate culture, which represents the intention of the company to help to build more meaningful relationships (Abratt, 1989; Ind, 1992; Melewar, 2003; Melewar and Karaosmanoglu, 2006).
- 3) Corporate mission is the reason why the organisation exists and the purpose that differentiates it from its competitors (Abratt, 1989; De Witt and Meyer, 1998; Ind, 1992; Melewar, 2003; Melewar and Karaosmanoglu, 2006).
- 4) Corporate principles represent the materialisation and clarification of the values, targets and mission of the organisation, which construct the foundation for all corporate activities (Melewar, 2003; Melewar and Karaosmanoglu, 2006; Schmitt, 1995).
- 5) Corporate history represents a chronological account of a company's creation and business activities, which influences corporate identity through its connection with the corporate culture (Llopis et al., 2010; Marzec, 2007; Melewar, 2003; Melewar and Karaosmanoglu, 2006).
- 6) Founder of the company represents the person who brought the company into existence, which makes him inseparable from the identity of the company (Deal and Kennedy, 1985; Melewar, 2003; Olins, 1978; Sadri and Lee, 2001);

- 7) Country of origin is defined as the country where the corporate headquarters of the company marketing the product or brand is located, which can influence the quality of the brand perceived by customers, brand loyalty, brand choice, brand preference perceived by customers and has a strong links with the corporate identity of the company (Foo and Lowe, 1999; Johansson et al., 1985, Melewar and Karaosmanoglu, 2006; Melewar, 2003; Moradi and Zarei, 2011; Rowlinson and Procter, 1999; Varey and Lewis, 2000).
- 8) Company's subculture refers to the distinct group within that company, which consists of the subsets of organisational members who interact regularly with one another and who employ a common way of thinking that is unique to the group (Bellou, 2008; Harris and Ogbonna, 1998; Hatch, 1997; Melewar, 2003; Melewar and Karaosmanoglu, 2006; Van Maanen, 1991; Van Maanen and Barley, 1985).

Therefore, perceived corporate culture is a powerful source of influence, as it appears on a corporate website, hence:

Hypothesis 11: The more favourably the perceived corporate culture is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

3.4. CORPORATE WEBSITE FAVOURABILITY AND ITS CONSEQUENCES

The research shows that companies are more concerned about their corporate websites and how to communicate and distinguish themselves to their consumers and audience to create favourable images and reputation. A well-designed corporate website impacts on a company's corporate image. The following section illustrates the concept of corporate image as an important consequence of corporate website favourability. Additionally, corporate website favourability will also be explained as an outcome factor to the corporate image, corporate reputation, consumer-company identification, and loyalty.

3.4.1. Corporate website favourability and corporate image

Marketing scholars (Keller, 1993; Van Heerden and Puth, 1995) have highlighted that the corporate image represents the attitudes, beliefs, impressions and associations held by consumers about the organisation. Corporate image is constructed by means of the communication process, through which the company creates and transmits the essence of the brand (Bravo et al., 2009; Leuthesser and Kolhi, 1997; Van Riel and Balmer, 1997). “Image influences attitudes toward its products” (O’Shaughnessy and O’Shaughnessy, 2000, p. 56). Since image denotes how an audience perceives the company, as well as its elements, it holds an external foundation (Hatch and Schultz, 1997; Kotler, 1997). According to Abdullah et al. (2013) and Dowling (2001), corporate identity is projected into corporate image, and, over time, into corporate reputation through corporate communication activities.

Corporate websites, as a means of corporate communication, are a powerful way for promoting corporate identities (Topalian, 2003). As a part of the corporate identity management, managers should try to employ the company’s website to create or maintain a favourable image in the minds of their customers (Abdullah et al., 2013; Bravo et al., 2012). The most important objective of a corporate website is to promote the corporate image because the website can be seen as the virtual storefront of the company (Argyriou et al., 2006; Halliburton and Ziegfeld, 2009; Pitt and Papania, 2007). Alhudaithy and Kitchen (2009) noted that “websites offer the opportunity for marketers to utilise a wide assortment of cues, such as colours, images and sounds to attract consumers’ attention and generate favourable attitudes” (p. 58).

Therefore, a website enables a company to build an image of itself in the minds of consumers (Tarafdar and Zhang, 2008). Thus, when consumers have a positive attitude towards corporate website favourability, they have a more favourable image about the company. This study refers to the corporate image as the overall immediate impression left in the minds of customers in comparison to its competitors and represents an asset, which allows companies to differentiate and increase the chances of success (Balmer et al., 2011; Bravo et al., 2009; Foroudi et al., 2014, 2016; Gray and Balmer, 1998; Karaosmanoglu et al., 2011; Mazursky and Jacoby, 1986; Richard and Zhang, 2012; Williams and Moffit, 1997; Zimmer and Golden, 1988). Therefore, the following is hypothesised:

Hypothesis 12: The more favourable the attitude that consumers have towards corporate website favourability, the more favourable the image of the company among consumers.

3.4.2. Corporate image and corporate reputation

Corporate reputation is the notion that is built up over time by consistent impressions of the corporate image (Gray and Balmer, 1998; Markwick and Fill, 1997). In other words, a positive corporate reputation can be constructed with the help of a steady impression by a positive corporate image (Alesandri, 2001). Additionally, the favourability of the image that consumers hold about an organisation impacts on their attitudes and behaviours (Sen and Bhattacharya, 2001). Furthermore, corporate image influences corporate reputation (Balmer, 1998; Gotsi and Wilson, 2001), and, hence, it can be concluded that corporate reputation is the stakeholder's overall evaluation of the company over time. This evaluation is "based on the stakeholder's direct experiences with the company, any other form of communication and symbolism that provides information about the firm's actions and/or a comparison with the actions of other leading rivals" (Gotsi and Wilson, 2001, p. 29). Thus, a corporation can improve its corporate reputation when it constructs and communicates its identity to its main stakeholders (Dowling, 2004). According to Srinivasan et al. (2002) and Neil (1998), a favourable reputation can be constructed and strengthened by a website.

Scholars (Brown and Cox, 1997; Brown and Dacin, 1997; Fombrun, 1996; Fombrun and Shanley, 1990; Gray and Balmer, 1998; Foroudi et al., 2014) have noted that corporate image and corporate reputation are two distinct concepts that are related to each other. According to Walker (2010), "the relationship between image and reputation is one of dynamism and stability, or variation and selection" and, "image can be attained relatively quickly but a good reputation takes time to build" (p. 367). Therefore, when customers have a positive image about the company, it will positively impact on the judgement and feelings of consumers about the company, and, thus, will lead to a better reputation.

Based on the previous studies, it can be stated that consumers holding a positive image of a company can lead to their positive evaluation of the company's reputation (Walsh et al., 2009). Fombrun (1996) defined corporate reputation as "a perceptual representation of a company's past actions and future prospects that describes the firm's overall appeal to all of

its key constituents when compared with other leading rivals” (Fombrun, 1996, p. 72). This research describes corporate reputation as concerning a judgement that results from the reception of direct and indirect experiences, and information about a company over time (Alesandri, 2001; Fombrun and Shanley, 1990; Foroudi et al., 2014, 2016; Gotsi and Wilson, 2001; Gray and Balmer, 1998; Herbig et al., 1994; Markwick and Fill, 1997; Ruth and York, 2004; Yoon et al., 1993). Based on the discussion above, it is hypothesised that:

Hypothesis 13: The more favourable the attitude that consumers have towards a company's corporate image, the more favourable the reputation of the company among consumers

3.4.3. Corporate reputation and consumer-company identification

According to Weiss et al. (1999), “reputation reflects an overall judgement regarding the extent to which a firm is held in high esteem or regard, not the specific identity it has” (p. 75). Therefore, reputation is defined as the way in which companies are seen from outside (Balmer, 1995; Hatch and Schultz, 1997; Ind, 1992; Margulies, 1977; Olins, 1989; Selame and Selame, 1988). According to Kuenzel and Halliday (2010), “if the reputation is perceived as successful and well known by consumers, this may also enhance their pride in identifying with a brand that has a good reputation” (p. 169). Similarly, researchers (Bhattacharya and Elsbach, 2002; Dukerich et al., 2002; Hong and Yang, 2009; Mael and Ashforth, 1992; Reade, 2001; Smidts et al., 2001) have illustrated the relationship between the favourable reputation of the organisation and identification with the organisation.

In particular Hong and Yang (2009) found that favourable company reputation positively influences consumer-company identification. According to Srinivasan et al. (2002), a favourable reputation can be constructed with the help of original and customised website design. Thus, reputation can be strengthened by websites (Neil, 1998). Cox and Emmott (2007) observed that reputation is one of the determinants for the website provision. Similarly, the case study of library websites by Srinivasan et al. (2002) showed that websites can positively affect reputation.

Bhattacharya et al. (1995) indicated that the reputation of a company is an indication of its success, as a well-regarded company is considered as being successful. Thus, if consumers

perceive the reputation of the company as successful, it can also enhance their positive identification with a brand (Ahearna et al., 2005; Smidts et al., 2001). Similarly, Bergami and Bagozzi (2000) pointed out that when a person relates himself/herself with a well-regarded brand it can lead to a positive identification. In order to enhance their self-esteem, people tend to associate themselves with a well-regarded brand. Previous studies (Ahearn et al., 2005; Bergami and Bagozzi, 2000; Bhattacharya and Sen, 2003; Bhattacharya et al., 1995; Hong and Yang, 2009; Kuenzel and Halliday, 2010) have suggested that favourable reputation leads to a positive identification with a company. In this study, consumer-company identification represents the strong social relationships between the consumer and the company, such that consumers perceive themselves by the same attributes that they believe define the company. (Bhattacharya and Sen, 2003; Dutton et al., 1994; Einwiller et al., 2006; Homburg et al., 2009; Knight and Haslam, 2010; Marin and De Maya, 2013; Rooney et al., 2010). Thus it is claimed that:

Hypothesis 14: The more favourable the attitude that consumers have towards a company's corporate reputation, the more they identify themselves with that company

3.4.4. Consumer-company identification and loyalty

Consumers that strongly identify with a company, are psychologically attached to it, which leads them to believe that the company's achievements and goals are their own (Bhattacharya and Sen, 2003). Consumers that identify themselves with a company are more likely to stay loyal to it, projecting their desire to show consistent social identity (Dutton et al., 1994). When customers identify themselves with a company they tend to recommend the product more (Ahearn et al., 2005). According to Bhattacharya and Sen (2003), in the consumer-company relationship context, the commitment generated by identification is shown by a more stable and lasting preference, so loyalty is a natural consequence of consumer-company identification. Martinez and Del Bosque (2013) stated that there is a lack of research about identification, in particular the influence of consumer-company identification on loyalty. Scholars (He and Li, 2011; Marin et al., 2009; Martinez and Del Bosque, 2013, Perez and del Bosque, 2015) have found that consumer identification influences consumer loyalty.

A loyal customer brings more substantial advantages to a company than a new customer would, since she/he is less discouraged by price increases (Berry and Parasuraman, 1991;

Bowen and Shoemaker, 1998; Dowling and Uncle, 1997; Tepeci, 1999). The direct impact of loyalty on the profit and revenue of a company is examined by Reichheld (1992) and Reichheld et al. (2000), who noted that a rise in user retention rates may increase profits. Businesses are often preoccupied on their website with building customer loyalty (Nielsen and Tahir, 2002).

Consumers that are loyal to a brand, makes their switching to a different brand improbable. Such customers benefit a company more than new customers do, since the former are less affected by price changes (Berry and Parasuraman, 1991; Bowen and Shoemaker, 1998; Dowling and Uncle, 1997; Tepeci, 1999). Reichheld (1992) and Reichheld et al. (2000) examined the direct relationship of loyalty with the profit and revenue of a company, noting that a rise in the user retention rate may increase profits. This research defines loyalty as the consumer's psychological attachment and intention to continue doing business with the company, expressed over time, where several alternatives are available (Bergeron, 2001; Gefen, 2002; Jacoby and Kyner, 1973; Liang and Wang, 2008; Melewar et al., 2017; Zeithaml et al., 1996). Hence:

Hypothesis 15: The more consumers identify themselves with the company, the more they are loyal to that company.

3.4.5. Corporate website favourability, satisfaction, and corporate image

Satisfaction has been widely researched in the marketing literature (e.g. Edvardsson et al., 2000; Gustafsson et al., 2005; Johnson and Fornell, 1991; Oliver, 1980, 1981). Additionally, the importance of satisfaction has been highlighted in the works of traditional service quality (Bitner et al., 1990; Cronin and Taylor, 1992; Parasuraman et al., 1985; Teas, 1994) as well as in the online context in particular (Santouridis 2009). Some studies consider (Flavian et al., 2006; Lam et al., 2004; Yoon, 2002) that recurrent satisfaction with a vendor leads to loyalty. The connection between satisfaction and willingness to buy is examined by Cronin and Taylor (1992), who noted that customer satisfaction is a consequence of service quality. According to Anderson and Fornell (1994), and Gronroos (1984, 1990, 2001), service quality precedes the satisfaction of customers. Santouridis (2009) highlighted the significance of satisfaction in the Internet services. In general terms, satisfaction is defined in the work of Flavian et al. (2006) as an affective consumer condition that results from a global evaluation

of all the aspects that make up the consumer relationship (Anderson and Sullivan, 1993). Satisfaction shows a favourable attitude of the consumer.

Decker and Hoppner (2006) pointed out that satisfaction is one of the main goals of user experience. User satisfaction depends on website features (Doll and Torkzadeh, 1988; Jayawardhena and Foley, 2000). In addition, Yoon (2002) suggested that satisfaction may be a result of navigation design. Similarly, Cyr (2008) noted that satisfaction can be affected by the navigation design of the website. In fact, information per se is characterised as an essential step towards satisfaction (De Wulf et al., 2006; Flavian et al., 2006; Szymanski and Hise, 2000) and trust (Benbasat and Wang, 2005; Flavian et al., 2006). According to Steinbtuck et al. (2002), the images and visual design of the website are strongly connected to satisfaction (Vance et al., 2008). This is supported by the results of Cyr's (2008) study, who found that website aesthetics relate to trust and satisfaction in many countries.

As pointed out in the literature review, Chapter II, based on scholars' (Angelis et al., 2005; Bravo et al., 2009; Hu et al., 2009) views, corporate image is closely related to satisfaction. Hu et al. (2009) empirically found that consumer satisfaction positively influences corporate image. Hu et al. (2009) stated that "the results confirm that high service quality leads to superior perceived value, customer satisfaction, and favourable perceptions of corporate image" (p. 121). Similarly, Nguyen and LeBlanc (1998) proposed that the overall image of the service company is impacted by perceived service quality, customer satisfaction, and by perceived service value. Furthermore, Hu et al. (2009), and Nguyen and LeBlanc (1998) emphasised that consumer satisfaction has a positive influence on the image of the company in the minds of consumers. In this research satisfaction is defined as the consumers' evaluations of a product or service with regard to their needs and expectations (Anderson and Sullivan, 1993; Flavian et al., 2006; Law and Bai, 2008; Oliver, 1980). Therefore:

Hypothesis 16: The more favourable the attitudes that consumers have towards a company's corporate website favourability, the more consumers are satisfied with the company.

Hypothesis 17: The more satisfied the consumers are towards the company, the more favourable the image of the company among consumers.

3.4.6. Corporate website favourability, attractiveness, and corporate image

The attraction of a company has been widely researched in the recruitment literature (Braddy et al., 2008; Highhouse et al., 2003; Turban, 2001; Williamson et al., 2003). According to Boudreau and Rynes (1985), companies that attract more qualified people have a larger number of applicants applying for jobs. With the technological developments, the use of the Internet for recruiting has increased throughout the past decade with websites becoming the most convenient way to attract new employees. Companies that would like to acquire the best employees have to present themselves in the best possible way through the corporate website. “Company recruitment websites have become a key tool for companies to generate applicants, often serving as the primary vehicle by which job applicants initially gather information about the attributes of organisations, learn about job openings, and submit employment applications” (Williamson et al., 2003, p. 243).

Additionally, the notion of attractiveness has been extensively explored in the recruitment literature in terms of the recruitment websites’ colours, fonts, pictures, and bulleted versus paragraphs of text (Braddy et al., 2003; Braddy et al., 2008; Cober et al., 2003; Zusman and Landis, 2002). According to Braddy et al. (2008), organisational attractiveness perceptions are influenced by the viewing of organisational recruitment websites. These authors have found that the website of the company can and does influence a viewer’s impression of the organisation by psychological processes based on the signalling theory. They explained that signalling theory implies that any information that a person views will guide their impression of the company, thus websites can become a cue concerning what it would be like to work in the company, and thus impact on the individual’s attraction to the company (Turban, 2001; Turban et al., 1998). This happens because individuals think that the cues (website and information on the website) and characteristics (quality of the website) represent the whole company (Rynes et al., 1991).

Similarly, Williamson et al. (2003) stated that websites have an effect on the attractiveness of an organisation. Thompson et al. (2008), and Tversky and Kahneman (1973) noted that attractiveness is important to job applicants. This reinforces the concept proposed by a previous study (Gatewood et al., 1993) that job applicants are more attracted to companies for which they have a positive regard. According to Braddy et al. (2008), “participants’ perceptions of organisational favorability, overall image and organisational attractiveness

increased after viewing the recruitment website” (p. 2998). Thus, it may lead to viewing an organisation more favourably when it maintains a well-designed website that attracts consumers to the company (Braddy et al., 2008). This study defines attractiveness as how exciting, attractive, appealing, fun and subjectively pleasing the company is in the minds of consumers (Alwi and Ismail, 2013; Cao et al., 2005; Tractinsky et al., 2006). Therefore, the following are hypothesised:

Hypothesis 18: The more favourable the attitudes that consumers have towards a company's corporate website favourability, the more consumers are attracted towards the company.

Hypothesis 19: The more consumers are attracted towards the company, the more favourable the image of the company among consumers.

3.5. SUMMARY

This research presents an approach that has significant implications for a company by investigating the significance of the favourable corporate website for achieving consumer objectives. This chapter illustrated the development of the conceptual model (Figure 3.1.) by providing a comprehensive literature review and presenting relevant hypotheses based on the insights from various fields in relation to corporate website favourability. The literature on corporate website, information technology, as well as corporate visual identity and corporate identity, was examined due to the lack of comprehensive studies solely on the website area.

The conceptual framework was developed based on the literature review and presented 19 hypotheses (Table 3.1), representing antecedents and consequences of corporate website favourability. This research presents an approach that has significant implications for a company by investigating the significance of favourable corporate websites for achieving consumer objectives. The following chapter demonstrates the design of the research.

Table 3.1: List of research hypotheses based on the research questions

Hypotheses	
RQ: What is the impact of specific antecedents of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty?	
Question 1: What are the factors that contribute to corporate website favourability?	
H1	The more favourably the navigation is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
H2	The more favourably the visual is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
H3	The more favourably the information is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
H4	The more favourably the usability is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
H5	The more favourably the customisation is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
H6	The more favourably the security is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
H7	The more favourably the availability is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
H8	The more favourably the website credibility is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
H9	The more favourably the customer service is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
H10	The more favourably the perceived corporate social responsibility is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
H11	The more favourably the perceived corporate culture is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability
Question 2: What are the main influences of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty?	
H12	The more favourable the attitude that consumers have towards a company's corporate website favourability, the more favourable the image of the company among consumers
H13	The more favourable the attitude that consumers have towards a company's corporate image, the more favourable the reputation of the company among consumers
H14	The more favourable the attitude that consumers have towards a company's corporate reputation, the more they identify themselves with that company
H15	The more consumers identify themselves with the company, the more they are loyal to that company
H16	The more favourable the attitudes that consumers have towards a company's corporate website favourability, the more consumers are satisfied with the company
H17	The more satisfied the consumers are towards the company, the more favourable the image of the company among consumers
H18	The more favourable the attitudes that consumers have towards a company's corporate website favourability, the more consumers are attracted towards the company
H19	The more consumers are attracted towards the company, the more favourable the image of the company among consumers

CHAPTER IV: METHODOLOGY AND RESEARCH DESIGN

4.1. INTRODUCTION

The aim of this chapter is to outline the methodological foundation and the research design in terms of data collection, as well as the scale development methods and procedures in chapter III. Section 4.2 explains the research design with the reasoning for the choice of the adopted methodologies. Section 4.3 presents the research design and the method of data collection. Sections 4.4 and 4.5 describe the exploratory fieldwork, and outline of the main survey and sampling, respectively. In Sections 4.6 and 4.7, the main survey and questionnaire design are explained. Section 4.8 explains the data analysis techniques and statistical packages techniques. Finally, Section 4.9 and Section 4.10 discuss the main ethical issues and conclude the chapter with a summary.

4.2. JUSTIFICATION OF THE RESEARCH METHODOLOGY

Generally, research is conducted for the purpose of determining applicable information or principles and is defined as the systematic and objective examination of a problem or a subject (Shao, 2002). Crotty (1998) proposed that researchers should answer two questions: 1) what rationale does the adoption of methods and methodologies have; and 2) what methods and methodologies will be used in the research.

The choice of methodology is related to the aims and characteristics of the study. Burrell and Morgan (1979), and Deshpande (1983) recommended that before starting the research it is important to define a set of underlying assumptions (paradigm). According to Entman (1993), a research paradigm is defined “as a general theory that informs most scholarship on the operation and outcomes of any particular system of thought and action” (p. 56). “A paradigm consists of the following components: ontology, epistemology, methodology, and, methods” (Scotland, 2012, p. 9). Similarly, Crotty (1998), and Guba and Lincoln (2005) described paradigms as systems of interrelated ontological, epistemological and methodological assumptions. Researchers usually make assumptions about what knowledge is (epistemology) and how they know it (ontology). Epistemology can be defined as “a way of understanding

and explaining how we know what we know”, (Crotty, 2003, p. 3) and ontological assumptions refer to the question “what is the nature of reality?” (Guba and Lincoln, 1989, p. 83). The methodology is about “how can the inquirer go about finding out whatever they believe can be known? (Guba and Lincoln, 1994, p. 108), and method refers to particular procedures and techniques. The methodology paradigm is the procedure to determine the reality (Creswell, 2003; Gupta et al., 2011) and is concerned with “why, what, from where, when and how the data is collected and analysed” (Scotland, 2012, p. 9) (Table 4.1).

Table 4.1: Comparing the qualitative and quantitative approaches

	Quantitative research	Qualitative research
Purpose	Deductive: verification and outcome oriented Precise measurement and comparison of variables Establishing relationships between variables Interface from sample to population	Inductive: discovery and process oriented Meaning Context Process Discovering unanticipated events, influences and conditions Inductive development of theory
Research questions	Variance questions Truth of proposition Presence or absence Degree or amount Correlation Hypothesis testing Causality (factual)	Process questions How and Why Meaning Context (holistic) Hypotheses as part of conceptual framework Causality (physical)
RESEARCH METHODS		
Relationship	Objectivity/ reduction of influence (research as an extraneous variable)	Use of influence as a tool for understanding (research as part of process)
Sampling	Probability sampling Establishing valid comparisons	Purposeful sampling
Data collection	Measures tend to be objective Prior development of instruments Standardisation Measurement/testing—quantitative/categorical	Measures tend to be subjective Inductive development of strategies Adapting to particular situation Collection of textual or visual material
Data analysis	Numerical descriptive analysis (statistics, correlation) Estimation of population variables Statistical hypothesis testing Conversion of textual data into numbers or categories	Textual analysis (memos, coding, connecting) Grounded theory Narrative approaches
Reliability/validity	Reliable Technology as instrument (the evaluator is removed from the data)	Valid Self as instrument (the evaluator is close to the data)
Generalisability	Generalisable The outsider’s perspective Population oriented	Ungeneralisable The insider’s perspective Case oriented

Source: Foroudi (2012 p. 113), Maxwell and Loomis (2003, p. 190), and Steckler et al. (1992).

In social research, in order to address the epistemological attribute of paradigm development, philosophers have endeavoured to answer the essential question: how do we know what we know (Deshpande, 1983)? To answer this question, philosophers are broadly divided into different research philosophies. Conventionally, the researchers in marketing and social research use two distinguished research philosophies: positivism and interpretivism/phenomenology/idealism (Cassell and Symon, 1994; Corbetta, 2003; Deshpande, 1983; Shao, 2002). According to scholars (Deshpande, 1983; Mingers, 2001), paradigms should not be considered as mutually exclusive. Positivism is a research philosophy implemented from the natural sciences.

Adopting an empirical and quantitative research appears to indicate a deductive method embedded in positivism (Creswell, 2003; Shao, 2002). On the other hand, qualitative research using the inductive method seems to imply interpretivism (Deshpane, 1983; Shao, 2002) (various names of the paradigms are shown in Table 4.2). The nature of the research objectives and questions should be carefully considered in order to determine which research philosophies to employ. To attain the goals of this study, a mixed method research design was adopted by predominantly following a positivist research philosophy (Malhotra and Birks, 2003). Because of the descriptive and theory-testing nature of this study, adoption of predominantly positivist philosophy is deemed appropriate (Burrell and Morgan, 1979). Based on the positivist perspective, in the initial stages of the research, qualitative methods can be used to reach a better understanding of the concepts (Malhotra and Birks, 2003).

Table 4.2: Alternative paradigm names

Positivist	Interpretive
Quantitative	Qualitative
Objectivist	Subjectivist
Scientific	Humanistic
Experimentalist	Phenomenological
Traditionalist	Revolutionist

Source: Malhotra and Birks (2000).

Therefore, there are two major effects in using mixed method. Firstly, to assist in identifying new scales that might be beneficial to measure constructs in marketing. To investigate the antecedents and main consequences (corporate image, corporate reputation, consumer-company identification and loyalty) of corporate website favourability this research begins by employing the qualitative approach. The researcher uses the qualitative method in order to

gain prior understanding of the study problem, and to establish an appropriate scale to measure corporate website favourability, which will be adopted later in order to test the theories and hypotheses. Secondly, by adopting the quantitative method to examine the framework and hypothesised relationships, it enhances the validity, reliability and generalisability of the research (Balmer, 2001; Bryman, 2006; Creswell, 2003; Foroudi et al., 2014; Shiu et al., 2009). This study implemented quantitative (hypothetico-deductive) methodology to perform this research; consideration of the qualitative (inductive) study was required for the following reasons. A limited number of scales are available for corporate websites and no appropriate scales exist to measure the corporate website favourability construct. Additionally, this is paramount to establishing the connection between corporate website favourability and its main consequences (corporate image, corporate reputation, consumer-company identification and loyalty) in relation to the points of view of consumers.

In order to investigate the phenomenon of corporate website favourability as a primary vehicle for corporate visual identity (CVI) that plays an important role in the way that an organisation portrays itself to internal and external stakeholders (Chen and Wells, 1999; Melewar and Karaosmanoglu, 2006; Schlosser, 2003; Van den Bosch et al., 2006), a quantitative study is more appropriate than a qualitative study (LeBlanc and Nguyen, 1998; William and Moffit, 1997), as it is better suited for theory-testing than theory-generation (Balmer, 2001). Bhattacharya and Sen (2003), and Cornelissen (2000) stated that a company's image is the key external communication factor that communicates its identity (Balmer, 1997, 2001; Van Riel and Balmer, 1997).

According to Creswell and Clark (2011), "mixed method research is 'pragmatica' in the sense that the researcher is free to use all methods possible to address a research problem" (p. 13). Tashakkori and Teddlie (2003) suggested the 'best' worldview to employ for the mixed method research is a 'pragmatism'. A pragmatic view was taken to achieve the objectives of the research (Robey, 1996). The rationale of pragmatic enquiry includes the use of 1) abduction, which is described as the process of discovering and relying upon the best set of explanations of the researchers' results; 2) induction, which can be defined as the discovery of patterns; and 3) deduction, which can be explained as the testing of hypotheses and theories (Harrison and Reilly, 2011; Johnson and Onwuegbuzie, 2004). The induction approach (qualitative data collection techniques) was used before the main survey to enhance the study validity (Deshpande, 1983). Based on the discussion above, Churchill's (1979)

paradigm was used, which implies a quantitative approach with the adoption of the mixed method approach in the initial stages of the research. The following section describes the research design and the method used in each step of the study.

4.3. SELECTION OF RESEARCH APPROACH

In the section above, the research philosophies in social and marketing research have been examined. The theoretical perspective is stipulated by the methodology that connects the problem of the research and a certain method or methods. Methodologies originate from a researcher's assumptions about the nature of existence (ontology), which guides the research philosophy concerning the nature of knowledge building (epistemology) (Hesse-Biber, 2010). Based on the research philosophy, the main methodology adopted in this study is the qualitative/quantitative, which Teddlie and Tashakkori (2003) named 'mixed method'. Research takes a pluralism research approach (Deshpande, 1983; Mingers, 2001) as the best fit for the study for the reasons discussed in Chapter I. A mixed method approach is used for the study in order to combine qualitative and quantitative strategies within a single study (Morse, 2003). According to authors (Deshpande, 1983; Johnson et al., 2007; Mingers, 2001), the study will improve if several methods are combined. They also noted that the potential gain of the methods associated with non-positivist approaches may restrict the knowledge of researchers that adopt a positivist approach.

The use of both qualitative and quantitative methods can provide new insights, improve the understanding of the phenomenon, and prove to be effective in social sciences (Creswell and Clark, 2007, 2011). Research in social sciences increasingly uses the mixed method approach to gather and analyse qualitative and quantitative data (Bryman, 2006; Gupta et al., 2011; Payne and Payne, 2006). According to Johnson et al. (2007), "mixed method research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g. use of qualitative and quantitative view points, data collection, analysis, inference techniques) for purpose of breadth of understanding and corroboration" (p. 123). Creswell (2003) defined mixed method as "a quantitative study based on testing a theory in an experiment with a small qualitative interview component in the data collection phase" (p. 177). Although the mixed method approach to research has been defined differently by various authors (e.g. Harrison and Reilly, 2011; Johnson et al., 2007; Morse, 2003; Newman et al., 2003; Sale et al., 2002),

there is a sound agreement that mixed methodology research consists of qualitative and quantitative studies (Harrison and Reilly, 2011; Johnson et al., 2007).

According to Carey (1993), when quantitative and qualitative methods are combined together it represents a tool that helps one to find the answers to the important questions. The types of mixed method research and rationale are described in Table 4.3. These two approaches share the same goal of interpretation of the world (Haase and Myers, 1988; Harrison and Reilly, 2011) and can be viewed as particular techniques chosen by the research objective (Casebeer and Verhoef, 1997; Harrison and Reilly, 2011).

Table 4.3: Types of mixed method research based on rationale

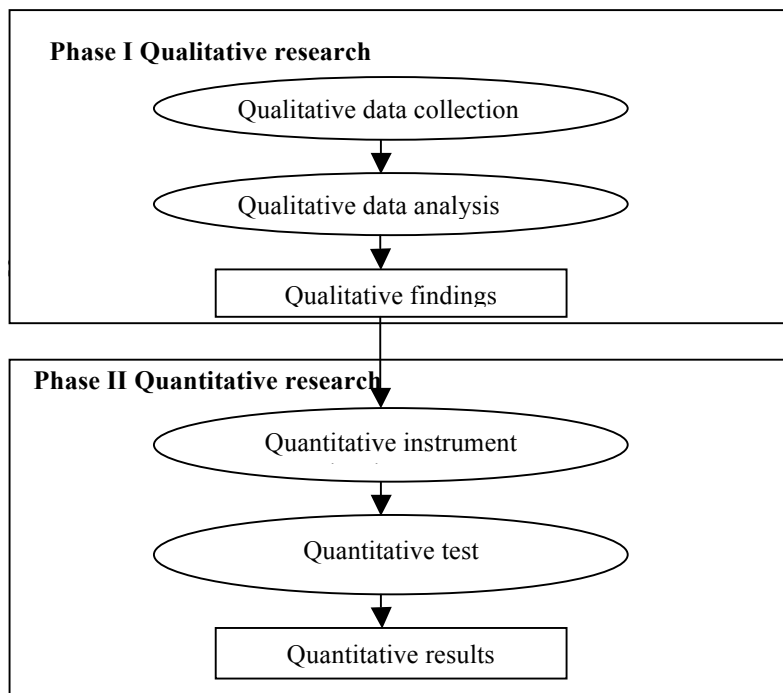
Rationale	Description
Triangulation	Quantitative and qualitative combined to triangulate findings to be mutually corroborated
Offset	Combining strands offsets their weaknesses to draw on the strengths of both
Completeness	Bringing together a more comprehensive account if both quantitative and qualitative research is employed
Process	Quantitative provides an account of the structures in social life while qualitative provides a sense of process
Different research questions	Quantitative and qualitative each answer different research questions
Explanation	One is used to help explain findings generated by the other
Unexpected results	When one strand generates surprising results that can be understood by employing the other
Instrument development	Qualitative is employed to develop the questionnaire and scale items
Sampling	One approach is used to facilitate the sampling of respondents or cases
Credibility	Employing both approaches enhances the integrity of the findings
Context	Qualitative provides contextual understanding coupled with either generalizable, externally valid findings or broad relationships among variables uncovered through a survey
Illustration	Qualitative provides illustrate quantitative findings (putting “meat on the bones” of ‘dry’ quantitative findings)
Utility	Among the articles with an applied focus, combining the two approaches will be more useful to practitioners and others
Confirm and discover	This entails using qualitative data to generate hypotheses and using quantitative research to test them within a single project
Diversity of view	Combining researchers’ and participants’ perspectives through quantitative and qualitative research, respectively, and uncovering relationships between variables through quantitative research while also revealing meanings among research participants through qualitative research

Source: Harrison and Reilly (2011, p. 10).

This research adopts two approaches in a single study in order to minimise their weaknesses and draw from their strengths (Johnson and Onwuegbuzie, 2004; Teddlie and Tashakkori, 2003). This study adopts a positivist perspective and adds some features from realism (Bryman, 2004). Based on the positivist approach, an empirical investigation was undertaken

in order to validate the conceptual model to clarify the corporate website concept, followed by the quantitative stage (questionnaire) for generalising the research in a large sample. Qualitative research was adopted for a number of reasons; first, to have a greater understanding of the research problem and the concepts used in the research (Malhotra and Birks, 2000); and, second, to produce further measurements to help build the questionnaire for the main survey (Churchill, 1979; Creswell et al., 2003; Steckler et al., 1992). This study relates to the example of Creswell et al. (2003), in which the main approach was quantitative to examine a theory with a small number of interviews (qualitative) in the stage of data collection. Figure 4.1 shows the steps for the mixed method approach.

Figure 4.1: Mixed method procedures



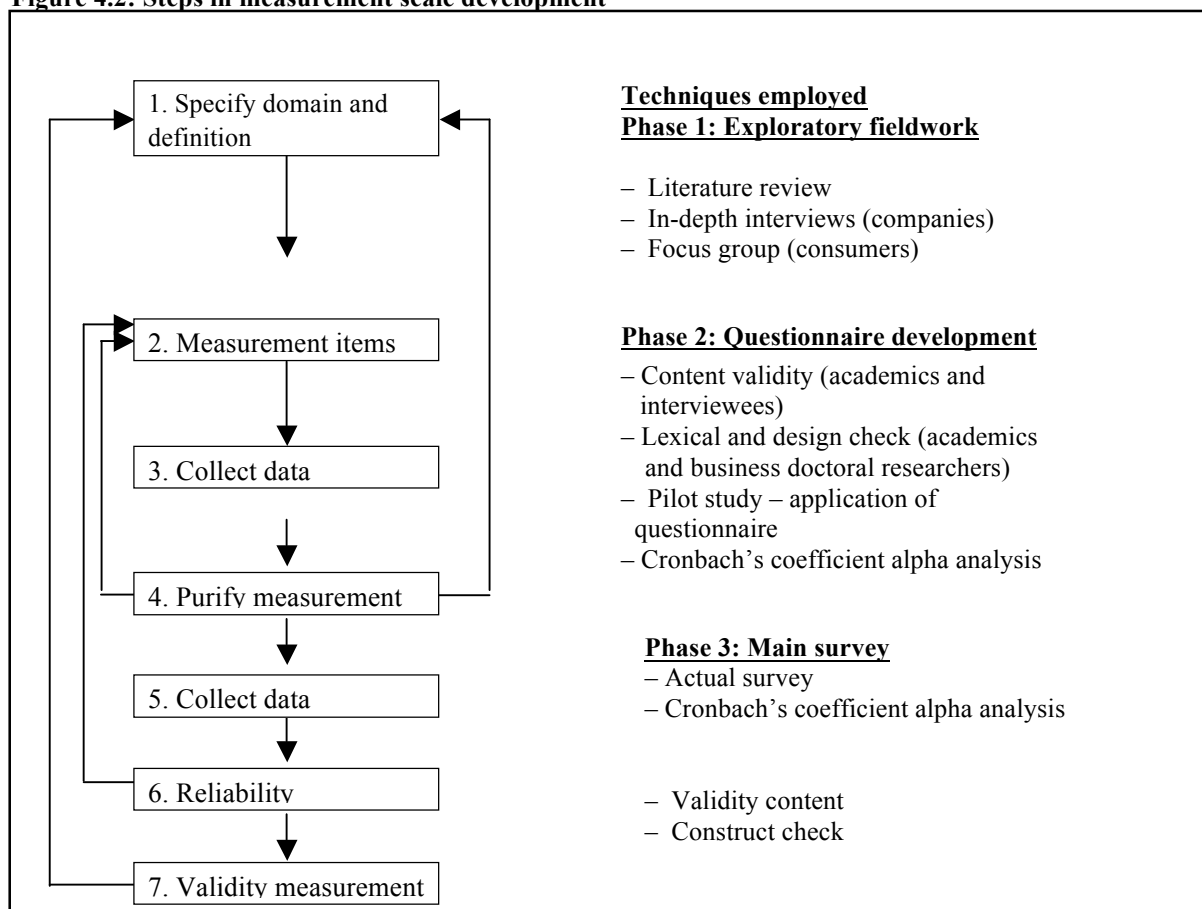
Source: Creswell et al. (2003, p. 235).

Furthermore, in the first stage, an induction method was used to increase the validity of the research. In addition, this approach was utilised before the main survey to produce the hypotheses and purify the measures (Deshpande, 1983). To achieve better familiarity with the corporate website practices, the survey and the qualitative study were performed to validate the measurement scales. According to researchers (Deshpande, 1983; Zinkhan and Hirschheim, 1992), qualitative and quantitative methods are suited for the domains that have

received relatively small consideration to date. According to the reasons discussed above and the research questions, the suitable unit of analysis is the consumer.

An extensive review of the literature was conducted to determine the domain of the study and the measures for the corporate image, corporate reputation, consumer-company identification, loyalty, navigation, visual, information, usability, availability, security, perceived corporate culture, attractiveness and satisfaction. This study is based on Churchill's (1979) approach in order to measure the corporate website domain. This approach for constructing multiple item measures for marketing constructs helps to produce reliable and valid scales for creating measurement reliability. Researchers, such as De Vellis (2003), and Gerbing and Anderson (1988), used Churchill's (1979) guidelines in similar studies. The first stage is the qualitative approach, which is examined in the following section.

Figure 4.2: Steps in measurement scale development



Source: Churchill (1979, p. 66).

4.4. THE FIRST PHASE (QUALITATIVE FIELDWORK)

The first stage considers a qualitative method as being the most appropriate, because of the present lack of understanding of ‘corporate website favourability’ and its relationship to favourable corporate image, corporate reputation, favourable consumer-company identification and loyalty, these require defining in more depth (Saunders et al., 2007). For this reason, this study adopts Churchill’s (1979) procedures to produce a valid and reliable scale to measure corporate website favourability, as, to the best of the author’s knowledge, none exist to date. An exploratory study was conducted in this study to 1) understand the research questions more deeply, attain insightful information, purify measures for a questionnaire, generate hypotheses (Churchill, 1979); 2) achieve an in-depth insight into the phenomenon (Creswell and Clark, 2011); 3) gain better understanding of the corporate website, corporate image, corporate reputation, consumer-company identification and loyalty; and 4) explore authentic practices in the area of research to examine if the proposed study was relevant.

Churchill (1979) described the exploratory study as an experience survey that contains “a judgement sample of persons who can offer ideas and insights into the phenomenon” (p. 66). Following Churchill’s (1979) guidelines to construct better measures in the first stage of the research, this study uses focus groups and interviews, as the most appropriate techniques. According to researchers, it is beneficial to combine focus groups and in-depth interviews (Foroudi et al., 2014; Palmer, 2011). The results obtained from the focus groups and interviews assisted in obtaining the additional data that were not established from the literature review. Exploratory research hardly ever includes large samples (Malhotra and Birks, 2000). For the purpose of reducing the weaknesses to the minimum, the qualitative data were used in the beginning to form the questionnaire for the quantitative study (Churchill, 1979). The following section describes the qualitative stage of the research.

Table 4.4: Application of in-depth interviews and focus groups

	In-depth interviews	Focus groups
Nature of data	For generating in-depth personal accounts	For generating data that are shaped by group interaction, refined and reflected
	To understand the personal context	To display a social context exploring how people talk about an issue
	For exploring issues in-depth and in detail	For creative thinking and solutions To display and discuss differences within the group
Subject matter	To understand complex processes and issues, e.g. Motivations, decisions Impacts, outcomes	To tackle abstract and conceptual subjects where enabling or projective techniques are to be used, or in different or technical subjects where information is provided
	To explore private subjects of those involving social norms	For issues that would be illuminated by the display of social norms
	For sensitive issues	For some sensitive issues, with careful group composition and handling
Study population	For participants who are likely to be willing or able to travel	Where participants are likely to be willing or able to travel to attend a group discussion
	Where the study population is geographically dispersed	Where the population is geographically clustered
	Where the population is highly diverse	Where there is some shared background or relationship to the research topic
	Where there are issues of power or status	For participants who are unlikely to be inhibited by a group setting
	Where people have communication difficulties	

Source: Foroudi (2012, p. 121) and Ritchie et al. (2003).

4.4.1. Management and data interpretation of the qualitative stage

A wide variety of qualitative analysis exists that has been widely debated by researchers (Bazeley, 2007; Bryman and Burgess, 1994; Hycner, 1985; Silverman, 1993; Smale and Williams, 1976). For this research, the coding process was used in the beginning. The coding was employed and driven by the research framework to analyse the qualitative data. The codes were created by the researcher by using the knowledge and understanding of corporate website dimensions, as well as the concepts of corporate image, reputation, consumer-company identification, and loyalty. According to the Bryman (2012), “coding is an important first step in generation of theory” (p. 568). In addition, start codes are built on the “conceptual framework, list of research questions, hypotheses, problem areas, and/or key variables that the researcher brings to the study” (Miles and Huberman, 1994, p. 58). To start,

the coding process was built on the open codes and the constructs that were found in the literature review. Furthermore, “initial coding tends to be very detailed and may even result in a code per line of text, whereby a code is assigned to every line of text to provide initial impressions of the data” (Bryman, 2012, p. 569).

For each interview transcript, the researcher wrote the notes and then started coding the data. The coding is a major step in the analysis in order for textual data to become clear (Basil, 2003). According to Seidel and Kelle (1995), the coding process plays a major role in the detecting, gathering examples and analysing the phenomena to detect unities, distinctions and structures. Coding can be described as “the language of scientific discovery, the language of Cartesian dualism” (Pascale, 2011, p. 105). The coding system was made, by including categories that are mutually exclusive (Shao, 2002).

Table 4.5: The stages of coding process

Stages of coding process	
Open coding	“The process of breaking down, examining, comparing, conceptualising and categorising data (Strauss and Corbin, 1998, p. 61 In Bryman, 2012, p. 569).
Axial coding	“A set of procedures whereby data are put back together in new ways after open coding, by making connections between categories” (Strauss and Corbin, 1998, p. 96 in Bryman, 2012, p. 569).
Selective coding	“The procedure of selecting the core category, systematically relating it to other categories, validating those relationships, and filling in categories that need further refinement and development” (Strauss and Corbin, 1998, p. 116 in Bryman, 2012, p. 569). Relates to the development of the storyline that frames the phenomenon.

Source: Bryman (2012, p. 569) and Strauss and Corbin (1998, pp. 61, 96, 116).

According to researchers (Esterberg, 2002; Huberman and Miles, 1994; Strauss and Corbin, 1998), coding is divided into three stages – open coding, axial coding, and selective coding – as explained in Table 4.5. Firstly, the open codes were constructed, then elaborated and finally classified into higher concepts. The open coding started by studying the transcripts line-by-line, and marking the text where website, identity, image, reputation, identification, and loyalty and the connections between website and image were talked about. Then the findings were coded to start a list or new open codes were made. The transcripts were thoroughly examined by comparing the earlier sentences and open codes for similarities and distinctions, and very similar codes were combined. The key purpose of the open coding is to establish differences and similarities in comparison to the literature review. After every interview transcript was open coded, the researcher, in order to make analysis more rigorous, examined them and made more notes, from which the axial code was produced.

The second stage of the qualitative data analysis is the axial coding. According to Kendall (1999), open coding divides the data into categories, whereas axial coding identifies the relations between the categories and sub-categories. Axial coding “focuses on the conditions that give rise to a category (phenomenon), the context (specific set of properties) in which it is embedded, the action/interactional strategies by which the processes are carried out, and the consequences of the strategies” (Kendall, 1999, p. 747). The axial coding process is a continual comparison. The axial code was produced in regards to the data similarities and differences in the open coding. Then the axial codes were merged if similarities were found or the existing codes were changed.

The third stage is the selective coding, which is the central issue that frames the phenomenon to integrate the emerging theory. Strauss and Corbin (1998) compared it to a storyline that structures the analysis of the phenomenon. Strauss and Corbin (1998) explained that to establish the theory that can fit the data, it is important to define the phenomena in a way that is parsimonious. Also, in addition to the common stages of the theoretical coding process (writing notes, comparison, and question asking), the researcher revised the open codes and raw data; reviewed the research questions; and experts and supervisors examined the codes. At the end of the process the researcher provided the dimensions of corporate website favourability, its main antecedents and the consequences.

According to Smyth (2006), “to enhance the research process, computerised software such as NVivo can be used to manage large amounts of unstructured data, so that meaning might be derived more easily, understandings can be communicated clearly, and to demonstrate thoroughness of data analysis” (pp. 136-137). Therefore, NVivo 10 software was used to group the collected data based on the relevant codes. NVivo is a qualitative data analysis (QDA) software made by QSR International (qsrinternational.com, 2015). NVivo helps in the analysis of qualitative data by managing ideas, organising data, interrogating data, data reporting (Bazeley, 2007); it also adds rigour to qualitative research by interrogating the data at a particular level, and can enhance the validity (Welsh, 2002) and reliability of the research (Roberts and Woods, 2001). NVivo exists mainly for qualitative researchers who need to analyse small or large amounts of data at a deeper level (Bergin, 2011).

The data coding in NVivo consists of creating nodes, which is a combination of references about a particular topic, place, person or another area of interest (Bazeley 2007). The

software combines a variety of helpful tools in a simple and accurate structure. NVivo software for qualitative research makes the analysis more transparent, accurate and reliable (Gibbs, 2002). NVivo is beneficial for viewing the entire text, which allows one to see the interrelationships between the codes (Welsh, 2002). The researcher used both manual and electronic tools in qualitative data analysis and management (Welsh, 2002). NVivo software helps 1) to ensure the rigour in the analysis process, such as checking the content for the exacting nodes and reviewing it for consistency, as well as continuing with the qualitative data analysis; 2) tackles the validity and reliability of the research results; 3) permits interrogation of the data at a particular level; and 4) has tools for storage of the data, data recording, retrieval of the data, connecting ideas and exploring data patterns. The adoption of NVivo software in the data analysis process yields more reliable results and helps to present the data in a more accurate and transparent way (Bazeley 2007; Welsh, 2002).

In order to confirm the reliability, the codes were identified more than once (Weber, 1985) by a different scholar in order to obtain their agreement. Content analysis can be defined as a technique for analysing the content from data in order to identify the main themes. It can be done in four steps in qualitative research: 1) to distinguish the main themes; 2) to allocate codes to the main themes; 3) organise the responses into the main themes; and 4) incorporate themes and responses to the report (Kumar, 2014). The researcher adopted the coding system to structure and analyse the text. Coding means “generating an index of terms that will help to interpret and theorise in relation to the data” and can help to “map the more general or formal properties of concepts that are being developed” (Bryman, 2012, p. 577). The researcher tried to identify the themes in the data using the prior research-driven code design approach (Patton, 2002; Strauss and Corbin, 1998). The verbatim transcripts of all the interviews were collected to gather the necessary information to test the development of the scales and ensure the consistency with prior studies.

The concept of the data quality is a crucial matter in social sciences, thus it is important to assess the validity and reliability of the data in qualitative research. However, the validity and reliability concepts cannot be applied in the same way as in quantitative research due to the flexibility that researchers can apply in the methods and data gathering (Kumar, 2014). The concept of establishing truth by means of the reliability and validity is supported by the notion of trustworthiness (Lincoln and Guba, 1985). According to Smith (1991, p. 106), “validity is defined as the degree to which the researcher has measured what he has set out to

measure”. Reliability explains the consistency, stability and predictability (Kumar, 2014). In this study, the researcher adopted a theoretical sample in order to “maximise opportunities for comparing concepts along their properties for the similarities and differences enabling researchers to define categories, to differentiate among them, and to specify their range of variability” (Strauss and Corbin, 1998, p. 149).

In the qualitative stage of the research, it is important to consider the validity and reliability to establish if the account stipulated by the researcher and the study participants is credible, accurate and trusted (Lincoln and Guba, 1985). The study adopted the triangulation method suggested by a number of scholars (Creswell, 2007; Creswell and Clark, 2011; Creswell and Miller, 2000). Triangulation can be defined as “a validity procedure where researchers search for convergence among multiple and different sources of information to form themes or categories in a study” (Creswell and Miller, 2000, p. 126). Therefore, triangulation, reliability and validity indicate multiple ways of establishing the truth from a qualitative stance. Table 4.6 shows the techniques adopted in this study to enhance the trustworthiness. The content was coded more than once to establish stability in order to verify the reliability of the coding (Weber, 1985). In addition, to establish the reliability of the corporate website favourability concept, an independent coder was used in the study with extensive qualitative research expertise and with no prior knowledge of the study topic.

Table 4.6: Criteria of trustworthiness

Traditional criteria	Trustworthiness criteria	Techniques employed to ensure trustworthiness
Internal validity	Credibility	Quality access (the researcher was provided with an office desk, computer, access to company intranet, email address, freedom of talking to and interviewing anybody, freedom of getting any company documents, including lots of confidential strategic documents.) and extensive engagement in the field. Developing of early familiarity with culture of participating organisations. Multiple triangulation Peer debriefing Constant comparison
External validity	Transferability	Provision of background data to establish context of study and detailed description of phenomenon in question to allow comparisons to be made. Detailed description of the research setting Multiple cases and cross-case comparison
Reliability	Dependability	Employment of “overlapping methods” In-depth methodological description to allow study to be repeated Purposive and theoretical sampling Cases and informants’ confidentiality protected Rigorous multiple stages of coding

Objectivity	Conformability	<ul style="list-style-type: none"> Triangulation to reduce effect of investigator bias Admission of researcher's beliefs and assumptions Recognition of shortcomings in study's methods and their potential effects In-depth methodological description to allow integrity of research results to be scrutinised Separately presenting the exemplar open and axial codes. Word-by-word interview transcription Accurate records of contacts and interviews Writing research journal Carefully keeping notes of observation Regularly keeping notes of emergent theoretical and methodological ideas
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Source: Based on Lincoln and Guba (1985) and Shenton (2004, p. 73).

4.4.2. Interview

The interviews were conducted in order to identify and operationalise the key aspects in order to find the suitable measures for the corporate website favourability construct. The research performed in-depth interviews with global company managers and decision-makers, which helped to gain a better grasp of the phenomenon, and gather attitudinal and behavioural data (Foroudi et al., 2014; Kolb, 2008; Palmer and Gallagher, 2007; Shiu et al., 2009). In-depth interviews were employed in this research as 1) the participants are able to answer in their own words, which is not reliant on the researchers preconceived bias and allows new insights to be gained into the topic of interest; 2) it allows time to examine the topic deeply with the respondent; and 3) they can be used to develop hypotheses, which, afterwards, can be tested in a quantitative survey (Kolb, 2008).

Based on the topic of study, an interview guide was developed that broadly outlined the corporate website as a subject of interest to encourage discussion. The well-known communication and design consultancy agencies based in the UK with global customers (Foroudi, 2012), as well as in Russia, were contacted to choose suitable respondents and to support the number of participants. The researcher contacted the top 15 relevant specialist consults in global companies in both the UK and Russia that are responsible for the marketing and website decisions and implementation, and enquired about the suitable person to contact. The appropriate contact details were provided. From 15 consults in the UK, 10 answered by mail or email and 11 answered in Russia by email. Due to the busy schedules of the respondents, seven in-depth interviews were conducted in the UK and seven in-depth interviews in Russia.

As recommended by Churchill (1999), the interviews were made face-to-face in order to investigate the essence of corporate website favourability. The timing and place of the interviews were set by the interviewees, with all the interviews conducted face-to-face in their offices. The researcher followed the guidelines of Kolb (2008), which are illustrated in Table 4.7.

Table 4.7: In-depth interview structure

Stages of coding process	
Opening phase	The researcher communicates the purpose of the interview and establishes trust regarding confidentiality and ethics. The researcher explains the purpose of the research
Questioning phase	As the researcher uses predetermined questions.
Probing phase	As the researcher uses follow-up questions based on earlier responses
Closing phase	The researcher gives their thanks and answers the participant's questions.

Source: Adopted from Kolb (2008, p. 142-146).

The locations for the in-depth interviews were chosen by the respondent, to ensure no distractions, and for the respondent to feel more comfortable and be able to communicate freely (Kolb, 2008). The face-to-face interviews took place in the offices of the participants. According to Shao (2002), it is common to allocate from approximately half an hour to an hour, however, it is important to keep the attention of the respondent and not to let it run for more than two hours. The interview questions were the same for each respondent in both countries, some additional follow up questions were asked to ensure flexibility (Kolb, 2008).

To conduct the interviews, the researcher was warm, open and non-judgmental; as mentioned by Shao (2002), it is important to make the respondent feel comfortable and to gain their trust. Following the recommendations of Craig and Douglas (2005) for research that is conducted in different countries: 1) the interviews were conducted locally in Russia and in the UK; 2) the researcher understands the culture of both countries, as her background is Russian and she has been living in the UK for 8 years; 3) the interviews were conducted in the local language, in Russia using Russian and in the UK using English; and 4) at the end of the investigation, the interviews were transcribed and then translated into a common language – English. The interviews were recorded (Kumar, 2014) using two recorders. They were recorded and transcribed verbatim. The names of the respondents were replaced with a code

for the purpose of confidentiality. The transcriptions were cross-checked by a second recorder.

In international marketing research, back-translation is the most frequently used method (Hult et al., 2008; Mullen, 1995). Harpaz et al. (2002) recommended using the translation-back-translation, not in a “mechanical back translation procedure of first having one person translate from English to the native language, then another from the native language back to English”, but “rather the procedure used was to discuss each question and the alternatives in a small group of persons fluent in both languages” and “discussion occurred until agreement was reached as to the linguistic equivalence of the questions in both languages” (p. 236). Following the recommendations of Harpaz et al. (2002), the translation-back-translation procedure was applied in a non-mechanical way, in which three bilingual individuals proficient in English and Russian discussed each question and the alternatives. The in-depth interviews were direct, semi-structured, undisguised and personal for the purpose of detecting attitude, feelings and beliefs regarding the topic of the study, and to make sure that all the topics of interest were mentioned in the interviews (Appendix 4.1a (UK) and Appendix 4.1b (Russia)).

Qualitative research is based on the attitudes, opinions, perceptions and values. A person’s attitude can be described as the personal judgement of being for or against something (Lee and Green, 1991). According to Fishbein and Ajzen (1975), attitude is an important concept. In addition, attitude is a tool for measuring corporate image (Van Riel, 1995). The interview questions were designed in a fixed-response alternative way in which the respondent gave a predetermined response in order to measure the dimension of attitude (Malhotra and Birks, 2000).

Marketing researchers have emphasised that more attention should be given to qualitative research, in particular to the interviews with company managers (Balmer, 2001; Churchill, 1979; Foroudi et al., 2014; Melewar, 2001). The qualitative approach is used by marketing scholars to understand, explore, clarify the concept, perceptions and attitudes that are flexible in nature (Kumar, 2014). The researcher used a qualitative study to gain more comprehensive information in order to improve the understanding of the corporate website favourability concept. The interview details are provided in Table 4.8.

Table 4.8: The details of in-depth interviews with consultants and managers

Interview date	Organisation	Interview position	Location	Interview approx. duration
02. 06.2015	Manager	Communication Manager	UK	60 min
08.06. 2015	IBM	Marketing Consultant	UK	90 min
10.06. 2015	Saatchi and Saatchi	Communication Manager	UK	30 min
12.06.2015	Saffron Brand Consultants	Ex Communication Consultant	UK	60 min
16.06.2015	Middlesex University London	Marketing Lecturer and Design Consultant	UK	82 min
21.06.2015	Academy of Robotics	Managing Director	UK	90 min
26.06.2015	Stone Heaven Group	Co-owner and Managing Director	UK	65 min
01. 08. 2015	Alto Vision	Chairman	Russia	60 min
01. 08. 2015	Bik Studio	Managing Director	Russia	30 min
03.08.2015	Kazan Federal University	Communication Manager and Design Consultant	Russia	62 min
05.08.2015	BQB Branding Agency	Managing Director	Russia	85 min
07.08.2015	Russian Brand Association	Communication Manager	Russia	90 min
07.08.2015	Mildberry Brand Building Solutions	Creative Manager	Russia	32 min
09.08.2015	Brandson Branding Agency	Brand Strategist	Russia	60 min
Topics discussed				
<ul style="list-style-type: none"> -The understanding of corporate website and corporate website favourability. -The factors that influence corporate website favourability. -Their experience of what they understand about corporate website favourability and its influences on corporate image, corporate reputation, identification and loyalty. -Discussion of elements of corporate website and whether they influence corporate website favourability. -The main perceived impacts of corporate website favourability. 				

Source: The researcher.

In-depth interviews are one of the widely used types of data collection in qualitative research and can be used with other data collection techniques (Craig and Douglas, 2005).

4.4.3. Focus group

Focus groups provide an opportunity to examine the topic in-depth by stimulating discussion between members (Kolb, 2008; Kumar, 2014), to explore new ideas during the process of gathering data. Marketing scholars (Bryman, 2012; Byers and Wilcox, 1991) have emphasised that focus groups are an exceptional method of collecting qualitative data. By conducting focus groups, the researcher advances the knowledge of what people really think about the corporate website and its connection to corporate image, corporate reputation, consumer-company identification and loyalty (Churchill, 1979; Fern, 1982).

Focus groups provide vital information that can enhance any measurement instrument (Shao, 2002). In addition, “focus groups are the form of strategy in qualitative research in which attitudes, opinions or perceptions towards an issue, product, service or program are explored through a free and open discussion between members of a group and the researcher” (Kumar, 2014, p. 193). Focus groups were used in this research for the following reasons: 1) “the natural setting allows people to express opinions/ideas freely”; 2) “open expression among members of social groups who are marginalized is encouraged”; 3) “people tend to be empowered, especially in action-oriented research projects”; 4) “survey researchers have a window into how people talk about survey topics”; 5) “participants may query one another and explain their answers to one another” (Neuman, 2014, p. 472); 6) “may be able to develop deeper insight into the topic than individuals alone could”; 7) “people often feel more inclined to talk when they are with other people who are discussing the same things”; and 8) “many attitudes are formed this way” (Holbert and Speece, 1993, p. 103).

Focus groups allow the discovery of new ideas and insights about the topic of interest. “In its design it is very simple. As a researcher, you select a group of people who you think are best equipped to discuss what you want to explore” (Kumar, 2014, p. 193). Neuman (2014) suggested conducting 4 to 6 separate focus groups with 6 to 12 participants, in order to “facilitate free, open discussion by all group members” (p. 471). In addition, according to Morgan (1998), the group size of the focus group should be six to ten participants, while Barbour (2007) suggested not more than a group of eight members. The research conducted four focus groups in UK and four focus groups in Russia with a total of 49 people (30 men and 19 women) in order to promote an adequate level of involvement in the groups and examine the corporate website concept more directly. The participants ranged in age from 25 to 43 years, with a mean of 29 years. The same protocol that was used for in-depth interviews was used for the focus groups.

Middlesex University London in Hendon, the UK, and Kazan Federal University in Kazan, Russia, were chosen as the starting point for the research as they both represent an international hubs for students. “Middlesex University aims to be a global university committed to meeting the needs and ambitions of a culturally and internationally diverse range of students by providing challenging academic programmes underpinned by innovative research, scholarship and professional practice” (mdx.ac.uk, 2013). In 2012, the university re-structured its academic schools in order to align them more closely with the needs of the

industry. For this reason, it is required to change the strategy of the university, which caused the redesign of the university's symbol and logo to communicate the same message to the audience across all the universities all over the world (mdx.ac.uk, 2013)

The Kazan Federal University is the second oldest among Russian universities, and, in 2010, received federal status. "Kazan Federal University has gained its international fame thanks to its distinguished scholars and graduates whose achievements have had a beneficial effect on the whole mankind. Our participation in the '5-100' competitive growth program designates our determination to reach the highest levels of world educational rankings" (kpfu.ru, 2015). Kazan Federal University (KFU) is known worldwide and recently took part in 47 international research projects (kpfu.ru, 2016). Currently, KFU consist of 17 Institutes, 3 higher schools, 1 faculty, 2 regional branches with 46,500 students enrolled in 479 degree programmes (kpfu.ru, 2016). Since 2014, the KFU developed brand guidelines that can be found on the website (kpfu.ru, 2014)_and, since 2014, the website has been translated into seven different languages.

The focus groups were questioned in regards to their attitudes towards the corporate website, company visual identity and company perception of a global UK-based company for the participants in the UK and global Russian based companies for the participants in Russia (Foroudi, 2012). In order to let the participants answer from a different angle the questions were open-ended and unstructured. Data were gathered from the participants of the focus groups, who were PhD researchers at Middlesex University in the UK, and Candidacy academics (equivalent to PhD in the UK) at Kazan Federal University in Russia; in addition, all were lecturers and were experienced in marketing. The groups were conducted in the UK in Middlesex University, Hendon, while, in Russia, the focus groups were conducted in Kazan Federal University. This study employed postgraduate students in order to examine their attitudes, beliefs, opinions in relation to the research phenomenon (for focus group discussion questions see Appendix 4.2a (UK) and 4.2b (Russia). The information about the participants in the focus groups can be found in Table 4.9. The venue and timing of the focus groups were decided by the participants, and, mainly, they were held in the Williams and Shepherds library study rooms at Middlesex University, Hendon, in the UK, and the study rooms in Kazan Federal University in Russia. The researcher made sure that the rooms were comfortable and arranged to encourage discussion (Shao, 2002). The focus groups gain from

diversity and let the researcher extend the understanding of the phenomenon (Churchill, 1979; Krueger, 1994).

Table 4.9: Details of the participants in the focus groups

Interview date	Number of participants	Interviewee occupation	Location	Age range	Interview approx. length
26.05.2015	6	Employee of Middlesex University London and Doctoral researchers	UK	25-42	90 min.
27.05.2015	6	Employee of Middlesex University London and Doctoral researchers	UK	30-37	85 min
29.05.2015	6	Employee of Middlesex University London and Doctoral researchers	UK	25-29	60 min
30.05.2015	6	Employee of Middlesex University London and Doctoral researchers	UK	25-37	63 min
28.07.2015	6	Employee of Kazan Federal University and Candidacy students (equivalent to PhD in the UK)	Russia	23-25	65 min
29.07.2015	6	Employee of Kazan Federal University and Candidacy students (equivalent to PhD in the UK)	Russia	23-29	90 min
02.08.2015	7	Employee of Kazan Federal University and Candidacy students (equivalent to PhD in the UK)	Russia	23-27	86 min
02.08.2015	6	Staff of Kazan Federal University and Candidacy students (equivalent to PhD in the UK)	Russia	23-26	60 min
Topics discussed					
<ul style="list-style-type: none"> -Their understanding of corporate website and corporate website favourability -General information about different global websites -Impression of what they understand about corporate website favourability and their relationship to a company's image, company's reputation, identification and loyalty. -The impact of corporate websites on the minds of consumers -The influences of corporate website favourability on company products or services -The main perceived impacts of corporate website favourability 					

Source: The researcher.

The researcher encouraged each member of the group to speak freely and express their opinions. The focus groups were recorded, using two recorders, which was agreed in consultation with the groups (Kumar, 2014). They were recorded and transcribed verbatim. The names of the respondents were replaced with a code for the purpose of confidentiality. The transcriptions were cross-checked by a second recorder. Kumar (2014) emphasised that marketing researchers should use a combination of qualitative and quantitative methodologies, in particular, qualitative methods, such as focus groups and interviews, are preferred for generating ideas that can be explored further using quantitative techniques, such as surveys. In addition, this type of combination benefits from the advantages of both methods, by generating and exploring the ideas first in qualitative research, followed by

confirming them in quantitative research. The following section shows how information was combined in the questionnaire development.

4.5. THE SECOND PHASE (RESEARCH INSTRUMENT AND SCALE DEVELOPMENT)

The second phase of Churchill's (1979) approach is the procedure of scale development, which links the conceptual framework to empirical testing, and addresses the issues of validity and reliability. Scale development is "a critical element in the evaluation of a fundamental body of knowledge in marketing as well as improved marketing practice" (Churchill, 1979, p. 64). According to De Vellis (1991), a measurement scale is generally defined as the merging of the gathered items in a composite score that illustrates the level of theoretical variables.

For the research generalisability of the findings, it is crucial to adopt systematically developed measurement scales (De Vellis, 1991). From the first phase, a vast number of items were generated and those items that were the same or equivalent were removed. The items that were produced in the qualitative phase were examined by a number of academics to make sure that the items were representative of the scale's domain.

4.5.1. Specifying the domain constructs

The domain specification is the first stage of the questionnaire development in order to create better measures for constructs. To specify the domain of the construct, scholars generally review the relevant literature and conduct qualitative research. To the best of the researcher's knowledge, so far, no study has provided a reliable and valid scale to measure corporate website favourability. The aim of this study is to produce a valid and reliable scale for corporate websites and to fill this gap in this field.

The researcher adopted Churchill's (1979) procedure to construct better measures for the constructs of interest, as shown in Figure 4.2. The constructs that are adopted in this research are presented in Table 4.11. In the initial stage of the research, it was vital to consult the relevant literature (Churchill, 1979). Based on the aim of the research, the literature review

consisted of the topics in the areas of corporate website, corporate communication, corporate identity, corporate visual identity. The measurement scales in relation to domains and items were obtained from different marketing, management, computer information journals, such as the Journal of Marketing, Journal of Marketing Research, European Journal of Marketing, Journal of Management Information Systems, Journal of Computer Information Systems, Computers in Human Behaviour, and Information and Management. Furthermore, the research framework was established based on the information gathered from the literature (Figure 3.1 in Chapter III).

4.5.2. Generation of measurement items

The second stage, according to Churchill's (1979) guidance, is the generation of items. The majority of the items for the original pool were constructed from the existing literature and issues that appeared in the qualitative phase were taken into consideration. A multiple item scale was adopted for the research constructs (Churchill, 1979). According to Nath and Bawa (2011), multi-item measures have advantages over single item measures, such as, they can "measure different aspects of multi-faceted construct" and "produce more reliable results" (p. 136).

De Vellis (2012) developed specific steps for developing the scale that was adopted in this study: 1) "to determine clearly what it is you want to measure"(p. 73); 2) "generate an item pool, that reflects the scale's purpose" (p. 76); 3) "determine the format for measurement" (p. 84); 4) "have initial item pool reviewed by an expert" (p. 99); 5) "consider inclusion of validation items" (p. 101); 6) "administer items to a development sample" (p. 102), 7) "evaluate the items" (p. 104); and 8) "optimising the scale length" (p. 110). In addition, De Vellis (2012) explained that a good item: 1) "should be unambiguous"; 2) "scale development should avoid lengthy items"; 3) take into consideration the "reading difficulty" of each item, (p. 81); 4) "multiple negativity" and "double-barrelled items" (the items that have two or more ideas), should be avoided; and 5) should "avoid ambiguous pronoun references" (p. 82). To generate the measurement items, the researcher combined the literature and qualitative study (i.e. semi-structured interviews with experts and focus groups with academia) (Churchill, 1979; Foroudi et al., 2014; Gupta et al., 2010, 2011; Palmer, 2011).

Churchill (1979) stated that single-items typically have substantial “uniqueness or specificity in that each item seems to have only a low correlation with the attribute being measured and tends to relate to other attributes” (p. 66). Therefore, adopting multiple items, rather than single items, assists in averaging out errors and specificities that are inherent in single items, therefore resulting in enhanced construct reliability and validity (Churchill, 1979; DeVellis, 2003; Diamantopoulos et al., 2012). Some of the scales were constructed based on the previous literature, with high validity and reliability. The importance of validity and reliability has been emphasised numerous times by marketing scholars (Churchill, 1979; DeVellis, 2012; Lichtenstein et al., 1990). The items gathered from the literature were carefully examined and defined. The relevant items were identified and retained to the minimum in order to prevent redundancy in the measures and extensive questionnaire.

4.5.3. Purifying measurement scales

The third step of Churchill’s (1979) procedure is the purification of the scale items, which includes reliability and validity testing. Validity “is the ability of an instrument to measure what it is designed to measure” (Kumar et al., 2014, p. 213) and “is primarily based upon the logical link between the questions and the objectives of the study” (Kumar, 2014, p. 214). The researcher performed face validity and content validity before carrying out the main survey. Face validity (Bryman, 2012) and content validity (Kothari and Garg, 2014) are essentially intuitive judgement processes, and provide an indication of a questionnaire’s suitability to measure the concept of the study (Bryman, 2012; Kothari and Garg, 2014). Content validity “is the extent to which a measuring instrument provides adequate coverage of the topic under study” (Kothari and Garg, 2014, p. 70). According to Bryman (2012), a research that creates a new set of measures needs to show at least that it has face validity, which means “that the measure apparently reflects the content of the concept in question” (p. 171).

To evaluate the content validity of the items, the initial item pool was discussed with seven faculty members in the department of marketing, consisting of four academics from the Middlesex University Business School and three bilingual academics from Kazan Federal University Business School departments, as academic expert judges, who are familiar with the topic (Bearden et al., 1993; Foroudi et al., 2014; Zaichkowsky, 1985). The academics,

who were expert judges in previous studies, were asked to comment on the relevance of the items, clarity of wording and whether the items represented the topic of interest (Foroudi et al., 2014).

First, four academics commented on the English version of the questionnaire. They made comments to tighten up the English and remove any repetitions or similarities of the items that could confuse the respondents. After the necessary corrections were made, the questionnaire was translated into Russian following the recommendations of Harpaz et al. (2002). To ensure that the translation-back-translation procedure was applied in a non-mechanical way, three bilingual individuals who were proficient in English and Russian, and familiar with the topic discussed in detail the whole questionnaire until agreement of the wording was reached; as was done in the interviews and focus group translations. The researcher revised the Russian version of the questionnaire based on the comments received by the expert judges. It was noticed and pointed out by the bilingual expert judges that, in the Russian language, most of the terminology in marketing and communication is adopted from the English language, and, therefore, no major difference was found concerning the meaning of the concepts. However, minor name adjustments to the constructs were made for clarity of meaning between the languages for uniformity of the terms. The term ‘visual design’ was changed to ‘visual’, and ‘information design and content’ to ‘information’.

The initial pool of items for corporate website favourability was constructed based on the literature review of the various studies in the field (Alhudaithy and Kitchen, 2009; Argyriou et al., 2006; Beatty et al., 2001; Berthon et al., 1996; Bravo et al., 2012; Chen and Wells, 1999; Chiou et al., 2010; Cornelius et al., 2007; Everard and Galletta, 2006; Halliburton and Ziegfeld, 2009; Kim and Stoel, 2004; Park and Gretzel, 2007; Perry and Bodkin, 2000; Robbins and Stylianou, 2002; Taylor and England, 2006; White and Raman, 2000). The notion of ‘corporate website’ has been mentioned by a number of researchers: 1) Nielsen (2002) in the work ‘rhetorical features of the company website’, uses the notion of ‘corporate website’ and mentions the important definitions by Kotler (1999) who distinguished between corporate websites and marketing websites: “corporate website: a site set up by a company on the web which carries information and other features designed to answer customer questions, build customer relationships and generate excitement about the company, rather than to sell the company’s products or services directly. The site handles interactive communication initiated by the consumer”; and marketing website: “a site on the web created by a company

to interact with the consumer for the purpose of moving them closer to purchase or other marketing outcome. The site is designed to handle interactive communication initiated by the company” (pp. 6-7).

Nielsen (2002) pointed out that the concept of a corporate website is always changing, stating that “the two types of company websites defined by Kotler a few years ago have now more or less merged into a new and more complex type which covers both interactive and non-interactive communication initiated by both supplier and client” (p. 7) and uses the terminology of company website and corporate website interchangeably; 2) Argyriou et al. (2006) proposed a model in which the construct of ‘corporate website building’ was used, and stated that a corporate website is a unique communication corporate interface that can help to achieve the communication objectives of the company by retaining customer relationships, creating long term favourable brand associations, affecting a corporate entity’s reputation and building equity online. Argyriou et al. (2006) pointed out that the measures of corporate website need to be further explored; 3) Beatty et al. (2001) used the notion of ‘corporate website’ in their research, as a way to provide the company’s information and establish links to customers; and 4) Pollach (2010) in the study ‘the readership of corporate website’ stated that “corporate websites are defined as websites maintained by companies chiefly for the purpose of presenting the organisation to external stakeholder groups, such as customers, investors, or the press” (p. 27).

In addition, scholars (Alhudaithy and Kitchen, 2009; Beatty et al., 2001) have highlighted the importance of the notion of favourability in regards to the website: 1) “websites offer the opportunity for marketers to utilise a wide assortment of cues such as colour, images and sounds, to attract consumers’ attention to generate favourable attitudes” (Alhudaithy and Kitchen, 2009, p. 58); and 2) “attitudes toward a website have in our organisation always been favourable (Beatty et al., 2001, p. 351). However, classification of the items as the corporate website favourability construct has not been previously validated. Corporate website favourability is measured as a holistic construct based on the literature review in Chapter II and the notions that: 1) ‘favourability’ denotes a positive attitude and is frequently measured as a holistic construct (Suh and Amine, 2007); 2) favourability refers to the positive overall judgment, that can be related to the product as well as intangible, non-product related aspects (Keller, 2013); 3) ‘favourability’ denotes a favourable attitude and is frequently measured by overall attitude (Kahle and Kim, 2006); 4) “attitude construct is continuously

expanded by adding and retuning process”, “attitude can reflect global and undifferentiated affect, representing both feelings and evaluations, based on object-relevant beliefs and emotions” (Park and MacInnis, 2006, p. 17); and 5) in psychology literature on organisational behaviour, the ‘outcome favourability’ construct refers to receiving a positive result (Kulik and Ambrose, 1992; Stepina and Perrewe, 1991; Skitka et al., 2003) or the perceived favourability of the outcomes (Brockner et al., 1997) and is measured differently based on the focus of the study.

Thus, the construct of corporate website favourability is defined in this study as the extent to which a company projects its corporate identity through the corporate website as a primary vehicle of corporate visual identity to gain positive attitudes from the consumers, by transmitting consistent images and messages about the nature of the organisation to its audience that enables a company to build a positive image of itself in the minds of consumers (Abdullah et al., 2013; Booth and Matic, 2011; Braddy et al., 2008; Chen and Wells, 1999; Connolly-Ahern and Broadway, 2007; Dou and Tan, 2002; Foroudi et al., 2017; Gatewood et al., 1993; Haliburton and Ziegfeld, 2009; Hamill, 1997; Melewar and Karaosmanoglu, 2006; Pollach, 2005, 2010; Shin and Huh, 2009; Tarafdar and Zhang, 2008; Winter et al., 2003).

To the researcher’s knowledge, no clear scale exists for corporate website favourability. Taking into consideration the above arguments, and the definitions of corporate website favourability for this study, the widely cited construct scales ‘attitude towards the website’ (Chen and Wells, 1999) and ‘overall website quality’ (Everard and Galletta, 2006) are adopted, as well as the literature review and qualitative study results, in order to gain a complete understanding of the new construct. From the study of Chen and Wells (1999), which is highly cited and used, the construct ‘attitude towards the website’ was adopted. These authors used six items to measure the construct, however, four items were removed in line with the comments of the expert judges: 1) ‘I am satisfied with the service provided by this website’ was removed due to similarities with the customer service construct; 2), ‘I would like to visit this website again in the future’ was removed due to its relation to the loyalty construct; 3) ‘I feel comfortable in surfing the company’s website’ was removed as the item is closely related to the navigation construct that already exists in this study; and 4) ‘compared with other websites, I would rate this one as (one of the worst—one of the best)’, was removed due to the difference in measure for the item and similarities with the existing constructs in the study. Based on the suggestions of the expert judges, minor adjustments

were made to the items, in which ‘this’ was changed to ‘the’, as well as ‘this website’ was changed to ‘the company website: 1) ‘this website makes it easy for me to build a relationship with this company’ became ‘the company’s website makes it easy for me to build a relationship with this company; and 2) ‘I feel surfing this website is a good way to spend my time’ was changed to ‘I feel surfing the company website is a good way to spend my time’.

Furthermore, Wolfenbarger and Gilly (2003) stated that the ‘attitude towards the website’ construct by Chen and Wells (1999) is a measure of website success and a global measure that includes attributes that are reliable, but unlikely to convey the whole picture, and added that the dimensions of website quality are a strong predictor of customer judgement of quality. In addition, Kim and Stoel (2004) stated that (p. 621) “attitude towards a website is a construct similar to website quality, indicating a predisposition to respond favourably or unfavourably to a website” (p. 621). For this reason, the construct ‘overall website quality’ is also used in this study from the study of Everard and Galletta (2006), which consists of four items. Taking into consideration the expert judges’ evaluation they advised combining four items into one as they felt that the items were all highly related to each other. Thus, the items, ‘this website is of high quality’, ‘the likely quality of this website is extremely high’, ‘this website must be of very good quality’, ‘this website appears to be of very poor quality (reverse code)’, were represented in this study by ‘the company website is high quality’.

During the stages of content and face validity, as can be seen in Appendix 4.5 of the final items for the pilot study, six items were added based on the results from the interviews and focus group results: ‘the company website is relevant’, ‘the company website is unique’, ‘the company website is beautiful’, ‘the company website is a necessity’, ‘the company website is fresh’, ‘the company website makes me have positive feelings towards the company’. The rest of the items were adapted from other literature in the field (Alhudaithy and Kitchen, 2009; Beatty et al., 2001; Bravo et al., 2012; Chiou et al., 2010; Cornelius et al., 2007; Kim and Stoel, 2004; Park and Gretzel, 2007; Perry and Bodkin, 2000). In this study the corporate website favourability construct is presented by 20 items in total, which were tested in the pilot study.

Corporate website favourability and its antecedents

The navigation construct was taken from existing validated scales from website studies (Chiew and Salim, 2003; Cyr, 2008; Cyr and Head, 2013; Cyr et al., 2005; Kumar et al.,

2014; Tarafdar and Zhang, 2005, 2008). From the research of Chiew and Salim (2003), with respect to the judges' comments: 1) items were corrected in wording from 'placement of links or menu is standard throughout the website and I can easily recognise them' to 'placement of links/ menu is standard throughout the website, so I can easily recognise them'. Based on the comments of expert judges that it would be more understandable for participants of the meaning of the sentence; 2) two items were removed 'this website provides useful cues and links for me to get the desired information' and 'it is easy to move around this website by using the links or back button of the browser' because of the similarity with the existing item 'placement of links or menu is standard throughout the website and I can easily recognise them'; 3) one more item, 'the website does not open too many new browser windows when I am moving around', was removed due to the judges' opinion that it is not suited for the aim of this study and contains negative wording; and 4) the word 'this' was changed to 'the' in the item 'I can easily know where I am on this website' and in "The links on this website are well maintained and updated'. From the empirical studies of Cyr (Cyr, 2008; Cyr and Head, 2013; Cyr et al., 2005) the scale consists of three items. Based on expert judges' opinion, the following changes were made: 1) the item 'I can easily navigate this website' was combined with the item 'I easily know where I am on the website' (Chiew and Salim, 2003) due to the almost identical meaning and the latter being better suited to this study; 2) the item 'I find this website easy to use' was moved to and combined with the existing item in the usability construct; 3) minor grammatical changes were made in that 'site' was changed to 'website', and 'this website' was changed to 'the company's website'; and 4) the item 'this site provides good navigation facilities to information content', was changed to 'the company's website provides good navigation facilities to information content'.

In the study of Kumar et al. (2014), the validated scale was taken for this study consisting of three items. In accordance with the expert judges' suggestions the following adjustments were made: 1) in the item 'this retail website provides directions for using the website', the wording 'retail website' was changed to 'website' and 'this website' to 'the company's website'; therefore, the final wording of the item became 'the company's website provides directions for using the website'; 2) the item 'there are useful navigational aids on this website' was combined with the existing item 'this website provides good navigation facilities to information content' due to similarities (Cyr, 2008; Cyr et al., 2005; Cyr and Head, 2013); and 3) In the item 'navigation through this website is intuitively logical', 'this' was changed to 'the'. From the empirical studies of Tarafdar and Zhang (2005, 2008), five

items were adopted. In regards to the expert judges' comments: 1) the term 'hyperlinks', was changed to 'links' in the item 'there are meaningful hyperlinks'; 2) the item 'the arrangement of the different links is easy to understand' was combined with the item 'placement of links or menu is standard throughout the website and I can easily recognise them' (Chiew and Salim, 2003); and 3) the item 'the use of redundant hyperlinks makes it easy to navigate the website' was removed, as the judges felt that it was not suited to the purpose of this study. To conclude, the total number of items for the navigation construct was reduced from 17 to 10. The original wording of the items can be seen in Appendix 4.4, while Appendix 4.5 provides the final items for the pilot study.

The visual construct was built on existing scales in website studies (Cyr, 2008; Cyr et al. 2005; Cyr and Head, 2013; Kim and Stoel, 2004). From the empirical studies (Cyr, 2008; Cyr et al., 2005; Cyr and Head, 2013), a scale of five items was adopted. Based on the expert judges' comments concerning the website word 'site', 'website' was altered to the 'company's website'. In addition, one item was removed 'this site allowed me to efficiently tailor the information for my specific needs' due to it clashing with the customisation meaning construct; 2. in the items 'this website looks professionally designed' and 'the degree of interaction (video and demos selected by the user) offered by this site is sufficient', the wording 'this website' was changed to 'the company's website'. The validated scale from Kim and Stoel (2004) consisted of two items, which were adopted fully without changes. Other items in the study were adapted from the extensive literature and supported by the qualitative study that can be found in Appendix 4.5. The total number of items in the visual construct is 13.

For the information construct, the validated items were taken from website studies (Cyr, 2008; Cyr et al., 2005; Cyr and Head, 2013; Kim and Stoel, 2004; Kumar et al., 2014; Tarafdar and Zhang, 2005, 2008). Validated items were taken from the studies of Cyr (Cyr, 2008; Cyr and Head, 2013). In respect of the expert judges' comments, the following adjustments were made: 1) 'the information provided on this site is complete', 'the information provided on this site is sufficient', 'the information provided on this site is effective' were changed to 'the information is complete', 'the information is sufficient', 'the information is effective' for convenience and clarity of meaning; and 2) 'the website' was changed to 'the company's website' in the item 'the company's website adequately meets my information needs'. In the study of Kim and Stoel (2004), all three items from the validated

scale were adopted, but, as two identical items were in Cyr studies (Cyr, 2008; Cyr and Head, 2013), the items were combined. In the item, ‘the information on the website is pretty much what I need to carry out my tasks’ ‘the website’ was changed to ‘the company’s website’ based on the judges’ suggestions. The scale from Kumar et al. (2014) was used with a minor modification according to the expert judges’ opinion: 1) ‘this retail website produces the most current and up-to-date information’ was removed due to similarities with the existing item that better suits the purpose of this study ‘the information is current’ (Tarafdar and Zhang, 2005, 2008); and 2) the item ‘the information provided by this retail website is accurate’ was combined with the existing item, ‘the information is accurate’ (Tarafdar and Zhang, 2005, 2008). In the empirical studies of Tarafdar and Zhang (2005, 2008), the full scale was adopted with a small change to the wording: 1) in ‘the information is applicable to the website's activities’ the term ‘website’s’ was changed to the ‘company’s website’; and 2) ‘the meaning of the information is clear’ was changed to ‘the information meaning is clear’, and, similarly, ‘it is easy to locate the information’ to ‘the information is easy to locate’, also ‘the layout of the information is easy to understand’ to ‘the information layout is easy to understand’ for clarity of meaning and consistency with other items.

The usability construct measures were based on the validated item scales described below. From the study of Tarafdar and Zhang (2005, 2008), four items were taken in full out of five with minor adjustments to the wording. In respect of the expert judges’ opinion, the corrections were adopted with minor wording changes to four items to suit the study needs and one item was removed: 1) in ‘the website is entertaining (it is fun to use)’, ‘the website is exciting and interesting’, ‘the website is easy to use’, ‘the use of multimedia is effective for my tasks at the website’ the term ‘the website’ was changed to ‘the company’s website’; and 2) ‘the website has an attractive layout’ was removed due to similarities with the visual construct. The studies of Casalo et al. (2008), and Flavian et al. (2006) had identical items, with the only distinction being that Flavian et al. (2006) had one additional item of ‘downloading pages from this website is quick’. Based on the judges’ comments: 1) the item ‘when I am navigating the website, I feel that I am in control of what I can do’ was moved to the navigation construct; 2) in the items ‘it is easy to move within this website’, ‘in this website everything is easy to understand’ the word ‘this website’ was substituted with ‘the company’s website’; 3) the item ‘this website is simple to use, even when using it for the first time’ was combined with the existing item, ‘the website is easy to use’ (Tarafdar and Zhang, 2005, 2008); 4) ‘it is easy to find the information I need from this website’ was removed due

to similarities with the information construct; 5) ‘the organisation of the contents of this site makes it easy for me to know where I am when navigating it’ was removed due to similarities with the navigation construct; and 6) the item ‘the structure and contents of this website are easy to understand’ was removed due to the same meaning as the existing item of the same authors ‘in this website everything is easy to understand’. The 13 items in the usability construct became six items.

For the customisation construct, the validated scale of items was taken from Tarafdar and Zhang (2005, 2008) who used three items; all the items were adopted without changes. Srinivasan et al. (2002) used five items, and Kabadayi and Gupta (2011) used four of the same items and excluded one item. Based on the comments of the academic experts, three items were combined due to the similarity in meaning, and two items were used with no correction. Initially, customisation had eight items, but, after examination of the items, it became five. In the empirical study of Tarafdar and Zhang (2005, 2008), all three items were adopted with a minor change to the wording. In the items ‘the website has personalisation characteristics’, ‘the website offers customised information’ ‘the website has provisions for designing customised products’, the term ‘the website’ was changed to ‘the company’s website’. In the study of Kabadayi and Gupta (2011), which adopted the validated scale form Srinivasan et al. (2002): 1) ‘this web site customises information to match my needs’, ‘this web site makes me feel that I am a unique consumer’, the term ‘this web site’ was changed to ‘the company’s website’; and 2) ‘this web site offers information that is tailor made to my needs’ and ‘I believe that this web site is customised to my needs’ were removed due to similarities with the existing item ‘this web site customises information to match my needs’ by the same author. The final number of items for the pilot study decreased from eight to five.

The security construct items were drawn from the validated scales mentioned in the studies below. In the study of Wolfinbarger and Gilly (2003), guided by the expert judges’ opinion: 1) ‘I feel like my privacy is protected at this site’ was removed as this study does not measure privacy; and 2) in ‘I feel safe in my transactions with this website’ and ‘the website has adequate security features’ the term ‘the website’ was changed to the ‘company’s website’. From the scale of Ranganathan and Ganapathy (2002), one item was removed following the expert judges’ comments; ‘availability of secure models for transmitting information’ and three other items were taken with minor changes to the items based on the expert judges’

comments: 1) 'provision for alternate, non-online models for financial transactions' was changed to 'the company's website has provision for alternate, non-online models for financial transactions'; 2) 'opportunity to create individual account with logon-id and password' was changed to 'the company's website has provision to create an individual account with a logon-id and password'; and 3) 'overall concern about security of transactions over the Internet' was changed to 'the company's website shows overall concern about the security of transactions over the Internet'. In the study of Tarafdar and Zhang (2005, 2008), the items were taken in full with minor changes based on the judges' opinion: 1) in 'the website has provisions for user authentication', 'the website has an information policy' the term 'the website' was changed to 'the company's website'; 2) 'the website has provisions for a secure monetary transaction' was combined with the existing item 'the website has adequate security features' (Wolfenbarger and Gilly, 2003).

The availability construct items were taken from a validated pool of items: Parasuraman et al. (2005) system availability construct with four items, which was used in full, except one item which was not applicable to this study 'pages at this site do not freeze after I enter my order information'; the same scale was used by Alwi and Ismail (2013). The availability construct of Tarafdar and Zhang (2008) had three items, for this study, 'it is easy to read off the contents of the website' was changed to 'the company's website is easy to read' for clarity of meaning; one item was taken without changes and another was combined due to similarities with the item from Parasuraman et al. (2005). Initially, availability had seven items but became five items. This study adopted the scale from the research of Parasuraman et al. (2005), and Alwi and Ismail (2013) who used identical items. A few changes were made based on the judges' recommendations: in the terms 'this site is always available for business', 'this site launches and runs right away', 'this site does not crash', the term 'this website' was changed to 'the company's website'. From the study of Tarafdar and Zhang (2008), based on the expert judges' opinion: 1) 'the website is available (that is, it is up)' was combined with the existing item 'this site is always available for business' (Alwi and Ismail, 2013; Parasuraman et al., 2005); and 2) 'it is easy to read off the contents of the website' was changed to 'it is easy to read off the contents of the company's website'. In addition, one item was adapted from the literature and supported by the qualitative study 'the company's website can be accessed from any location'.

The perceived corporate culture construct was based on Melewar's (2003) classification of corporate culture into corporate values, corporate philosophy, corporate mission, corporate principles, corporate guidelines, corporate history, founder of the company, country of origin and company's subcultures. The construction of the items was based on a review of the extensive literature (Abratt, 1989; Bravo et al., 2012; Campbell and Yeung, 1991; Gray and Balmer, 1997; Ind, 1992; Llopis et al., 2007; Melewar, 2003; Melewar and Karaosmanoglu, 2006; Ogbonna and Wilkinson, 1990; Overbeeke and Snizek, 2005; Van Riel and Balmer, 1997), with primary importance to Melewar (2003). Corporate guidelines and principles were combined, based on the comments of the judges that, in their mind, they represent very similar things, and their items looked very similar; hence, it was decided to remove the corporate guidelines construct from the questionnaire. The total number of items was originally 49 but was reduced to 45 (seven items for corporate values, four items for corporate philosophy, five items for corporate mission, six items for corporate principles, six items for corporate history, five items for founder of the company, seven items for the country of origin and five items for company's subcultures).

Corporate website favourability and its consequences

The corporate image and corporate reputation constructs have been defined by some scholars (Bick et al., 2003; Simoes et al., 2005) in a similar way, although different perceptions and measures of the constructs exist. For the purpose of this study, which relates to corporate identity and corporate visual identity research, the most relevant is the work of Foroudi et al. (2014). For this reason, the items were adopted from Foroudi et al. (2014) for both constructs, which is supported by the literature (Appendix 4.5). The corporate image and corporate reputation items were adopted from the validated scale of Foroudi et al. (2014), which was supported by numerous scholars (Brown and Dacin, 1997; Karaosmanoglu et al., 2011; Sen and Bhattacharya, 2001; William and Moffit, 1997), as can be seen in Appendix 4.5. Due to the judges' suggestion concerning corporate image, the items 'the company's logo enhances the company's image' and 'the company's logo communicates information about the company to its customers' were excluded for not representing the construct for the purpose of this study. The study of Karaosmanoglu et al. (2011) was used, and, following the opinion of the expert judges: 1) 'your general impression about Company x' was combined with the existing item 'the company makes a good impression on me' (Foroudi et al., 2014); 2) 'other people's impressions about Company x' was combined with 'I think other consumers like the company as well' (Foroudi et al., 2014); and 3) 'your impression about Company x compared

with other companies in the same sector' was combined with 'I like the company compared to other companies in the same sector' (Foroudi et al., 2014). The rest of the items were adapted from the literature and supported by the qualitative study. Based on the additional literature review and qualitative findings, additional items were added, as can be seen in Appendix 4.5.

In the reputation construct from the validated work of Foroudi et al. (2014), which is supported by the literature, the corporate reputation construct was adopted without change. Also, the measures from the study of Nguyen and LeBlanc (2001) were added with minor changes to the wording based on the judges' comments: in the items 'in general, I believe that x always fulfils the promises it makes to its customers', 'the company has a good reputation', 'I believe that the reputation of x is better than other companies' – 'x' was changed to 'the company'. The measures of Nguyen and LeBlanc (2001), supported by the literature, can be seen in Appendix 4.5.

The consumer-company identification construct was adopted from the work of Karaosmanoglu et al. (2011), and Martinez and Del Bosque (2013) who both adapted the scales from Mael and Ashforth (1992). From the study of Karaosmanoglu et al. (2011), six items were fully adopted without any changes, with the exception of one item 'if there is bad news about this company in the media, I feel embarrassed', which was removed based on the expert judges' suggestion that it was not suited to the purpose of this study. Similar constructs were used by Martinez and Del Bosque (2013) who used four items.

Loyalty is a well validated construct by numerous researchers in a unified way (Alwi and Ismail, 2013; Karaosmanoglu et al., 2011; Parasuraman et al., 2005; Srinivasan et al., 2002; Zeithaml et al., 1996). From the studies of Srinivasan et al. (2002), as well as Alwi and Ismail (2013), who used an identical scale, the following corrections to the items were made based on the views of the expert judges: 1) for the purpose of this study, the wording 'retail website' was changed to 'company', and 'purchase' to 'transaction' in the items 'I seldom consider switching to another website', 'when I need to make a purchase, this website is my first choice', 'to me this website is the best retail website to do business with'; 2) the item 'I believe that this is my favourite retail website' was adjusted to 'I believe that it is my favourite company'; and 3) the items 'as long as the present service continues, I doubt that I would switch websites', 'I try to use the website whenever I need to make a purchase', 'I like using this website' were removed, as they do not represent the construct according to the

experts' recommendation.

Furthermore, the validated scale from the study of Zeithaml et al. (1996) with five items was used, where two items were deleted due to the similarity with the existing scale from Srinivasan et al. (2002). In the study of Zeithaml et al. (1996), based on the judges' comments: 1) 'say positive things about x to other people' was changed to 'I say positive things about the company to other people'; 2) 'recommend x to someone who seeks your advice' was changed to 'I recommend the company to someone who seeks my advice'; 3) 'encourage friends and relatives to do business with x' was changed to 'I encourage friends and relatives to do business with the company'; 4) one item was combined with an existing item, 'consider x your first choice to buy services' was combined with the existing item 'when I need to make a purchase, this website is my first choice' (Srinivasan et al., 2002), and 5) one item was removed 'do more business with x in the next few years'. The items described were supported by extensive literature that can be found in Appendix 4.5.

The satisfaction scale was based on the studies of Cyr and Head (2013), Perez and Del Bosque (2015), and Fan et al. (2013). In the study of Perez and Del Bosque (2015), the scale was adjusted in light of the expert judges' comments: 1) in 'I feel happy about my decision to choose my banking company' the term 'my banking company' was changed to 'the company'; 2) 'roughly speaking, I am satisfied with my banking company' was combined with the existing item from Fan et al. (2013) 'I am satisfied with my decision to purchase from this website'; and 3) the item 'my banking company is exactly the banking service provider I need' was changed to 'the company is exactly what I need'. The scale from Fan et al. (2013) was used with minor wording adjustment to adapt it to the current research: 1) 'I am satisfied with my decision to purchase from this web site' was changed to 'I am satisfied with my decision to use the company'; 2) 'my choice to purchase from this web site was a wise one' was changed to 'my choice to use the company was a wise one'; and 3) 'I think I did the right thing by buying from this web site' was changed to 'I think that I did the right thing when I used the company'. From the study of Cyr and Head (2013), the scale was taken with some adjustment according to the expert judges: 1) the item 'this website appeals to me visually or emotionally' was excluded because it already exists in the visual construct; 2) the item 'the website completely fulfils my needs and expectations' was omitted due to the similarity with the existing construct 'I am satisfied with my decision to purchase from this website' (Fan et al., 2013); 3) 'this website satisfies my needs well' was removed based on

the similarity with the construct ‘my banking company is exactly the banking service’ provider I need (Perez and Del Bosque, 2015); and 4) a minor wording change in the item ‘using this website is satisfactory overall’ was made to read ‘using the company is satisfactory overall’ to suit the purpose of the study.

For the attractiveness construct the validated scales were taken from Highhouse et al. (2003), and Turban (2001). From Highhouse et al. (2003), three items were adopted, however: 1) ‘I would not be interested in this company except as a last resort’, was removed due to the negative wording; and 2) in the items ‘I am interested in learning more about this company’, ‘a job at this company is very appealing to me’, ‘for me, this company would be a good place to work’ the term ‘this company’ was substituted with ‘the company’. The items from Turban (2001) were adopted fully with the only change being ‘company’ to ‘the company’.

From the focus groups and the interviews it was noticed that the participants felt that the existing constructs represented the phenomenon well, as can be seen in the qualitative analysis in Chapter V; however, they felt that some items should be added and be explored as a separate construct: 1) ‘the website is credible’ was included as a ‘website credibility’ construct; 2) the environmental and social aspect, which are briefly raised in reputation, were added as a separate antecedent ‘perceived corporate social responsibility’; and 3) to add a separate construct for ‘customer service’, as they felt that it is of high importance to the study phenomenon. After analysing the respondents’ comments regarding the suggested constructs, similar patterns were picked up and written down. In addition, a review of the relevant literature was made in relation to this construct. The significant number of comments from the respondents in the qualitative study did not allow the importance of the additional constructs to be ignored. Thus, customer service, website credibility, perceived corporate social responsibility constructs were added to the framework.

In order to add the additional constructs, the researcher reviewed the literature and analysed the qualitative data. The customer service items were taken from the studies on online service quality from Wolfinbarger and Gilly (2003), and Kumar et al. (2014). The study of Wolfinbarger and Gilly (2003) used the customer service construct that was used fully, with one change to the item from ‘when you have a problem, the website shows a sincere interest in solving it’, which was changed to ‘when you have a problem, the company’s website shows a sincere interest in solving it’, where the term ‘the website’ was changed to ‘the

company's website'. From the study of Kumar et al. (2014), the construct of service quality of the website was adopted to represent customer service with a slight adjustment based on the judges' expertise: 1) 'the retail website is prompt in responding to my queries' was combined with the existing item 'enquiries are answered promptly' from Wolfenbarger and Gilly (2003); 2) the term 'this website' was changed to 'the company's website', 'this website offers online customer support in real time' was changed to 'the company's website offers online customer support in real time', and 'overall the customer service offered on the company's website is very good'; and 3) the item 'overall the service quality offered on this retail website is very good' was changed to 'overall the customer service offered on the company's website is very good'.

The literature was extensively examined regarding the website credibility construct. To measure the website credibility, online credibility researchers used the notions of expertise and trustworthiness (Cugelman and Thelwall, 2007; Fogg and Tseng, 1999). Both concepts were captured in one construct, which is website credibility. The scale was adopted from the empirical studies on credibility of Bhattacharjee and Sanford, (2006), and Li (2015). From the study of Bhattacharjee and Sanford (2006), all the items were adopted with the changes to suit this study based on the expert opinion, where the past-tense was changed to present and taking into consideration that the construct is about website credibility: 1) item changed from 'the person providing the training was knowledgeable on this topic' to 'the company's website appears to be knowledgeable in its field'; 2) item changed from 'the person providing the training was trustworthy' to 'the company's website is trustworthy'; and 3) item changed from 'the person providing the training was credible' to 'the company's website is credible', and 4. item changed from 'the person providing the training appeared to be an expert on this topic' to 'the company's website appears to be an expert in its field'. In the study of Li (2015), the items were adopted from Bhattacharjee and Sanford (2006), and were almost fully combined with the existing items from Bhattacharjee and Sanford (2006), except one. The item based on the expert advice was added with a small correction from 'the person providing the information system training was experienced' to 'the company's website reflects experience'.

Lastly, the construct for perceived corporate social responsibility was examined in the literature and scale was constructed based on validated items. In the study of Martinez and Del Bosque (2013), who adopted the scale from Brown and Dacin (1997), the items were

taken with the minor change to the term ‘this company’ to ‘the company’. From the study of CSR validated scale of Glavas and Kelley (2014), two items were adopted out of eight, as the expert judges decided that they capture the essence of the phenomenon. The construct was divided into ‘social’ and ‘environmental’ subjects, with one item adopted from ‘social’ and one from ‘environmental’. A slight change was made to the term ‘my organisation’ to ‘the company’, and the items ‘contributing to the well-being of the community is a high priority at my organisation’ and ‘Environmental issues are integral to the strategy of my organisation’ became ‘contributing to the well-being of the community is a high priority in the company’ and ‘environmental issues are integral to the strategy of the company’.

Furthermore, all the items in all the constructs were adjusted from American English spelling to the British English spelling. The original scale wording is in Appendix 4.4. and the final scales are in Appendix 4.5. All the constructs generated from the literature review, validated scales as well as from the interviews and focus groups, were examined closely by the academic experts. As a result of the qualitative phase the final items with the codes can be found in Appendix 4.5, and the construct definitions in Table 4.11. The item generation process resulted in producing 212 items in total (Table 4.10).

Table 4.10: The constructs and the number of final items and the items for the pre-test

Constructs		Initial items	Pilot study items	Final study items	
Corporate website favourability		21	20	12	
Corporate website favourability elements	Navigation	17	10	7	
	Visual	14	13	12	
	Information	17	16	12	
	Usability	13	6	6	
	Customisation	8	5	4	
	Security	11	8	7	
	Availability	10	7	7	
	Customer service	6	7	7	
	Website credibility	8	9	8	
	Perceived corporate social responsibility	11	8	8	
	Perceived corporate culture:				
		<i>Corporate values</i>	12	12	8
		<i>Corporate philosophy</i>	6	6	6
	<i>Corporate mission</i>	5	5	5	
	<i>Corporate principles</i>	5	6	5	
	<i>Corporate history</i>	3	6	6	
	<i>Founder of the company</i>	4	5	5	
	<i>Country of origin</i>	7	7	7	
	<i>Company's subcultures</i>	10	10	8	
Corporate image		15	10	8	

Corporate reputation	10	10	7
Consumer-company identification	10	5	5
Loyalty	12	7	6
Satisfaction	10	6	6
Attractiveness	7	8	8
Total	252	212	180

Table 4.11: The main constructs and their definitions

Constructs	Definitions	Major references
Corporate website favourability	Corporate website favourability is the extent to which a company projects its corporate identity through the corporate website, as a primary vehicle of corporate visual identity, to gain positive attitudes from the consumers, by transmitting consistent images and messages about the nature of the organisation to a company's audience that enables a company to build positive image of itself in the consumer's mind.	Abdullah et al. (2013); Booth and Matic (2011); Braddy et al. (2008); Chen and Wells (1999); Connolly–Ahern and Broadway (2007); Dou and Tan (2002); Foroudi et al. (2016); Gatewood et al. (1993); Haliburto and Ziegfeld (2009); Hamill (1997); Melewar and Karaosmanoglu (2006); Pollach (2005, 2010); Shin and Huh (2009); Tarafdar and Zhang (2008); Winter et al. (2003)
Navigation	Navigation is the extent to which users can navigate the website and represents those characteristics that help users navigate the website better.	Cyr (2008); Cyr and Head (2013); Ganguly et al. (2010); Gefen et al. (2000); Keeney (1999); Kumar et al. (2014); Tarafdar and Zhang (2005, 2008)
Visual	Visual is the extent to which the company uses its 'graphic design' and 'structure design' to create the overall look and feel of the website for the users.	Cyr (2008); Cyr and Head (2013); Foroudi et al. (2014); Ganguly et al. (2009); Garrett (2003); Melewar et al. (2001); Wang and Emurian (2005)
Information	Information on the website refers to the quality of the content, the way it is arranged and how relevant it is to the purpose of the website.	Bruce (1998); Cyr (2008); Cyr and Head (2013); Ganguly et al. (2009); Tarafdar and Zhang, (2005, 2008)
Usability	Usability refers to the effort required to use the website, with which the user is capable of learning to manage the system with ease.	Casalo et al. (2008); Davis (1989); Flavian et al. (2006); Nielsen (1994); Tarafdar and Zhang (2005, 2008)
Customisation	Customisation is the ability of a website to tailor products, services, and the transactional environment to individual customers.	Fan et al. (2013); Kabadayi and Gupta (2011); Srinivasan et al. (2002); Tarafdar and Zhang (2005, 2008)
Security	Security refers to the degree to which the website can be perceived as safe and has the necessary provisions for executing secure transactions.	Devaraj et al. (2002); Koufaris and Hampton-Sosa (2004); McKnight et al. (2002); Tarafdar and Zhang (2005, 2008)
Availability	Availability is the correct technical performance of the website.	Alwi and Ismail (2013); Parasuraman et al. (2005); Tarafdar and Zhang (2008)
Website credibility	Website credibility is the degree to which consumers believe in the website expertise and trustworthiness.	Goldsmith et al. (2000); Lowery and DeFleur (1995); Metzger et al. (2003)
Customer service	Customer service is the degree of how efficient, helpful and willing the service provided to the consumers is.	Kaynama and Black (2000); Parasuraman et al. (1991); Wolfenbarger and Gilly (2003); Xie et al. (1998)
Perceived corporate social	Perceived corporate social responsibility is the consumers' perceptions of corporate	Chapple and Moon (2005); Glavas and Kelley (2014); Klein and Dawar

responsibility	environmental responsibility, social involvement, responsiveness, and accountability of companies, and consumers' expectations of corporations.	(2004)
Perceived corporate culture	Perceived corporate culture is the consumer's perceptions about the company's values, beliefs and behaviour running and resulting from corporate identity.	Cui and Hu, (2012); Deshpande and Webster (1989); Melewar (2003); Ravasi and Schultz (2006)
Corporate values	Corporate values characterised by the values of the company that can be identified as a central system of beliefs inside the company, which shape corporate identity.	Melewar (2003); Melewar and Karaosmanoglu (2006); Van Riel and Balmer (1997)
Corporate philosophy	Corporate philosophy is a combination of the main values and norms of the organisation that form its corporate culture, which represents the intention of the company to help to build more meaningful relationships.	Abratt (1989); Ind (1992); Melewar (2003); Melewar and Karaosmanoglu (2006)
Corporate mission	Corporate mission is the reason why the organisation exists and the purpose that differentiates it from its competitors.	Abratt (1989); De Witt and Meyer (1998); Ind (1992); Melewar (2003); Melewar and Karaosmanoglu (2006)
Corporate principles	Corporate principles represent the materialisation and clarification of the values, targets and mission of the organisation, which construct the foundation for all corporate activities.	Melewar (2003); Melewar and Karaosmanoglu (2006); Schmitt (1995)
Corporate history	Corporate history represents a chronological account of a company's creation and business activities, which influences corporate identity through its connection with the corporate culture.	Llopis et al. (2010); Marzec (2007); Melewar (2003); Melewar and Karaosmanoglu (2006)
Founder of the company	Founder of the company represents the person who brought the company into existence, which makes him inseparable from the identity of the company.	Deal and Kennedy (1985); Melewar (2003); Olins (1978); Sadri and Lee (2001)
Country of origin	Country of origin is defined as the country where the corporate headquarters of the company marketing the product or brand is located, which can influence the quality of the brand perceived by customers, brand loyalty, brand choice, brand preference perceived by customers and has a strong link with the corporate identity of the company.	Foo and Lowe (1999); Johansson et al. (1985); Melewar (2003); Melewar and Karaosmanoglu (2006); Moradi and Zarei (2011); Rowlinson and Procter (1999); Varey and Lewis (2000)
Company's subculture	Company's subculture refers to the distinct group within that company, which consists of the subsets of organisational members who interact regularly with one another and who employ a common way of thinking that is unique to the group.	Bellou (2008); Harris and Ogbonna (1998); Hatch (1997); Melewar (2003); Melewar and Karaosmanoglu (2006); Van Maanen (1991); Van Maanen and Barley (1985)
Corporate image	Corporate image is the overall immediate impression left in the minds of customers in comparison to its competitors and represents an asset, which allows companies to differentiate and increase the chances of success.	Balmer et al. (2011); Bravo et al. (2009); Foroudi et al. (2014, 2016); Gray and Balmer (1998); Karaosmanoglu et al. (2011); Mazursky and Jacoby (1986); Richard and Zhang (2012); Williams and Moffit (1997); Zimmer and Golden (1988)
Corporate reputation	Corporate reputation concerns the judgement that results from the reception of direct and indirect experiences and information of a company over time.	Alesandri (2001); Fombrun and Shanley (1990); Foroudi et al. (2014, 2016); Gotsi and Wilson (2001); Gray and Balmer (1998); Herbig et al.,

		(1994); Markwick and Fill (1997); Ruth and York (2004); Yoon et al. (1993)
Consumer - company identification	Consumer-company identification represents the strong social relationships between the consumer and the company, such that consumers perceive themselves by the same attributes that they believe define the company.	Bhattacharya and Sen (2003); Dutton et al. (1994); Einwiller et al. (2006); Homburg et al. (2009); Knight and Haslam (2010); Marin and De Maya (2013); Rooney et al. (2010)
Loyalty	Loyalty is the consumer's psychological attachment and intention to continue doing business with the company, expressed over time, where several alternatives are available.	Bergeron (2001); Gefen (2002); Jacoby and Kyner (1973); Liang and Wang, (2008); Melewar et al. (2016); Zeithaml et al. (1996)
Attractiveness	Attractiveness is how exciting, attractive, appealing, fun and subjectively pleasing the company is in the mind of consumers.	Alwi and Ismail (2013); Cao et al. (2005); Tractinsky et al (2006)
Satisfaction	Satisfaction is the consumers' evaluations of a product or service with regard to their needs and expectations.	Anderson and Sullivan (1993); Flavian et al (2006); Law and Bai (2008); Oliver (1980)

4.5.3.1. Quantitative assessment: pilot study

Following the qualitative stage of the research, the questionnaire was amended for testing in the pilot study (Churchill, 1979; Melewar, 2001). The pilot study is related to the measurement instrument and questionnaire construction for the main survey (Malhotra and Birks, 2000). According to van Teijlingen and Hundley (2002), “the term ‘pilot studies’ refers to mini versions of a full-scale study (also called ‘feasibility’ studies), as well as the specific pre-testing of a particular research instrument such as a questionnaire or interview schedule” (p. 33). After the pilot study was implemented, the necessary corrections to the survey were made based on the participants’ feedback (Gupta et al., 2011; Malhotra and Birks, 2000; Saunders et al., 2007).

Most marketing scholars (Foroudi et al., 2014; Kim and Stoel, 2004; Li, 2015; Loiacono et al., 2002; Martinez and Del Bosque, 2013; Rains and Karmikel, 2009) adopted a Likert type scale, which is also called “summated-rating or additive scales” (Neuman, 2014, p. 230). The participants in the Likert scale survey need to identify if they agree or disagree with the proposed statements to assess attitude towards the corporate website. The Likert scale provides satisfactory properties in terms of the underlying distribution of responses (Bagozzi, 1994). According to Neuman (2014), Likert is “a scale often used in survey research in which people attitudes or other responses in terms of ordinal-level categories (e.g. agree, disagree) that are ranked along a continuum” (p. 230).

The seven-point Likert type scale is widely employed by marketing researchers (Foroudi et al., 2014; Kim and Stoel, 2004; Li, 2015; Loiacono et al., 2002; Martinez and Del Bosque, 2013; Rains and Karmikel, 2009), ranging from ‘strongly disagree’ (1) to ‘strongly agree’ (7) (Foroudi et al., 2014; Kim and Stoel, 2004; Li, 2015; Loiacono et al., 2002; Martinez and Del Bosque, 2013; Rains and Karmikel, 2009). The “seven point scale has been shown to reach the upper limits of the scale’s reliability” (Allen and Seaman, 2007, p. 64). Researchers have pointed out (Churchill and Peter, 1984; O’Neil and Palmer, 2004) that in order to reduce the measurement error variance and enhance the construct variance, a seven-point Likert scale should be used instead of a five-point Likert scale. In the following sections, the pilot study, the item purification process, the respondents’ profile and the outline of the pilot survey data are discussed.

4.5.3.1.1. Pilot study

A pilot study is a “small scale version or trial run in preparation for a major study” (Polit-O’Hara and Beck, 2006, p. 467) and a ‘trying out’ of the research procedures (Baker, 1994, p. 182). Table 4.12 presents the main reasons for conducting the pilot study. The pilot test intends to evaluate the substantial requirements throughout the instrument purification process (Denscombe, 2007; Malhotra and Birks, 2000), to refine the questionnaire in order to have no ambiguously worded items (Welman and Kruger, 2001). According to Malhotra and Birks (2000), the number of participants should be between 20 and 40. In essence, the pilot study is a small-scale test that incorporates all the procedures of the main survey.

Table 4.12: Reasons for conducting pilot studies

	Pilot study
Reasons for conducting pilot studies	<ul style="list-style-type: none"> Developing and testing adequacy of research instruments Assessing the feasibility of a full-scale study or survey Designing a research protocol Assessing whether the research protocol is realistic and workable Establishing whether the sampling frame and technique are effective Assessing the likely success of proposed recruitment approaches Identifying logistical problems which might occur using proposed methods Estimating variability in outcomes to help determining sample size Collecting preliminary data Determining what resources, such as finance or staff, are needed for a planned study Assessing the proposed data analysis techniques to uncover potential problems Developing a research question and research plan Training a researcher in as many elements of the research process as possible Convincing funding bodies that the research team is competent and knowledgeable

Source: Van Teijlingen and Hundley (2002, p. 34).

The researcher conducted the pilot study survey between 27 September and 11 October 2015 among the academics (lecturers and doctoral researchers) at Middlesex University, London. The 90 questionnaires were gathered by the cut-off date. However, because of the low quality of responses and the high amount of the missing data, 17 questionnaires were excluded. Thus, the pilot study produced 73 accurate questionnaires that could be used for further analysis. The pilot study respondents demographic profile is illustrated in Table 4.13. The participants of the pilot study were not included in the main study (Haralambos and Holborn, 2000).

Table 4.13: Demographic profile of consumer’s pre–test sample (N=73)

Sample size (N)		N	%
Age	19 years old or less		
	20 to 29 years	40	54.8
	30 to 39 years	30	41.1
	40 to 49 years	3	4.1
	50 to 59 years		
	60 years old or more		
	Total	73	100.0
Gender	Female	25	34.2
	Male	48	65.8
	Total	73	100.0
Education	High school		
	Undergraduate		
	Postgraduate and above	73	100
	N/A		
	Total	73	100.0
Occupation	Lecturer	33	45.2
	Phd student	40	54.8
	Total	73	100.0
HSBC website visits	A few times a week	50	68.5
	A few times a month	20	27.4
	A few times year	3	4.1
	N/A		
	Total	73	100.0

Source: The researcher.

Based on the recommendations of Churchill (1979), 73 questionnaires were examined for the reliability and validity of the scales to make sure that “measures are free from the error and therefore yield consistent results” (Peter, 1979, p. 6). The reliability is an essential prerequisite of validity (Churchill, 1979). Exploratory factor analysis (EFA) “was performed in the pilot study to reduce the items and identify any patterns in the data” (Foroudi et al., 2014, p. 2273). Cronbach’s alpha was investigated to test for reliability (Cronbach, 1951) and exploratory factor analysis (EFA) was conducted to simplify the items and investigate the dimensionality of the constructs. The Cronbach’s alpha coefficient method was chosen to

measure reliability, as it is widely accepted within the academic research community (Cronbach, 1951; De Vellis, 2012; Melewar, 2001; Nunnally, 1978; Tabachnick and Fidell, 2007). “A low coefficient alpha indicates the sample of items performs poorly in capturing the construct” (Melewar, 2001, p. 39). The scale showed a high degree of reliability, with a Cronbach’s alpha of .827 and above. The data from reliability testing and factor analysis can be found in Table 4.14. According to scholars (De Vaus, 2002; Foroudi et al., 2014; Hair et al., 2014; Nunnally, 1978; Palmer, 2011), a coefficient alpha that is greater than .70 shows a high degree of reliability.

Table 4.14: Reliability measures and for each construct on the basis of the pilot study

Constructs	Cronbach's alpha	Items	Correlated item–total correlation	Cronbach's alpha if the items deleted	Mean	Std.D
CORPORATE WEBSITE FAVOURABILITY ELEMENTS	Corporate website favourability		.922			
		CWF1	.595	.923	4.93	1.427
		CWF2	.369	.918	4.74	1.573
		CWF3	.575	.919	4.71	1.637
		CWF4	.606	.918	4.74	1.414
		CWF5	.380	.974	4.88	1.881
		CWF6	.553	.919	4.81	1.587
		CWF7	.551	.919	4.97	1.433
		CWF8	.450	.922	4.48	1.634
		CWF9	.210	.921	5.06	1.683
		CWF10	.599	.918	5.38	1.440
		CWF11	.582	.918	5.08	1.516
		CWF12	.640	.917	4.84	1.385
		CWF13	.737	.922	4.98	1.597
		CWF14	.396	.988	4.86	2.109
		CWF15	.602	.918	5.27	1.521
		CWF16	.652	.917	5.12	1.374
		CWF17	.729	.916	5.30	1.320
		CWF18	.704	.915	5.15	1.569
		CWF19	.594	.918	5.33	1.444
	CWF20	.537	.915	5.14	1.575	
	Navigation		.918			
		CWN1	.725	.908	5.07	1.316
		CWN2	.466	.918	5.42	1.443
		CWN3	.778	.905	5.45	1.291
		CWN4	.673	.911	5.22	1.272
		CWN5	.738	.907	5.36	1.262
		CWN6	.661	.912	5.36	1.159
		CWN7	.770	.905	5.37	1.275
		CWN8	.700	.910	5.29	1.207
		CWN9	.622	.914	5.32	1.311
		CWN10	.731	.908	5.22	1.387
	Visual		.935			
		CWV1	.690	.930	4.89	1.350
		CWV2	.723	.929	5.23	1.477
		CWV3	.723	.929	5.18	1.466
		CWV4	.662	.931	5.10	1.249
		CWV5	.725	.929	4.99	1.379
		CWV6	.611	.933	5.10	1.293
		CWV7	.758	.928	5.12	1.343
		CWV8	.604	.933	5.08	1.525
		CWV9	.755	.928	5.05	1.393
		CWV10	.686	.930	5.32	1.268
		CWV11	.695	.930	5.16	1.344
		CWV12	.744	.928	5.36	1.466
		CWV13	.724	.929	5.00	1.462

Information	.949					
		CW11	.382	.944	4.82	1.485
		CW12	.690	.946	5.22	1.539
		CW13	.781	.944	5.05	1.343
		CW14	.658	.947	5.22	1.397
		CW15	.763	.944	5.08	1.460
		CW16	.715	.945	5.33	1.405
		CW17	.688	.946	5.10	1.396
		CW18	.717	.945	5.18	1.456
		CW19	.703	.946	5.00	1.434
		CW110	.748	.945	5.19	1.488
		CW111	.427	.945	5.08	1.199
		CW112	.788	.944	5.32	1.279
		CW113	.751	.945	5.30	1.210
		CW114	.625	.947	5.38	1.420
		CW115	.653	.947	5.15	1.232
		CW116	.643	.947	5.32	1.353
Usability	.873					
		CWU1	.739	.840	4.45	1.463
		CWU2	.708	.846	4.79	1.607
		CWU3	.759	.837	4.99	1.467
		CWU4	.636	.858	4.99	1.328
		CWU5	.527	.875	5.14	1.417
		CWU6	.687	.849	4.90	1.520
Customisation	.887					
		CWCU1	.239	.840	4.81	1.440
		CWCU2	.708	.846	4.79	1.691
		CWCU3	.759	.837	4.68	1.690
		CWCU4	.636	.858	4.70	1.647
		CWCU5	.527	.875	4.97	1.563
Security	.854					
		CWS1	.667	.829	4.71	1.359
		CWS2	.659	.829	5.04	1.457
		CWS3	.621	.834	5.14	1.305
		CWS4	.650	.831	4.88	1.312
		CWS5	.715	.822	5.05	1.508
		CWS6	.576	.839	5.12	1.462
		CWS7	.525	.846	4.88	1.471
		CWS8	.376	.862	5.23	1.429
Availability	.867					
		CWA1	.653	.847	4.63	1.577
		CWA2	.564	.858	5.34	1.346
		CWA3	.768	.829	5.04	1.522
		CWA4	.592	.855	5.41	1.165
		CWA5	.691	.842	5.08	1.299
		CWA6	.605	.853	5.01	1.379
		CWA7	.623	.851	5.33	1.444
Customer service	.869					
		CWCS1	.599	.857	4.75	1.352
		CWCS2	.661	.848	5.21	1.527
		CWCS3	.450	.874	5.33	1.259
		CWCS4	.725	.839	4.60	1.631
		CWCS5	.706	.843	5.01	1.389
		CWCS6	.723	.839	4.79	1.598
		CWCS7	.645	.851	4.95	1.423
Website credibility	.858					
		CWCR1	.531	.848	4.45	1.405
		CWCR2	.554	.847	4.89	1.680
		CWCR3	.446	.856	4.70	1.534
		CWCR4	.673	.834	5.10	1.435
		CWCR5	.578	.843	5.15	1.506
		CWCR6	.653	.836	4.82	1.475
		CWCR7	.594	.842	5.22	1.397
		CWCR8	.644	.837	4.95	1.471
		CWCR9	.388	.842	5.08	1.479
Perceived corporate social responsibility	.869					
		CWCSR1	.648	.850	4.71	1.495
		CWCSR2	.597	.858	5.14	1.427
		CWCSR3	.693	.842	4.96	1.504
		CWCSR4	.720	.837	4.93	1.521

		CWCSR5	.751	.832	4.93	1.475
		CWCSR6	.597	.859	4.99	1.523
		CWCSR7	.551	.852	4.96	1.447
		CWCSR8	.597	.859	4.75	1.514
Perceived corporate culture						
	<i>Corporate values</i>		.916			
		CCCV1	.750	.905	4.67	1.355
		CCCV2	.668	.908	4.93	1.557
		CCCV3	.678	.908	4.97	1.666
		CCCV4	.608	.911	5.14	1.398
		CCCV5	.668	.908	4.77	1.550
		CCCV6	.300	.907	4.89	1.429
		CCCV7	.442	.909	4.81	1.411
		CCCV8	.751	.904	4.78	1.484
		CCCV9	.203	.911	4.79	1.509
		CCCV10	.589	.912	5.14	1.456
		CCCV11	.615	.911	4.92	1.422
		CCCV12	.633	.910	5.11	1.514
	<i>Corporate philosophy</i>		.879			
		CCCPH1	.672	.861	5.11	1.514
		CCCPH2	.674	.860	4.89	1.429
		CCCPH3	.638	.867	4.82	1.549
		CCCPH4	.692	.857	5.25	1.331
		CCCPH5	.693	.857	4.93	1.408
		CCCPH6	.754	.847	5.29	1.409
	<i>Corporate mission</i>		.840			
		CCCM1	.680	.797	4.93	1.503
		CCCM2	.700	.791	5.03	1.554
		CCCM3	.681	.796	4.90	1.583
		CCCM4	.588	.822	4.92	1.543
		CCCM5	.571	.827	4.86	1.619
	<i>Corporate principles</i>		.866			
		CCCPR1	.564	.860	5.18	1.503
		CCCPR2	.691	.837	4.99	1.541
		CCCPR3	.753	.828	5.11	1.360
		CCCPR4	.650	.845	4.79	1.453
		CCCPR5	.620	.853	5.04	1.728
		CCCPR6	.721	.833	5.16	1.375
	<i>Corporate history</i>		.870			
		CCCH1	.777	.827	5.05	1.615
		CCCH2	.613	.857	5.14	1.367
		CCCH3	.618	.856	4.90	1.455
		CCCH4	.764	.831	5.03	1.404
		CCCH5	.646	.852	5.12	1.518
		CCCH6	.599	.859	5.11	1.458
	<i>Founder of the company</i>		.827			
		CCF1	.572	.806	4.93	1.512
		CCF2	.608	.797	4.95	1.615
		CCF3	.671	.779	4.93	1.484
		CCF4	.644	.786	5.00	1.537
		CCF5	.620	.793	4.74	1.642
	<i>Country of origin</i>		.876			
		CCCO1	.662	.857	5.05	1.517
		CCCO2	.664	.857	5.03	1.607
		CCCO3	.652	.858	4.97	1.616
		CCCO4	.654	.858	5.03	1.509
		CCCO5	.676	.856	4.97	1.374
		CCCO6	.660	.857	5.04	1.532
		CCCO7	.632	.861	5.15	1.604
	<i>Company's subcultures</i>		.903			
		CCS1	.600	.897	4.85	1.578
		CCS2	.700	.890	5.10	1.474
		CCS3	.585	.898	4.95	1.393
		CCS4	.728	.888	5.11	1.542
		CCS5	.704	.890	4.88	1.499

		CCS6	.644	.894	5.19	1.469
		CCS7	.505	.896	5.08	1.341
		CCS8	.302	.890	5.10	1.435
		CCS9	.581	.898	5.05	1.343
		CCS10	.715	.889	4.93	1.540
Corporate image	.906					
		CI1	.684	.896	4.82	1.398
		CI2	.645	.899	4.85	1.596
		CI3	.669	.897	5.12	1.554
		CI4	.667	.897	4.85	1.421
		CI5	.601	.901	5.10	1.376
		CI6	.647	.898	4.95	1.413
		CI7	.629	.899	4.88	1.452
		CI8	.708	.895	5.03	1.291
		CI9	.734	.893	5.10	1.314
		CI10	.682	.896	5.26	1.354
Corporate reputation	.889					
		CR1	.583	.881	4.92	1.382
		CR2	.716	.871	4.70	1.411
		CR3	.671	.875	5.12	1.322
		CR4	.633	.877	4.95	1.353
		CR5	.537	.884	5.04	1.327
		CR6	.626	.878	4.95	1.471
		CR7	.725	.870	5.14	1.446
		CR8	.609	.879	5.08	1.402
		CR9	.616	.879	5.11	1.318
		CR10	.535	.884	5.11	1.439
Consumer-company identification	.894					
		I1	.710	.877	4.81	1.664
		I2	.816	.852	4.81	1.823
		I3	.790	.860	4.93	1.566
		I4	.714	.876	4.84	1.756
		I5	.675	.884	5.03	1.527
Loyalty	.902					
		L1	.768	.881	4.44	1.803
		L2	.796	.878	4.85	1.777
		L3	.707	.888	4.47	1.796
		L4	.707	.888	4.60	1.801
		L5	.793	.878	4.82	1.727
		L6	.562	.903	4.70	1.431
		L7	.641	.895	4.92	1.714
Satisfaction	.912					
		S1	.775	.893	4.55	1.692
		S2	.725	.900	4.89	1.595
		S3	.776	.893	4.85	1.450
		S4	.641	.912	4.96	1.611
		S5	.791	.890	5.01	1.594
		S6	.819	.886	5.23	1.646
Attractiveness	.891					
		CRA1	.496	.894	4.86	1.548
		CRA2	.571	.886	4.90	1.502
		CRA3	.669	.876	5.21	1.453
		CRA4	.748	.869	5.04	1.438
		CRA5	.780	.867	5.10	1.345
		CRA6	.712	.872	4.97	1.563
		CRA7	.690	.874	5.15	1.488
		CRA8	.683	.875	5.18	1.512

Source: Analysis of survey data (SPSS file).

This study employed SPSS package to conduct exploratory factor analysis EFA in order to “identify groupings among variables based on relationships represented in a correlation matrix” (Hair et al., 2014, p. 146). Based on the multiple loadings on two factors and low

reliability with below .50 item total correlation (Doll and Torkzadeh, 1988; Hair et al., 2014), the following items were deleted CWF2, CWF4, CWF5, CWF9, CWF10, CWF14, CWF16, CWF20, CWN2, CWN5, CWN7, CWV10, CWI1, CWI8, CWI11, CWI14, CWCU1, CWS1, CWCR9, CCCV6, CCCV7, CCCV8, CCCV9, CCCPR4, CCS6, CCS8, CI9, CI10, CR7, CR9, CR10, and L1 (Table 4.15).

Table 4.15: A summary of item purification process

Construct	Items dropped	Reasons for dropping the items
Corporate website favourability	CWF2 CWF5 CWF9 CWF14	Low reliability, item to total correlation is less than .5
	CWF4 CWF10 CWF16 CWF20	Multiple loadings on two factors
Navigation	CWN2	Low reliability, item to total correlation is less than .5
	CWN5 CWN7	Multiple loadings on two factors
Visual	CWV10	Multiple loadings on two factor
Information	CWI1 CWI11	Low reliability, item to total correlation is less than .5
	CWI8 CWI14	Multiple loadings on two factors
Customisation	CWCU1	Low reliability, item to total correlation is less than .5
Security	CWS1	Multiple loadings on two factors
Website credibility	CWCR9	Low reliability, item to total correlation is less than .5
Perceived corporate Culture: Corporate values	CCCV6 CCCV7 CCCV9 CCCV8	Low reliability, item to total correlation is less than .5
	CCCPR4	Multiple loadings on two factors
Corporate principles Company's subcultures	CCS6 CCS8	Low reliability, item to total correlation is less than .5
Corporate image	CI9 CI10	Multiple loadings on two factors
Corporate reputation	CR7 CR9 CR10	Multiple loadings on two factors
Loyalty	L1	Multiple loadings on two factors

Source: Developed by the researcher.

According to Churchill (1979), the next step after the necessary items are deleted is to analyse the reliability of the scale to evaluate if the constructs, particularly the revised ones, produce positive results. Prior to the main survey, it is essential that “the measures used are developed and investigated for the reliability” (Melewar, 2001, p. 38). To conduct reliability testing, the Cronbach’s alpha coefficient method was adopted (Cronbach, 1951; De Vellis, 2012; Melewar, 2001; Nunnally, 1978; Tabachnick and Fidell, 2007). Table 4.16 shows that

the Cronbach's alpha coefficient was .896 and higher, which is higher than the satisfactory level of .70 (Hair et al., 2014), indicating the high degree of reliability.

Table 4.16: Reliability measures for each construct on the basis of the pilot study

Constructs	Cronbach's alpha	Items	Correlated item- total correlation	Mean	SD	EFA Final loading	Items deleted
Corporate website favourability	.974						
		CWF1	.888	5.12	1.615	.912	CWF2
		CWF3	.890	4.92	1.561	.912	CWF4
		CWF6	.871	4.88	1.615	.928	CWF5
		CWF7	.892	5.27	1.493	.924	CWF9
		CWF8	.797	4.81	1.705	.895	CWF10
		CWF11	.800	4.85	1.647	.917	CWF14
		CWF12	.878	5.29	1.541	.911	CWF16
		CWF13	.837	4.98	1.597	.922	CWF20
		CWF15	.882	5.41	1.498	.922	
		CWF17	.908	5.40	1.507	.913	
		CWF18	.917	5.21	1.518	.912	
		CWF19	.900	5.36	1.485	.771	
Navigation	.959						
		CWN1	.822	5.88	1.269	.847	CWN2
		CWN3	.837	5.78	1.294	.900	CWN5
		CWN4	.848	5.93	1.240	.915	CWN7
		CWN6	.853	5.84	1.202	.901	
		CWN8	.872	5.86	1.273	.891	
		CWN9	.894	5.71	1.359	.940	
		CWN10	.873	5.81	1.381	.916	
Visual	.983						
		CWV1	.915	4.96	1.711	.921	CWV10
		CWV2	.919	5.14	1.641	.923	
		CWV3	.915	4.62	1.665	.911	
		CWV4	.929	5.03	1.668	.936	
		CWV5	.883	4.90	1.620	.862	
		CWV6	.859	4.94	1.768	.898	
		CWV7	.927	5.19	1.651	.935	
		CWV8	.903	4.99	1.638	.917	
		CWV9	.872	5.19	1.639	.878	
		CWV11	.938	5.10	1.697	.930	
		CWV12	.891	5.02	1.653	.882	
		CWV13	.904	4.86	1.780	.913	
Information	.949						
		CWI2	.881	5.66	1.426	.879	CWI1
		CWI3	.900	5.59	1.432	.924	CWI8
		CWI4	.920	5.51	1.396	.921	CWI11
		CWI5	.916	5.55	1.395	.940	CWI14
		CWI6	.886	5.40	1.479	.891	
		CWI7	.894	5.56	1.481	.902	
		CWI9	.853	5.52	1.464	.851	
		CWI10	.915	5.77	1.349	.913	
		CWI12	.783	5.36	1.437	.803	
		CWI13	.923	5.60	1.392	.931	
		CWI15	.880	5.56	1.404	.939	
		CWI16	.910	5.52	1.365	.910	
Usability	.973						
		CWU1	.905	5.05	1.624	.913	
		CWU2	.889	5.12	1.481	.907	
		CWU3	.931	4.89	1.712	.941	
		CWU4	.881	5.04	1.620	.913	
		CWU5	.938	4.86	1.694	.945	
		CWU6	.927	4.93	1.669	.919	
Customisation	.958						
		CWCU2	.913	5.16	1.463	.944	CWCU1
		CWCU3	.866	5.12	1.394	.911	
		CWCU4	.913	5.16	1.463	.944	
		CWCU5	.901	5.21	1.280	.935	
Security	.973						
		CWS2	.861	5.36	1.398	.908	CWS1
		CWS3	.903	5.49	1.396	.911	

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		CWS4	.921	5.38	1.287	.942	
		CWS5	.913	5.48	1.345	.939	
		CWS6	.865	5.32	1.393	.915	
		CWS7	.919	5.51	1.237	.914	
		CWS8	.935	5.44	1.323	.950	
Availability			.973				
		CWA1	.882	5.16	1.764	.879	
		CWA2	.872	5.49	1.780	.873	
		CWA3	.898	5.36	1.719	.908	
		CWA4	.899	5.53	1.757	.908	
		CWA5	.928	5.27	1.774	.960	
		CWA6	.873	5.14	1.751	.883	
		CWA7	.880	5.26	1.756	.958	
Customer service			.956				
		CWCS1	.751	5.86	1.146	.800	
		CWCS2	.774	5.48	1.415	.817	
		CWCS3	.868	5.25	1.553	.858	
		CWCS4	.853	5.16	1.280	.887	
		CWCS5	.872	5.45	1.236	.897	
		CWCS6	.852	5.26	1.270	.928	
		CWCS7	.767	5.33	1.292	.961	
Website credibility			.979				
		CWCR1	.838	5.58	1.311	.845	CWCR9
		CWCR2	.930	5.85	1.319	.944	
		CWCR3	.947	5.85	1.319	.955	
		CWCR4	.956	5.84	1.323	.960	
		CWCR5	.897	5.77	1.242	.904	
		CWCR6	.900	5.79	1.280	.917	
		CWCR7	.890	5.79	1.354	.885	
		CWCR8	.830	5.79	1.291	.918	
Perceived corporate social responsibility			.957				
		CWCSR1	.857	4.56	1.929	.889	
		CWCSR2	.835	4.84	1.886	.886	
		CWCSR3	.888	4.84	1.908	.919	
		CWCSR4	.878	4.79	1.915	.913	
		CWCSR5	.899	4.84	1.849	.903	
		CWCSR6	.834	4.79	1.856	.892	
		CWCSR7	.852	4.96	1.847	.852	
		CWCSR8	.859	4.75	1.914	.959	
Perceived corporate culture							
<i>Corporate values</i>			.939				
		CCCV1	.832	4.75	1.579	.899	CCCV6
		CCCV2	.791	4.96	1.775	.891	CCCV7
		CCCV3	.797	5.01	1.874	.837	CCCV8
		CCCV4	.776	5.14	1.644	.875	CCCV9
		CCCV5	.772	4.89	1.729	.857	
		CCCV10	.772	5.08	1.730	.848	
		CCCV11	.763	4.96	1.654	.811	
		CCCV12	.762	5.15	1.647	.861	
Corporate philosophy			.951				
		CCCPH1	.817	5.88	1.269	.847	
		CCCPH2	.850	5.78	1.294	.900	
		CCCPH3	.840	5.93	1.240	.915	
		CCCPH4	.832	5.84	1.202	.901	
		CCCPH5	.876	5.86	1.273	.940	
		CCCPH6	.882	5.71	1.359	.847	
Corporate mission			.961				
		CCCM1	.876	5.04	1.513	.913	
		CCCM2	.872	5.26	1.616	.886	
		CCCM3	.864	5.05	1.598	.906	
		CCCM4	.929	5.32	1.632	.937	

	CCCM5	.910	5.33	1.667	.935	
Corporate principles		.896				
	CCCPR1	.721	5.00	1.167	.799	CCCPR4
	CCCPR2	.707	5.07	1.159	.809	
	CCCPR3	.764	4.89	1.350	.852	
	CCCPR5	.581	5.15	1.319	.850	
	CCCPR6	.750	5.07	1.147	.849	
Corporate history		.988				
	CCCH1	.920	5.19	1.777	.931	
	CCCH2	.972	5.49	1.887	.967	
	CCCH3	.984	5.51	1.894	.986	
	CCCH4	.967	5.48	1.879	.982	
	CCCH5	.933	5.41	1.870	.947	
	CCCH6	.973	5.37	1.860	.973	
Founder of the company		.968				
	CCF1	.930	4.86	1.566	.945	
	CCF2	.823	5.11	1.577	.869	
	CCF3	.936	4.88	1.615	.949	
	CCF4	.915	4.99	1.629	.927	
	CCF5	.943	5.00	1.563	.939	
Country of origin		.947				
	CCCO1	.799	5.34	1.315	.884	
	CCCO2	.866	5.37	1.439	.886	
	CCCO3	.848	4.89	1.595	.867	
	CCCO4	.699	5.18	1.437	.785	
	CCCO5	.841	5.30	1.244	.855	
	CCCO6	.871	5.15	1.391	.911	
	CCCO7	.856	5.23	1.514	.887	
Company's subcultures		.967				
	CCS1	.830	4.77	1.760	.879	CCS6
	CCS2	.898	4.85	1.785	.929	CCS8
	CCS3	.865	4.82	1.636	.886	
	CCS4	.889	4.85	1.785	.911	
	CCS5	.856	4.74	1.780	.846	
	CCS7	.872	5.00	1.716	.876	
	CCS9	.848	4.92	1.631	.868	
	CCS10	.897	4.74	1.716	.901	
Corporate image		.958				
	CI1	.840	4.81	1.515	.871	CI9
	CI2	.872	5.10	1.483	.906	CI10
	CI3	.870	4.56	1.691	.915	
	CI4	.787	4.73	1.750	.825	
	CI5	.920	4.45	1.675	.947	
	CI6	.815	4.42	1.840	.855	
	CI7	.742	5.32	1.461	.792	
	CI8	.904	4.74	1.581	.924	
Corporate reputation		.981				
	CR1	.858	4.95	1.624	.874	CR7
	CR2	.961	4.84	1.833	.970	CR9
	CR3	.965	4.89	1.752	.972	CR10
	CR4	.961	4.84	1.833	.970	
	CR5	.972	4.90	1.725	.979	
	CR6	.810	4.84	1.787	.843	
	CR8	.974	4.93	1.710	.983	
Consumer-company identification		.965				
	I1	.875	5.49	1.501	.902	
	I2	.920	5.55	1.472	.946	
	I3	.910	5.25	1.516	.940	
	I4	.883	5.12	1.490	.910	
	I5	.918	5.40	1.470	.937	
Loyalty		.943				
	L2	.850	5.71	1.241	.878	L1
	L3	.816	5.40	1.244	.883	
	L4	.855	5.62	1.186	.858	
	L5	.850	5.56	1.333	.919	

	L6	.807	5.59	1.300	.869	
	L7	.800	5.73	1.109	.799	
Satisfaction		.982				
	S1	.905	5.29	1.736	.934	
	S2	.959	5.56	1.833	.965	
	S3	.978	5.51	1.827	.978	
	S4	.958	5.45	1.811	.961	
	S5	.869	5.42	1.739	.887	
	S6	.968	5.40	1.785	.977	
Attractiveness		.957				
	CRA1	.865	5.23	1.523	.928	
	CRA2	.888	4.92	1.507	.927	
	CRA3	.879	4.90	1.583	.903	
	CRA4	.846	5.33	1.453	.924	
	CRA5	.729	4.89	1.629	.848	
	CRA6	.896	4.90	1.591	.919	
	CRA7	.785	4.89	1.586	.891	
	CRA8	.813	5.32	1.499	.843	

Based on the EFA, the questionnaire design was finalised with 180 items.

4.6. Main survey

The main study was conducted in the UK and Russia to purify the measurement scales (Churchill, 1976). This study conducted a self-administrated questionnaire to gather the responses from the consumers of the HSBC in the UK and of Sberbank in Russia between 15 January 2016 and 31 March 2016 for the main survey. This research adopted a convenience sampling (non-random sampling technique).

4.6.1. Target population and sampling

The researcher needs to outline “the segment of the population that is selected for investigation” (sample) and the “method of selection may be based on a probability or a non-probability approach” (Bryman, 2012, p. 187). The ‘sampling units’ and ‘elements’ should be specified by the researcher in order to define the sampling population. A sample unit comprises the elements that are obtained for selection in the sampling process (Malhotra and Birks, 2000), which represents the main research area and is assumed to contain high external validity (Churchill, 1999).

The population is “the universe of units from which the sample is to be selected”, where “unit is employed because it is not necessarily people who are being sampled – the researcher may want to sample from the universe of nations, cities, regions, firms, etc.” Bryman (2012, p. 187). According to Salant and Dillman (1994), the sample should be determined by the

following factors: 1) the amount of sampling error that can be tolerated; 2) the variation of the population in regards to the characteristics of interest; 3) the size of the population; and 4) the smallest subgroup within the sample for which estimates are needed. The sample taken from the population should be representative in order to let the researcher make inferences or generalise from the sample statistics to the population under study. The principal motive to sample is to save time and money.

According to Bryman and Bell (2007), sampling techniques can be divided into two broad categories: probability sampling and non-probability sampling (Table 4.17). The probability sample can be defined as “a sample that has been selected using random selection so that each unit in the population has a known chance of being selected. It is generally assumed that a representative sample is more likely to be the outcome when this method of selection from the population is employed. The aim of probability sampling is to keep sampling error to a minimum” (Bryman and Bell, 2007, p. 182). A non-probability sample is “a sample that has not been selected using a random selection method. Essentially, this implies that some units in the population are more likely to be selected than others” (Bryman and Bell, 2007, p. 182).

Table 4.17: Strengths and weaknesses of sampling methods

	Explanation	Strengths	Weaknesses
Probability sampling	Probability sampling is a subset of the population, where probability of selection is known and non-zero		
<i>Simple random</i>	Any element of the population can be selected	Generalisability of results	Tends to be expensive; time-consuming
<i>Systematic</i>	Arbitrary selection in an ordered manner	Ease of implementation	Items in the population must be in some type of order
<i>Stratified</i>	Division into natural subgroups (e.g. age, income, gender). Sample includes items from each stratum	Takes into account subgroups; relative precision	Difficult to determine proper strata
<i>Cluster</i>	Random sample of subgroups. All members of the chosen subgroups are included	Inexpensive; ease of implementation	Relatively low precision
Non-probability sampling	Non-probability sampling is any subset of the population, where the probability of selection cannot be calculated and the researcher’s personal judgement dominates the selection process		
<i>Judgment</i>	Sample selection based on researcher’s personal judgement	Inexpensive; little time to administer	Subjective; lack of generalisability

<i>Convenience</i>	Sample includes items that are easy to obtain and available	Inexpensive; little time to administer; convenience	Biased; lack of generalisability
<i>Quota</i>	Sample consists of particular individuals with specific characteristics (e.g. age, income, race, gender). Percentage of target population that possesses the characteristics of interest needed to be obtained, followed by their exact number	Can be used to examine groups with certain traits	Subjective
<i>Snowball</i>	Sample is determined by the initial respondents providing names of additional respondents referral method	Can be used to examine unusual groups; low cost	Takes a lot of time to administer

Source: Blumberg et al. (2008, pp. 363-371).

Based on the research questions, the unit of analysis is the consumers of the HSBC bank in the UK and Sberbank in Russia. Due to the banks' policies on data protection, they did not let the researcher use their consumer database. As Al-Qeisi et al. (2014) pointed out, "owing to data protection restrictions, contacting users through banks was not an option" (p. 2284). Therefore, this study adopted a non-probability sampling approach; however, the generalisability of the non-probability sampling approach results can be relatively limited (Blumberg et al., 2008; Denscombe, 2002). The current research is primarily based on a convenience sample (non-random sampling approach). In the field of business and management, "convenience samples are very common and indeed are more prominent than are samples based on probability sampling" (Bryman and Bell, 2007, p. 198). In addition, convenience samples are widely used by international researchers (Griffin et al., 2004).

This study population is the consumers of the HSBC in the UK and Sberbank in Russia. This study focused on the consumers' perceptions of the corporate website favourability and its impact on the corporate image, corporate reputation, consumer-company identification, and loyalty in the UK and Russia. The data were gathered via various methods. According to Rubin and Babbie (2016), "mail, face-to-face, telephone, and online surveys – researches can combine these modalities" (p. 396). Authors (Dillman et al., 2014; Rubin and Babbie, 2016), noted that by combining the different ways of questionnaire collection (such as mail, face-to-face, telephone, and online surveys) the response rates can be improved. Mixed-mode surveys try to combine the best of all possible worlds by exploiting the advantages of different modes to compensate for their weaknesses (De Leeuw, 2005, 2013). According to De Leeuw and Hox (2011), the empirical mode comparisons showed relatively small

differences between Internet and other modes of data collection. As suggested by Dillman et al. (2009), the same questionnaire was used for different methods of data collection.

The 2000 questionnaires were distributed via a convenience sampling method in each country by using the respondents that were available. However, a survey seldom attains the response from all the contacts made (Denscombe, 2007). By following the recommendations of Srinivassan et al. (2002), “an email invitation, containing an embedded URL link to the website hosting the survey, was sent to each of the potential respondents”, as well as “a summary of the survey results was offered to those who requested it” (p. 45). The emails, with the embedded URL link to the questionnaires, were sent in the middle of January 2016. The deadline for the completion of the questionnaires was 7 February 2016. In total, 405 questionnaires were returned out of 2000 in the UK and 403 of the 2000 in Russia. The overall response rate was 20% in the UK and 20% in Russia, which is considered to be an average response rate according to Srinivassan et al. (2002).

Additionally, the face-to-face method was employed, as it is a widely adopted method in large surveys (Churchill, 1999). The 150 questionnaires were conducted face-to-face at Middlesex University (UK) and 160 in Kazan Federal University (Russia) from 15 January 2016 to 31 March 2016. According to scholars (Griffin et al., 2004; Van Heerden and Puth, 1995), students and academic staff are widely used by researchers. In addition, according to Van Heerden and Puth (1995), “students as a fairly heterogeneous group, can be regarded as a very important target group of banks, albeit in state of transition. They are future managers and decision-makers” (p. 13). Students can be good substitutes for consumers when testing involves human-information processing. The profile of students is similar to the profile of the online consumer population (Alsajjan and Dennis, 2010; McKnight et al., 2002). Additionally, several researchers have used students in similar studies (Alsajjan and Dennis, 2010; Barnes et al., 2001; Chen and Wells, 1999; Ganguly et al., 2009; Kabadayi and Gupta, 2011; Kumar et al., 2014; Lin, 2007; Martinez and Del Bosque, 2013). Student samples are generally used by Internet researchers because they are the most active Internet users (Yoo and Donthu, 2001), most innovative users of websites (Agarwal and Karahanna, 2000; Gefen et al., 2003), and have free access to the Internet (Walczuch and Lundgren, 2004).

Furthermore, the snowballing (non-probability sampling) was employed as a method of distribution to enhance the size of the sample and to ensure that the most knowledgeable

participants are included (Andriopoulos and Lewis, 2009; Foroudi et al., 2014; Bryman, 1999). “In certain respects, snowball sampling is a form of convenience sample” where the researcher “makes initial contact with a small group of people who are relevant to the research topic and then uses these to establish contact with others” (Bryman, 2012, p. 202).

As a result, 555 usable questionnaires were collected in the UK and 563 in Russia. The sample size of more than 300 is considered to be a rigorous statistical analysis data sample (Stevens, 1996). The questionnaire consisted of eight two-sided pages with a covering letter based on the recommendations of Dillman (2000).

4.6.2. Appropriate number of participants

According to Hair et al. (2014), the five aspects influencing the sample size for structural equation modelling (SEM) include: 1) “multivariate normality of the data”, if non-normality occurs the ratio of participants should be higher (15:1); 2) “estimation technique”, a sample size range from 100 to 400 is advised if the study employed SEM based on the maximum likelihood estimation (MLE); 3) “model complexity”: 100 minimum sample size is required for “models containing five or fewer constructs, each with more than three items (observed variables) and with high item communalities (.6 or higher)”, 150 minimum sample size is needed for “models with seven constructs or less, modest communalities (.5), and no underidentified constructs”, 300 minimum sample size should be used for “models with seven or fewer constructs, lower communalities (below .45), and/or multiple underidentified (fewer than three constructs)”, a 500 minimum sample size is required for “models with large numbers of constructs, some with lower communalities, and/or having fewer than three measured items”; 4) “the amount of missing data”, the size of the sample needs to be increased if the amount of missing data is greater than 10%; and 5) “the average error variance among the reflective indicators”, where the “larger sample sizes are required as communalities become smaller” and “models containing multiple constructs with communalities less than .5 also require large sizes for convergence and model stability” (p. 573). Additionally, the MLE becomes more sensitive when the size of the sample is larger than 400 (Hair et al., 2014; Tanaka, 1993).

Roscoe (1975) suggested that more than 30 and less than 500 is considered to be an appropriate sample size, and, if multivariate analyses is employed, the sample size needs to

be at least 10 times the number of variables. Bentler and Chou (1987) suggested that for the normally distributed data, at least five cases per parameter are required. Other scholars (Comrey and Lee, 1992) asserted that a sample size of 50 is very poor, 100 is poor, 200 is fair, 300 is good, 500 is very good, and 1,000 is excellent. Craig and Douglas (2005) stated that in international marketing research the appropriate sample size is usually determined based on the research budget.

To date, no systematic empirical research has been conducted in regards to the corporate website favourability phenomenon, or its antecedents and consequences from the consumer perspectives. This study employs SEM to analyse corporate website favourability, together with its antecedents and consequences. There is no correct or absolute sample size limit recognised in the literature. Based on the above discussion, the ratio of five cases per parameter (Bentler and Chou, 1987; Bollen, 1989), and the communalities being above .5 (Hair et al., 2014) are taken into consideration.

4.7. QUESTIONNAIRE DESIGN

Internet and website literature is still a young research area. The studies on websites have primarily been conducted in Western countries, especially in developed countries, e.g. the USA and the UK (Barnes and Vidgen, 2001, 2002; Bravo et al., 2009; Cyr, 2008; Taylor et al., 2002).

Only a few studies focused on website dimensions in non-Western countries (e.g. Alsajjan and Dennis, 2010; Cyr et al., 2008; Fan et al., 2013), and the majority of research focuses on consumers in Western countries (Alsajjan and Dennis, 2010). Although non-Western countries have received little research attention, they can greatly benefit from the research on the Internet (Alsajjan and Dennis, 2010; Fusilier and Durlabhji, 2005). Thus, there is a significant research gap in this area (Alsajjan and Dennis, 2010), as the responses from consumers have been shown to differ based on culture (Davis et al., 2008). Moon and Kim (2001) advised that there should be more research in non-Western countries in this area. The majority of the online technology research focuses on the industrialised countries, such as the UK and the US, however, the perceptions of consumers in less industrialised countries remain uncertain, such as Russia, one of the biggest countries in the world.

In addition, it is a well-known fact that the loyalty of consumers is of paramount importance to business. The expansion of the Internet and advances in technology-based systems have vastly widened the horizons for businesses, in particular, for e-services. Based on the notion of the “intangible, informative nature of banking, banks are efficient users of online technology” (Alsajjan and Dennis, 2010, p. 957). According to the Office for National Statistics, in 2013, 36 million adults (73%) in Great Britain accessed the Internet every day, which represents an expansion of nearly double since 2006. Internet technologies have great potential for fundamentally changing the banks and the banking industry. To access bank accounts, 50% of the population of Great Britain use the Internet, in particular, 76% of adults aged from 24–35 years use Internet banking (Office of National Statistics, 2013). This swift increase in Internet usage, and e-banking in particular, highlights the need to research e-consumer perceptions. In addition, the phenomenon of globalisation creates an increasing need for more research into e-customers’ perceptions, especially in less-developed cultures (Alsajjan and Dennis, 2010; Straub et al., 1997).

The discussion above indicates that the study of corporate websites is overdue in both Western and non-Western settings for those who need a fuller understanding of how to construct a favourable company website that leads to a favourable corporate image, reputation, loyalty and consumer-company identification. This study, therefore, seeks to shed light on the antecedents and consequences of corporate websites in Western and non-Western settings, and specifically focuses on the elements constituting a favourable corporate website. Since conducting a research in all the Western and non-Western settings can be a challenge, the UK, as one of the top five largest advanced economies by nominal GDP in 2014 (IMF, 2014), was chosen to represent Western countries, and Russia, as one of the top five developing economies according to GDP in 2014 (IMF, 2014), was selected to represent non-Western countries. Although the characteristics of non-Western countries are relatively different, Russian culture is obviously different from Western countries. However, there are similarities between Russia and other non-Western countries. Therefore, Russia could in fact represent emerging markets in a non-Western context and the UK for developed markets.

In addition, since corporate website favourability is defined as the primary vehicle of corporate visual identity to project the corporate identity of the company, its operationalisation needs a particular company to be examined. A specific company was employed as a reference company in each country. Scholars (Ahearn et al., 2005;

Bhattacharya and Elsbach, 2002; Bhattacharya et al., 1995; Dutton and Dukerich, 1991; Elsbach and Bhattacharya, 2001; Foroudi et al., 2014) have highlighted, that because the area of study is rather underdeveloped, it is necessary to assess a particular company (Ahearn et al., 2005; Bhattacharya and Elsbach, 2002; Bhattacharya et al., 1995; Dutton and Dukerich, 1991; Elsbach and Bhattacharya, 2001; Foroudi et al., 2014). Elsbach and Bhattacharya (2001) recommended that focus groups can assist in categorising the focal construct concept and to make a list of associated companies. The respondents in the UK and Russia were asked to list the most favourable company websites in the UK and Russia (Bhattacharya and Sen, 2003; Elsbach and Bhattacharya, 2001). This study selected HSBC in the UK and Sberbank in Russia based on the respondents' suggestions.

This study evaluates the perceptions of HSBC consumers in the UK and Sberbank consumers in Russia based on participants' choice, as well as for the reasons below. In the UK, the company was chosen based on the Best Global Brand ranking, which is "Interbrands' annual ranking of the World's Most Valuable Brands. The three key indicators that determine the brand value are: the financial performance of the branded products or services, the role of brand in the purchase decision process and the strength of the brand" (rankingthebrands.com, 2014), and BrandFinance Global500 (100) ranking, which is "an annual ranking of the most valuable brands in the world. Each brand has been accorded a brand rating: a benchmark study of the strength, risk and future potential of a brand relative to its competitor set as well as a Brand Value: a summary measure of the financial strength of the brand" (rankingthebrands.com, 2015).

In the UK, based on the Best Global Brand ranking by Interbrand, HSBC was chosen because it is the number one brand in the UK (2014, 2015) and it is one of the largest UK-based global companies in the world. According to BrandFinance Global500 (100), HSBC Plc. is the second most valuable brand in the UK after Vodafone. However, in the banking industry, HSBC Bank Plc. was the number one global brand in the UK in 2014 and second global brand within the banking industry worldwide. The overall brand ranking in 2014 was 20th among all industries and worldwide, during 2015 it dropped to 23rd and in 2016 to 35th place, due to there being an economic downturn in the UK that affected all sectors. However, in comparison to other UK companies it stayed the same as the first brand in the banking industry in the UK and second among all the industries in the UK behind Vodafone. In addition, in the middle of the global financial crisis, HSBC was one of the few firms to report

a profit for 2009. Since the financial crisis, HSBC has held a strong position and is rated 32nd for strategic assets of value in Best Global Brands (2015) by Interbrand.

Russian companies were not part of the Best Global Brands ranking and Brand Finance Global500 (100), therefore different rankings were chosen. The rankings Brand Finance Global Banking 500 (100), which is described as “this annual ranking is the only direct comparison of brand value within the banking industry. Each brand has been accorded a Brand Rating: a benchmark study of the strength, risk and future potential of a brand relative to its competitor set as well as a brand value: a summary measure of the financial strength of the brand” (rankingthebrands.com, 2015) and BrandZ Top 100 Most Valuable Global Brands, as “Millward Brown's brand valuation analyses provide strong evidence of the importance of branding for business leaders. Brand is about reputation. A brand generates trust for a company, for its products, and for its services. The brands mentioned in the BrandZ top 100 list are the world's most trusted brands” (rankingthebrands.com, 2015).

In Russia, Sberbank was chosen based on the Brand Finance Global Banking 500 (100) ranking in 2014, in that it was the strongest Russian brand in the world and was 17th around the globe; in 2015 it became 27th, and, in 2016, 35th due to the overall economic downturn in Russia. In 2014, Sberbank was in 75th place among global brands in the ranking of the BrandZ Top 100 Most Valuable Global Brands and the number one among Russian brands in this ranking. Robust growth in the banking industry over the last decade, has widened the scope of banking services in Russia. The Russian banking system is dominated by Sberbank, which accounts for 26% of the industry. A new image of Sberbank is being formed as a modern, high-tech and customer-friendly company. In addition, Sberbank has over 13 million active online banking users according to the Sberbank website (Sberbank, 2015).

The researcher used a seven-point Likert type scale from strongly disagree (1) to strongly agree (7) for the main survey to investigate the level of agreement or disagreement to measure attitude towards corporate website favourability, as described in the pilot study (section 4.5.3.1). The participants were consumers, conditional to their knowledge of the situation (Shiu et al., 2009). In order to examine the influence of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty, the degree of match between the corporate website favourability that is supposed to be shaped in the consumers' minds by companies, and the associations of the respondents about the company attractiveness and consumer satisfaction were measured as distinct scales.

The degree of salience with which an individual defines him/herself (self-image) is linked to how he/she relates his/herself in social environments. Establishing the connection between corporate website favourability and corporate image provide behavioural and attitudinal outcomes that can assist managers and marketers to efficiently position their services and products. Similarly, consumers will acquire a positive image of companies with values that are congruent with their self-image (Sen and Bhattacharya, 2001). Scholars (Abdullah et al., 2013; Alhudaithy and Kitchen, 2009; Braddy et al., 2008; Bravo et al., 2012; Foroudi et al., 2017; White and Raman, 2000) have stated that corporate websites are positively connected to image. According to Van Riel (1995), the corporate image construct should be measured using an attitude measurement. The measurement scales that are used in the main study resulted from the prior studies and the qualitative findings (Appendix 4.4). Appendixes 4.3a (UK) and 4.3b (Russia) present the observed values for consumers' associations with corporate website favourability and for their image, which were acquired from the main survey.

To start, the survey used a filter question in order to examine the familiarity of the respondents with the reference company (Foroudi et al. 2014, 2016; William and Moffitt, 1997). Furthermore, Fan et al. (2013) suggested asking respondents in the first part of the questionnaire if they have used the company's website of interest. Thus only the respondents who had experience and were familiar with the company and the company's website were allowed to participate in the survey. Based on the Schaefer and Dillman (1998) recommendations, an appropriate layout management and wording were used in the questionnaire. The questionnaire contained the statements in order to measure the consumers' response about the company, its corporate website favourability and corporate image, corporate reputation, consumer-company identification, loyalty, company attractiveness and consumer satisfaction. Finally, the respondents were asked to provide their demographic details. The questionnaire was examined by the expert judges prior to the pilot study (pre-est), as well as before embarking on the main study to ensure that the questionnaire was not confusing (Saunders et al., 2007; Sekaran, 2003). The main study questionnaire consisted of eight two-sided pages with a covering letter based on the recommendations of Dillman (2000) (Appendix 4.3a in English and Appendix 4.3b in Russian).

4.8. DATA ANALYSIS TECHNIQUES AND STATISTICAL PACKAGES

In this study data analysis combines the following steps: 1) to refine the content and the scales according to the information gathered from the qualitative and quantitative data; 2) to validate the scales according to the quantitative data from the main survey; and 3) to test the final model. Churchill (1979) recommended using multi-item scales rather than single-item scales for each construct in order to increase the reliability and reduce the measurement error. The three-step approach is explained as follows:

- 1) Exploratory factor analysis (EFA) was adopted in the pilot study and the main study in order to uncover the underlying structure of the constructs and reduce the number of items (Hair et al., 2014). The Cronbach's coefficient, also known as Cronbach's alpha was employed to examine the reliability of the scale and quality of the instrument (internal consistency) (Churchill, 1979; Parasuraman et al., 1998; Peter, 1979; Shiu et al., 2009).
- 2) Confirmatory factor analysis (CFA) was performed on the main survey to ensure that the developed scales were robust in terms of validity and reliability (Bowen and Guo, 2011). CFA is a "confirmatory test of the measurement theory" (Hair et al., 2014, p. 603).
- 3) Structural equation modelling (SEM) was employed to examine the conceptual framework and hypothesised relationships among the latent variables (Anderson and Gerbing, 1988; Hair et al., 2014).

This study used SPSS 21 for the initial phase of data analysis (Norusis, 1999). Researchers (Churchill, 1979; Hair et al., 2014; Peter, 1979; Tabachnick and Fidell, 2007) have widely employed Statistical Package for Social Sciences (SPSS) for: 1) coding, editing, and the treatment of missing data; 2) to test for assumptions of normality, linearity, multi-collinearity, and outliers; 3) to conduct the exploratory factor analysis to test the scales; 4) to calculate the mean and standard deviation, and analyse frequencies to illustrate the central tendency and dispersions of the variables; and 5) to conduct a reliability test to examine the validity and reliability of the instrument. Furthermore, this research adopted Analysis of Moment

Structure (AMOS) 21 for the structural equation modelling (SEM) to evaluate the measurement model and hypothesised structural model (Byrne, 2001; Hair et al., 2014). The next sections will discuss the rationale for the selection of the above techniques.

4.8.1. Exploratory factor analysis (EFA) and coefficient alpha

Exploratory factor analysis (EFA) is employed at the beginning of the study for preliminary testing of the measurement scales validity (Aaker, 1997; Netemeyer et al., 2003) to prepare data for SEM (Steenkamp and Van Trijp, 1991). Exploratory factor analysis (EFA) analysis can be applied for two main reasons: 1) to reduce the number of variables (Anderson and Gerbing, 1988; Craig and Douglas, 2005; Chandon et al., 1997; Hair et al., 2014); and 2) to ensure there is no multicollinearity between variables (Craig and Douglas, 2005). It aims to “arrive at more parsimonious conceptual understanding of a set of measured variables factors needed to account for the pattern of correlations among the measured variables” (Fabrigar et al., 1999, p. 275).

This study employed EFA in the pilot and main studies to reduce the number of items and to detect any pattern in the data (De Vaus, 2002; Hair et al., 2014; Tabachnick and Fidell, 2007). The principal components method was used for factor extraction (Hair et al., 2014; Kothari and Garg, 2014; Tabachnick and Fidell, 2007). Principal components (PC) analysis “is a procedure to convert a set of observations of possibly correlated variables into a set of values of linearly uncorrelated variables called principal components” (Kothari and Garg, 2014, p. 356). It is employed “to summarise the most of the original information (variance) in a minimum number of factors for prediction purposes” (Hair et al., 2014, p. 105). The Varimax rotation method is adopted to analyse the orthogonal factors and maximize the variance of factor loading, with loadings of .5 or higher considered significant (Hair et al., 2014). In order to evaluate the number of factors to extract, the latent root criterion with eigenvalue >1.00 was employed (Hair et al., 2014; Nunnally and Bernstein, 1994).

Additionally, the Cronbach’s alpha coefficient method was chosen to measure reliability, as it is widely accepted within the academic research community (Cronbach, 1951; De Vellis, 2012; Melewar, 2001; Nunnally, 1978; Tabachnick and Fidell, 2007). “A low coefficient alpha indicates the sample of items performs poorly in capturing the construct” (Melewar, 2001, p. 39). Moreover, it is used to assess the scale validity. According to scholars (De

Vaus, 2002; Foroudi et al., 2014; Hair et al., 2014; Nunnally, 1978; Palmer, 2011), a coefficient alpha that is greater than .70 shows a high degree of reliability.

4.8.2. Structural equation modelling (SEM)

The structural equation modelling (SEM) approach can offer a statistical criterion of how well the real data fit the particular model of interest (De Vellis, 2012). Thus, this study applied SEM with AMOS 21 software to confirm the conceptual framework and examine the hypothesised relationships among the latent variables (Anderson and Gerbing, 1988; Hair et al., 2014). Before conducting SEM, the conceptual framework was evaluated through the literature review.

SEM can be “referred to as causal modelling, causal analysis, simultaneous equation modelling, analysis of covariance structures, path analysis, or confirmatory factor analysis” (Tabachnick and Fidell, 2007, p. 676). According to Hair et al., (2014), the three main features of SEM are: 1) “estimation of multiple and interrelated dependence relationships”; 2) “an ability to represent unobserved concepts in these relationships and account for measurement error in the estimation process”; and 3) “defining a model to explain the entire set of relationships” (p. 547). This research adopted SEM by following Anderson and Gerbing (1988), and Hair et al. (2014) by using the measurement model and structural model.

4.8.2.1. Stages in structural equation modelling

Based on the previous section, this study adopted two stages to analyse the structural equation modelling data. Structural equation modelling (SEM) consists of a measurement model and a structural model (Hair et al., 2014). The first stage tests the measurement model by conducting confirmatory factor analysis (CFA) (Diamantopoulos and Siguaw, 2000). The measurement model “specifies the indicators for each construct and enables an assessment of construct validity” (Hair et al., 2014, pp. 545) to ensure that the scales developed and adapted are robust in terms of validity and reliability (Bowen and Guo, 2011), and the standardised factor loading is .6 or higher. This study employed a measurement model for the following reasons:

- 1) The CFA “is applied to test the extent to which a researcher’s a-prior, theoretical pattern of factor loadings on prespecified constructs (variables loading on specific constructs) represents the actual data, in other words it is confirmatory test of the measurement theory” (Hair et al., 2014, p. 603) and whether each subset of items was internally consistent (Parasuraman et al., 1998). In general, CFA is employed to investigate the construct validity to ensure that the theoretical meaning of the construct is empirically encapsulated (Steenkamp and Van Trijp, 1991). Confirmatory factor analysis presents a test of unidimensionality, that provides a better estimate of reliability than coefficient alpha (Gerbing and Anderson, 1988; Steenkamp and Van Trijp, 1991). Furthermore, the unidimensionality is examined by the overall fit of the confirmatory model (Garver and Mentzer, 1999; Hair et al., 2014).

- 2) The construct validity and reliability is substantial for the further theory. Followed by exploratory factor analysis, CFA provides the opportunity to compute composite reliability, which represents an additional estimation of a construct’s reliability (Gerbing and Anderson, 1988, Hair et al., 2014).

In the second stage, the structural model fit is evaluated through goodness-of-fit indices and the paths between the constructs to examine the study hypotheses (Anderson and Gerbing, 1988; Hair et al., 2014).

4.8.3. Model fit assessment

The measurement model was observed for overall fitness by referring to goodness-of-fit indices. Goodness-of-fit (GOF) “indicates how well the specified model reproduces the observed covariance matrix among the indicator items (i.e. the similarity of the observed and estimated covariance matrices)” (Hair et al., 2014, p. 576). As stated by Anderson and Gerbing (1988), “after a measurement model has been estimated, a researcher would assess how well the specified model accounted for the data with one or more overall goodness-of-fit indices” (p. 416). CFA aims to validate the measurement factors that occur within a set of variables in the theoretical model (Hair et al., 2014).

The fit indices exist in three types: 1) absolute fit indices, which “are a direct measure of how well the model specified by the researcher reproduces the observed data”; 2) incremental fit indices “differ from absolute fit indices in that they assess how well the estimated model fits relative to some alternative baseline model”; and 3) parsimony fit indices, which are “designed specifically to provide information about which model among a set of models is best, considering its fit relative to its complexity” (Hair et al., 2014, pp. 578-580). Widaman and Thompson (2003) noted that absolute fit indices are related to sample size, whereas the incremental fit indices are relatively independent of sample size. To start, the researcher examined the incremental fit indices and absolute fit indices, to evaluate collectively the structural and measurement models (Hair et al., 2014). Followed by the assessment of the incremental fit indices to compute how the specified models fit a specific null model (Hair et al., 2014).

According to Hair et al. (2014) the “rule of thumb suggests that we rely on at least one absolute fit index and one incremental fit index, in addition to the χ^2 results” (p. 630). In this study, the researcher evaluated eight measures of fit indices to examine the nomological validity: 1) chi-square statistics (χ^2); 2) Root means square error of approximation residual (RMSEA); 3) goodness-of-fit index (GFI); 4) normed fit index (NFI); 5) the normed comparative fit index (CFI); 6) adjusted goodness-of-fit index (AGFI); 7) incremental fit index (IFI); and 8) Tucker Lewis index (TLI). The overview of the goodness-of-fit measures is illustrated in Table 4.18. The overview of the indexes adopted in this study is presented below:

- 1) Chi-square (χ^2) is the fundamental method for examining the fit of the model and represents “the fit between the sample covariance matrix and the estimated population covariance matrix” (Tabachnick and Fidell, 2007, p. 715). Scholars (Hair et al., 2014; Tabachnick and Fidell, 2007) have highlighted that it is sensitive to sample size, especially if the observations are greater than 200. Chi-square was defined by Diamantopoulos and Siguaw (2000) as “a test of perfect fit in which the null hypothesis is that the model fits the population data perfectly” (p. 83). Chi-square (χ^2) is the first measure of fit included in the AMOS output. The statistically significant result specifies that the null hypothesis is rejected, representing poor model fit and possible rejection of the model (Byrne, 2001).

- 2) Root-mean square error of approximation (RMSEA) is “one of the most widely used measures that attempt to correct for the tendency the χ^2 GOF statistic to reject models with a large sample or a large number of observed variables” (Hair et al., 2014, p. 579). Scholars (Browne and Cudeck, 1993; Widaman and Thompson, 2003) have noted that RMSEA is relatively less related to sample size than other absolute fit indices. The good fit is represented by values lower than .05; however, values of .05 to .08 indicate a reasonable fit (Byrne, 2001; Hair et al., 2014; Tabachnick and Fidell, 2007; Widaman and Thompson, 2003). RMSEA is sometimes referred to as a “badness-of-fit index” (Hair et al., 2014, p. 589).
- 3) The goodness-of-fit index (GFI) represents a fit statistic where “even though n is not included in the formula, this statistic is still sensitive to sample size due to the effect of n on the sampling distributions” (Hair et al., 2014, p. 579). GFI was introduced by Joreskog and Sorbom (1982). It can be valued in a range between 0 and 1. The indication of a good fit is considered to be a value of .9 or above (Byrne, 2001; Hair et al., 2014; Tabachnick and Fidell, 2007).
- 4) The normed fit index (NFI) is “a ratio of the difference in the χ^2 value for the fitted model and a null model divided by the χ^2 value for the null model” (Hair et al., 2014, p. 580). The considerable disadvantage of the NFI is that it does not control for degrees of freedom, therefore models that are more complex will have a higher NFI (Byrne, 2001; Hair et al., 2014). NFI can be valued in a range between 0 and 1. A reasonable fit is assumed when the values are equal to or greater than .9 (Byrne, 2001; Hair et al., 2014; Tabachnick and Fidell, 2007).
- 5) The comparative fit index (CFI) is one the widely used fit indices and represents “an improved version of NFI” (Hair et al., 2014, p. 580). CFI is not systematically related to model complexity (Byrne, 2001; Hair et al., 2014). The indication of a good fit is a CFI of above .9 (Hair et al., 2014).
- 6) The Adjusted Goodness-of-Fit Index (AGFI) represents an extended version of GFI that is useful for comparing competing models. AGFI “tries to take into account differing degrees of model complexity” and “it does so by adjusting GFI by a ratio of the degrees of freedom used in a model to the total degrees of freedom available”

(Hair et al., 2014, p. 581). AGFI can result in a lower value for more complex models. AGFI can be valued in a range between 0 and 1. A good fit is where the values are .9 or above (Byrne, 2001; Hair et al., 2014).

- 7) The incremental fit index (IFI), also called a Bollen’s incremental fit index or BL89 (Bollen, 1989), is “very similar to the NFI, the only change being the redefinition of the ideal model as a model with chi-square equal to the degrees of freedom for the given substantive model” (Widaman and Thompson, 2003, p. 19). IFI values can be below 0 and above 1 (nonnormed). Values of .95 or above represent a good model fit (Widaman and Thompson, 2003), however .9 is an acceptable level of fit (Marsh et al., 2004).

- 8) The Tucker Lewis index (TLI) is one of the most widely used incremental fit indices (Tucker and Lewis, 1973; Widaman and Thompson, 2003). It is also known as the nonnormed fit index (NNFI) (Bentler and Bonett, 1980). TLI “is conceptually similar to the NFI, but varies in that it is actually a comparison of the normed chi-square values for the null and specified model, which to some degree takes into account model complexity” (Hair et al., 2014, p. 580). TLI values can be below 0 and higher than 1 (not normed) and the higher values represent a better fit (Hair et al., 2014). A good fit is considered to be a TLI of .9 or above (Byrne, 2001; Hair et al., 2014; Tabachnick and Fidell, 2007).

Table 4.18: Goodness-of-fit measures

	Description	Type	Acceptance level in this research
Coefficient alpha (α)	is a measure of the internal reliability of items in an index	Unidimensionality	$\alpha > .7$ adequate and $> .5$ is acceptable
Standardised regression weight (β)	is the slope in the regression equation if X and Y are standardized	Unidimensionality	Beta $> .15$
BASIS OF GOODNESS OF FIT			
Chi-square χ^2 (df, p)	Fundamental measure of differences among the observed and estimated covariance matrices. Sensitive to sample size. The more the implied and sample moments differ, the bigger the chi-square statistic, and the stronger the evidence against the null hypothesis.	Model fit	$p > .05$ (at α equals to .05 level)

ABSOLUTE FIT INDICES			
Normed chi-square (χ^2/df)	Equals the chi-square index divided by the degrees of freedom	Absolute fit and model parsimony	$1.0 < \chi^2/df < 3.0$
Goodness-of-fit index (GFI)	Expresses the overall degree of fit by comparing the squared residuals from predictions with the actual data. Is sensitive to sample size. Values ranging from 0 to 1.	Absolute fit	.9 adequate fit
Root means square error of approximation residual (RMSEA)	Population discrepancy function, which implies how well the fitted model approximates per degree of freedom.		< .05 good fit; value .08–.05 adequate fit
INCREMENTAL FIT INDICES			
Normalised fit index (NFI)	Ratio of the difference in the χ^2 value for the fitted model and a null model divided by the χ^2 for the null model. Sensitivity to model complexity. Values between 0 and 1.	Incremental fit Compare your model to baseline independence model	above .8 and close .9 indicate acceptable fit
Tucker Lewis index (TLI)	Conceptually similar to NFI. In contrast to NFI, it compares the normed chi-square values for the null and specified model. To some degree it considers model complexity. Values can be lower than 0 and higher than 1 (not normed).		
Comparative fit index (CFI)	Improved version of NFI. Relative insensitivity to model complexity. Values between 0 and 1 (normed).		
The incremental fit index (IFI)	Similar to the NFI, redefines the ideal model as a model with chi-square equal to the degrees of freedom for the given substantive model” (Widaman and Thompson, 2003, p. 19). IFI values can be below 0 and above 1 (not normed).		.95 is a good model fit, .9 is an acceptable fit
PARSIMONIOUS FIT INDICES			
Parsimony normed fit index (PNFI)	Adjusts the NFI by multiplying it by the PR. Used when comparing one model with another.		Higher value compared to the other model is better
Adjusted goodness-of-fit index (AGFI)	Adjust the GFI by the ratio of the df used in the model to the total df.		.9 adequate fit

Source: Developed from Hair et al. (2014, pp. 577–589) and Widaman and Thompson (2003, p.19).

4.8.4. Unidimensionality

Assessing reliability usually assumes unidimensional measures (Bollen, 1989). The unidimensionality of a construct is the initial step that needs to be attained prior to further

theory testing (Gerbing and Anderson, 1988; Steenkamp and Van Trijp, 1991). Unidimensionality occurs when items are strongly associated with one another and signify a single construct (Hair et al., 2014; Hattie, 1985; McDonald, 1981), signifying that multiple indicators of a construct are internally consistent and externally distinct from other measures (Anderson and Gerbing, 1982).

According to Hair et al. (2014), “factor analysis plays a pivotal role in making an empirical assessment of the dimensionality of a set of items by determining the number of factors and the loadings of each variable on the factor(s)” (p. 123). Unidimensionality is a necessary condition for the effective use of the coefficient alpha (Hunter and Gerbing, 1982) and it is an important property for measuring construct validity (Gerbing and Anderson, 1988). Coefficient alpha is defined as “a set of items is ‘unidimensional’ if their order of difficulty is the same for everyone in a population of interest” (Cronbach, 1984, p. 116). Gerbing and Anderson (1988) stated that as there is little practical difference among the coefficient alpha (α) and latent variable reliability (ρ), for sufficiently unidimensional constructs, coefficient alpha could be used to preliminarily assess reliability.

4.8.5. Composite reliability assessment

The construct reliability also known as the ‘composite reliability’ (Foroudi et al., 2014; Gupta et al., 2016; Hair et al., 2014) can be conducted by confirmatory factor analysis (CFA). According to Gupta et al. (2016), composite reliability or construct reliability measures the internal consistency of the indicators, depicting the extent to which they indicate the common latent construct. Authors (Foroudi et al., 2014; Gupta et al., 2016; Hair et al., 2014) have recommended that the composite reliability be greater than .7 (Foroudi et al., 2014; Hair et al., 2014). The ‘composite reliability’ ensures that items assigned to the same constructs revealed a higher relationship with each other (Gupta et al., 2016). Construct reliability (Cronbach’s alpha) measures the indicators unidimensionality (inter-correlation) with their latent constructs (Foroudi, 2012; Hair et al., 2014).

4.8.6. Average variance extracted (AVE) assessment

Average variance extracted (AVE) is “calculated as a mean variance extracted from items loading on a construct and is summary indicator of convergence” (Hair et al. 2014, p. 619). It

measures “the amount of variance that is captured by the construct in relation to the amount of variance due to measurement error” (Fornell and Larcker, 1981, p. 45). AVE measures the overall amount of variance captured by the indicators relative to measurement error. According to Hair et al. (2014), it should be equal to or exceed .50 in order to indicate adequate convergence; thus, to substantiate using a construct and ensure the validity of the scale of interest. If it is “less than .50, the variance due to measurement error is larger than the variance captured by the construct, and the validity of the construct is questionable” (Fornell and Larcker, 1981 p. 46).

4.8.7. Scale validity

The validity of a construct signifies the extent to which a construct is empirically accurately measured by its items (Hair et al., 2014; Steenkamp and Van Trijp, 1991). Construct validity “is the extent to which a set of measured items actually reflects the theoretical latent construct these items are designed to measure” (Hair et al., 2014, p.618). Scale validity denotes the extent that an operational measure actually reflects the concept being studied (De Vellis, 1991; Peter, 1981). This study employed the following types of validity based on the suggestion of scholars (Foroudi et al., 2014; Hair et al., 2014; Homburg and Furst, 2005; Melewar and Karaosmanoglu, 2006; Netemeyer et al., 2005; Peter and Churchill, 1986; Peter, 1981): 1) content validity, 2) face validity, 3) convergent validity, 4) discriminant validity, and 5) nomological validity (Table 4.19).

Table 4.19: Types of validity assessment in this study

Type	Definition
Content validity	refers to the extent by which the measurement scales capture the entire meaning of the construct
Face validity	refers to the judgement by the scientific community that the indicator really measures the construct of interest
Convergent validity	refers to the extent to which indicators of a specific construct converge or share a high proportion of variance in common (alike ones are similar)
Discriminant validity	refers to the extent to which a construct is truly distinct from other constructs (different ones differ)
Nomological validity	refers to the examination of whether the correlations between the constructs in a measurement theory make sense

Source: Hair et al. (2014, pp. 618-620) and Neuman et al. (2014, p .216).

The content validity and face validity were established prior to the theoretical testing (Hair et al., 2014). They were investigated in the second step of the scale’s development procedure during the qualitative assessment stage (Figure 4.1). The content validity addressed the

question “is the full content of a definition represented in a measure?” (Neuman, 2014. p. 216) and was used to evaluate the overall validity of the measures (Peter and Churchill, 1986). The face validity assessed if ‘the indicator really measures the construct’ (Neuman, 2014. p. 216) and was adopted to adequately examine the scales of the constructs. The items were examined by the experts to assess the face validity, and the list of domains and examples of scale items were shown in the interviews and focus groups to address the content validity before conducting the pilot study.

Prior to data collection, the questionnaire, initially developed in English, was translated into Russian by a bilingual researcher and three other bilingual academics (Kim and Lee, 2006), who were fluent in Russian and English (Harpaz et al., 2002). As recommended by Harpaz et al. (2002), in his study in the *Journal of World Business* publication for establishing equivalent measures, “the linguistic equivalence of the measures was established through the use of translation-back-translation procedures by employing individuals who were fluent in both the language of that country and English. The method used was not a mechanical back translation procedure of first having one person translate from English to the native language, then another from the native language back to English. Rather, the procedure used was to discuss each question and the alternatives in a small group of persons fluent in both languages. Discussion occurred until agreement was reached as to the linguistic equivalence of the questions in both languages” (p. 236). These procedures, based on the recommendations of Harpaz et al. (2002), were used for this study by gathering a group of three bilingual academics familiar with the topic and discussing in detail the whole questionnaire until agreement was reached. In addition, the bilingual academics commented that the Russian language adopted the terminology from the English language in almost all computer and information concepts.

Likert scale was adopted for the pilot study and the main study, due to the consumers in each country having familiarity with Likert response scales (Griffin et al., 2004). In Griffin et al. (2004), an international study in Denmark, France and Russia, a five-point Likert scale was used; however, in this study a seven-point Likert scale was used as researchers pointed out (Churchill and Peter, 1984; Foroudi et al., 2014; O’Neil and Palmer, 2004) that in order to increase construct variance and decrease measurement error variance, the number of scale points needs to increase from a five-point to a seven-point Likert scale. In addition, care was taken in translating the scale labels, similar to the translation of the questionnaire. The data

collection process was the same in both contexts (Reynolds et al., 2003). The data from the UK and Russia was analysed separately. Additionally, the data analysis followed the same procedures in both contexts. This research was examined in relation to unidimensionality, reliability, and construct validity (Bollen, 1989; Campbell and Fiske, 1959; Gerbing and Anderson, 1992; Hair et al., 2014).

Converge validity is present when the measures (items) that represent the same construct have a high degree of variance in common or converge (Hair et al., 2014; Lindzey et al., 1998). It is represented by item reliability, composite reliability, and average variance extracted (Fornell and Larcker, 1981; Foroudi, 2012). Nunnally (1978) suggested that .7 or higher reliability suggests convergent validity and that measures with reliabilities above .85 incorporate more than a 50% error variance.

Discriminant validity is described as how unique the construct is and differs from other constructs. It is defined as the extent “to which a construct is truly distinct from other constructs” (Hair et al., 2014, p. 619). Furthermore, “discriminant validity can be assessed for two estimated constructs by constraining the estimated correlation parameter (ϕ_{ij}) between them to 1.00 and then performing a chi-square difference test on the values obtained for the constrained and unconstrained model” (Anderson and Gerbing, 1988, p. 416). According to Hair et al. (2014), “latent root should explain more of the variance in its item measures than it shares with another construct” (p. 620). According to Fornell and Larcker (1981), discriminant validity can be tested by the average variance extracted for each construct and compared with the square correlation among them. Discriminant validity is present when the association between the two constructs is significantly lower than 1.00 (Anderson and Gerbing, 1988; Bagozzi et al., 1991).

Nomological validity concerns the overall fit of a model and is a significant step to achieve construct validity (Bagozzi, 1980; Gerbing and Anderson, 1988; Nunnally, 1978; Steenkamp and Van Trijp, 1991). It is evaluated “by examining whether the correlations among the constructs in a measurement model make sense” (Hair et al., 2014, p. 620). The nomological validity is assessed by the goodness-of-fit indices (Hair et al., 2014; Steenkamp and Van Trijp, 1991).

In summary, validity is a vital process of this research (Garver and Mentzer, 1999) and indicates the unidimensionality of the research construct (Steenkamp and Van Trijp, 1991), reliability, convergent validity, discriminant validity, and nomological validity (Peter, 1981; Steenkamp and Van Trijp, 1991) to allow evaluation of the structural model.

4.9. ETHICAL CONSIDERATIONS

It is crucial for academics to consider the ethical issues that might arise when conducting research. Diener and Crandell (1978) suggested that the researcher should consider the following ethical principles: 1) there should be no harm to participants; 2) informed consent should be obtained from the participants; 3) there should be no invasion of participants' privacy; and 4) no deception. This research follows the Middlesex University research ethics principles (mdx.ac.uk, 2014), which are in line with the ethical guidelines for educational research from the British educational research association, outlined below:

- 1) “**Autonomy** – The participant must normally be as aware as possible of what the research is for and be free to take part in it without coercion or penalty for not taking part, and also free to withdraw at any time without giving a reason and without a threat of any adverse effect”.
- 2) “**Beneficence** – The research must be worthwhile in itself and have beneficial effects that outweigh any risks; it follows that the methodology must be sound so that best results will be yielded”.
- 3) “**Non-maleficence** – Any possible harm must be avoided or at least mitigated by robust precautions”.
- 4) “**Confidentiality** – Personal data must remain unknown to all but the research team (unless the participant agrees otherwise or in cases where there is an overriding public interest, or where participants wish their voices to be heard and identified”.
- 5) “**Integrity** – The researcher must be open about any actual or potential conflicts of interest, and conduct their research in a way that meets recognised standards of

research integrity”.

Therefore, prior to embarking on the study, the researcher completed the self-assessment ethics approval form (mdx.ac.uk, 2014) and was granted permission to conduct this study. The researcher used a consent form to notify the participants that: 1) participation in the research is voluntary; 2) it is possible to withdraw at any time, and 3) it is possible to decline to answer any question.

4.10. SUMMARY

This chapter discussed the methodology adopted in this study to test the operational model and hypotheses provided in Chapter III. The procedures for developing measurement of corporate website favourability recommended by Churchill (1979) were mainly employed. Three stages of data collection were employed – qualitative stage and two phases of the quantitative stage (pilot study and main study). The research started with the qualitative stage, to reach a deeper understanding of the subject, improve and review the preliminary study model and hypotheses, refine the measures for the questionnaire (Churchill, 1979) and increase the validity of the findings, as well as the richness of the conclusion (Baker, 1994; Churchill, 1979).

During the qualitative stage in-depth interviews were carried out with key informants (i.e. communication managers and decision-makers), coupled with focus group discussions with employees and consumers (users). Afterwards, based on the results from the qualitative phase, the first draft of the questionnaire was designed. The questionnaire followed the proper layout management and wording, following the steps of content and operational-items relevancy to the objective of the research. The researcher used a seven-point Likert type scale from strongly disagree (1) to strongly agree (7) for the main survey to investigate the level of agreement or disagreement to measure attitude towards corporate website favourability.

Then, the researcher conducted a pilot study in the UK to test the scale, followed by examining the pilot study data using a reliability test and exploratory factor analysis (EFA) to purify the measurement items. Consequently, the final version of the questionnaire was prepared based on the pilot study results. The main study (second phase of the quantitative study) was performed via a survey questionnaire with 555 customers of HSBC Plc in the UK

and 563 consumers of Sberbank in Russia. The main study data were collected via a self-administered questionnaire and face-to-face methods. A sample of respondents permitted multivariate data analysis to be conducted. The data from two contexts (consumers from HSBC in the UK and Sberbank in Russia) were analysed separately. In order to develop valid and reliable measurements scales, this research employed exploratory factor analysis (EFA), Cronbach's alpha, and confirmatory factor analysis (CFA). Afterwards, structural equation modelling (SEM) was used to conduct the hypothesis testing for each country. This research considered the following areas: the unit of analysis, the development of a survey instrument and the techniques that were used in data analysis: exploratory factor analysis, confirmatory factor analysis and structural equation modelling. Lastly, the ethical considerations have been presented.

CHAPTER V: QUALITATIVE FINDINGS

5.1. INTRODUCTION

The previous chapter demonstrated the research methodology and methods adopted in this study. This chapter illustrates the qualitative stage findings of this study to gain a deeper understanding of corporate website favourability and its impacts on corporate image, corporate reputation, consumer-company identification and loyalty. The qualitative study was adopted to achieve greater knowledge of the research problem and the concepts used in the research (Malhotra and Birks, 2000), and to produce further measurements to help build the questionnaire for the main survey (Churchill, 1979; Creswell et al., 2003; Steckler et al., 1992). The qualitative stage was conducted via the four focus groups (representing the customers), as well as the seven interviews from the communication and design management experts (representing the expert judges) in the UK and the same procedure was followed in Russia (total of 8 focus groups and 14 interviews). The details of the focus groups and interviews participants are presented in Chapter IV. The qualitative study findings illustrated in Section 5.2. Section 5.3. describe the final remarks.

5.2. RESULTS OF THE QUALITATIVE STUDY

A significant goal for conducting this qualitative study is to gain a deeper understanding about the factors of corporate website favourability and evaluate how corporate website favourability impacts on corporate image, corporate reputation, consumer-company identification and loyalty. All the respondents emphasised the significance of a favourable corporate website, in line with the literature reviewed in Chapter II. The factors that were found to affect corporate website favourability during the initial stage of literature review (navigation, information, visual, usability, customisation, security, availability, and perceived corporate culture) were enhanced by the qualitative study findings by adding website credibility, customer service, perceived corporate social responsibility to the research framework as the factors of corporate website favourability (supported by the literature). Therefore, navigation, information, visual, usability, customisation, security, availability,

website credibility, customer service, perceived corporate social responsibility and perceived corporate culture are recognised by the literature described in Chapter III, as antecedents of corporate website favourability, in addition, corporate image, corporate reputation, consumer-company identification and loyalty, as well as consumer satisfaction and company attractiveness, are a consequence of corporate website favourability.

5.2.1. Corporate website favourability

There are numerous dimensions of websites that can characterise the consumers' perceptions about corporate website favourability. However, the range of investigation is limited to those dimensions mentioned in related literature and referred to by the respondents from the qualitative study (focus groups and interviews). The qualitative study findings support the previous dimensions generated from previous study findings, which are discussed below.

The results of the qualitative research show that a website is one of the important elements of corporate identity that is linked to the consumers' evaluations. Additionally, the interviewees reveal that attention on the website is a part of the company's communication that needs to be supported internally by the organisation. The statements above are derived from the following comments by managers from the UK and Russia:

“The website is an element of identity of the company, that creates a link between the customer and the company. It can help the creation of the company's identity. The website, as a part of the identity of the company, needs to be supported internally by all the employees. It is very important for the website to be rational and have the feeling of a high quality website”. (UK.KH)

“I believe the corporate websites are starting to be one of the major parts of what an organisation is about, the identity of the company. Before the technological advances, the visible elements of what the company represents was mainly on printed materials. For about two decades the world started to think about the importance of the website and apply it, as part of the company strategy. In Russia, branding and corporate identity became fashionable quite recently and are only starting to become professionally done. Still there is a massive lack of understanding about what corporate identity and branding actually is among the consumers, and even among some managers of the companies. To my mind, the website is communicating with consumers about the company, shows it is unique, it is fresh and relevant to the company's consumers”. (RUS.KS)

These remarks are consistent with corporate branding and corporate identity authors (Bravo et al., 2012; Cornelius et al., 2007; Perry and Bodkin, 2000; Pollach, 2005; Topalian, 2003), who commented that websites are an element of communication of corporate identity and its elements. They asserted that management is responsible to convey the same message to the internal and external audience. Moreover, a consultant participant stated that:

“...creation of the company soul has many facets and the website is one of them. The soul, the uniqueness of the company, what the company does and what it believes in, should be felt and seen through the corporate visual identity elements”. (UK.DZ)

“Corporate websites can communicate everything about the company. It has become the second face of the company, sometimes even the true face. When people look at the website, they are thinking ‘are you relevant to me and are you trustworthy’. It’s like with any human being. Consumers mainly learn about the company through the website and perceive what the company is about through the website”. (UK.OS)

The findings are consistent with research (Chen and Wells, 1999; Palmer and Griffith, 1998; Van den Bosch et al., 2006). In addition, in the previous example, the corporate website is used as a reliable means of supporting an organisation in communicating in the market (Abdullah et al., 2013; Chun and Davies, 2001; Ingenhoff and Fuhrer, 2010). The following quotes from the communication consultant reflect this idea: “For example, John Lewis based on its historical presence in the UK, they deliver a quality service. I feel that their identity is present on the website and they deliver the promise to consumers whether they are in the shop or shopping online. Everything is simplified and they suggest not only products but also delivery options. You log in and your communication is very secure, and you can pick up what you like. They deliver the identity and the customer promise for items bought online and offline. From all the visual elements, aesthetics and navigation you can tell that they deliver high quality products” (UK.DS).

The notion of identity should be treated with care, which was highlighted by one of the managers who stated: “the website, as a part of our corporate identity management is treated with caution, this is because if a company changes its website, the company and its brand can be misunderstood” (UK.AI). This is explained in more detail by the next comment of a brand manager: “Websites, as a big part of the corporate visual identity strategy of the global companies, should be maintained as relevant and of high quality. It is a very tricky task for the whole management team to not only project the identity of the company through the website, but also to enhance the image of the company. When a company wants to update or

change the website, all the details need to be carefully decided by the management team before involving the advertisement agencies. The website can enhance the brand, but, in the same way, it can diminish the brand” (UK.PC).

It is widely acknowledged that the corporate website is a part of communication and it seems that expectations of the company are higher when the quality of the corporate website carriers is high. This is also supported by Braddy et al. (2008), who stated that perceptions of the website quality can change the impression about the company. In addition, from the comments of the communication consultant it can be seen that, to be considered rational, unique, relevant and high quality, requires the involvement of top management, and their interest in the corporate website is important:

“The important decisions about the website are made by the top management group where a chairman has the last word, and we have an IT team to manage day-to-day activities for the website. From my perception the overall function of the website and the feeling of high quality is very important for me”. (UK.AI)

“By looking at the website I judge the company, if the company is efficient, well organised and modern or its outdated and without clear goals. For example, if the website is a mess, I am never going to trust the company”. (RUS.KS)

“In order to be in step with the times, it is vital to be the source of the most engaging and current information, that makes consumers think that the website is relevant, because people judge the company by the website these days. Personally, I think when I am engaged with the content of the website and the visual appeal, the website is relevant for me”. (RUS.EA)

Researchers (Abdullah et al., 2013; Ingenhoff and Fuhrer, 2010; Topalian, 2003) have pointed out the importance of corporate website management, as a part of the communication strategy. This is supported by the findings of the interviews, which show that organisations are aware of the importance of building and maintaining a favourable corporate website, as a part of the corporate identity management strategy. This can be seen from the company managers’ statements:

“The website is of vital importance for the company. When looking at the site each element from the text to the design needs to be planned and help to reach clear business goals, such as sales, constructing email list, sign up for newsletter or a free trial. When I plan the website I imagine when someone visits your website, you have to push them to take action and think about the next step you want them to take. I would call it the rationale of the website”. (UK.PC)

“From my 10 years’ experience in the industry, the website is one of the most crucial parts of the visual identity of the company, one of the main points for a good and favourable website is a clear rationale behind the whole website, meaning that everything on a website follows a precise logic and made for a reason that was planned beforehand. The rationale should be felt from every aspect of the website”. (UK.AN)

This notion is also supported by the communication consultancy specialist:

“As I usually tell my clients, the website is about realising what the company wants to be known for, what are the goals of the organisation, what the organisation is about and what you want your clients to feel about it.” (RUS.DP)

Thus, the website can represent the company to the consumers. Companies are encouraged to strengthen their brands by focusing on their websites. A website helps the company to create a feeling about the company’s product and brand to the company’s audience. Consequently, the significance of the website and its importance for a brand to sustain a competitive advantage in a competitive international market has been recognised by previous scholars (Argyriou et al., 2006; Berthon et al., 1996; Halliburton and Ziegfeld, 2009; Palmer and Griffith, 1998; Robbins and Stylianou, 2002), as earlier deliberated in Chapter II (Literature review). The qualitative data illustrate that the corporate website can display a product and brand, and that by designing a favourable website, the company can improve the consumer’s perception of the brand and company. This concept is emphasised by the communication consultant, as below:

“Website is a beautiful way to show what your brand represents by creating unique information. Information on the website is communication. Your language really shows your brand message and so people are going to construct and fill in the gaps of what you say and what you don’t say. You might as well say something powerful. I use the term ‘you want to be meaningful and specific, rather than a wondering generality’. A lot of people with their copyrighting (information on the website) are trying to be all things to all people. The more you can speak specifically to your customers, the deeper you attract or repel them. The role of the brand and the message to people is that you want to polarize people. You want to strongly attract people that you want and strongly repel people that you don’t want. But a lot of brands try to catch everybody, and it can be a real weakening of the brand and potential loss of loyalty. The worst is to be bland and boring. A unique brand personality statement in the form of the mission and vision statement on the website can be a powerful tool to be unique”. (RUS.EA)

Similarly, the importance of the website in relation to the brand is mentioned by the managers as follows:

“A well-conceived, professional looking website that is functional and fulfilling helps to please consumers, deliver the information across and build the brand of the company”. (UK.KH)

“The website is the face of the company. The website and all other visual elements of the company create freedom and spread the content that indicates the company brand”. (UK.AN)

“The website is important for the company, because the users who have an enjoyable experience on the website will help the company to build the company’s brand and transform from a user to a customer or from just a customer to a loyal customer”. (RUS. PC)

5.2.2. Corporate website favourability and its antecedents

The next section illustrates the factors that impact corporate website favourability according to the qualitative results.

5.2.2.1. Navigation

Navigation is central because it can significantly affect people’s assessment of a website (Song and Zinkhan, 2008). Therefore, navigation is an important characteristic of the website that can help businesses to gain website success (Palmer, 2002) and result in consumer satisfaction (Cyr, 2008; Yoon, 2002), as considered in Chapter II. A number of studies (Agarwal and Venkatesh, 2002; Kumar et al., 2014; Nielsen and Tahir, 2002; Palmer, 2002) conducted research from various approaches concerning the association between navigation and corporate website. With regards to navigation having a positive impact on online customer experience and behaviour (Bauer et al., 2002; Fiore and Jin, 2003), good navigation on the website positively affects the user perception of the website (Sundar et al., 2003) and is positively related to the general impression of the company (Braddy et al., 2003; 2008). This is supported by the participants’ comments as a contributing factor towards the corporate image. The focus group participants (representing consumers) supported this argument with the comments below:

“A website that is difficult to navigate, creates a feeling and picture in the mind about the company website in general, and forms a negative impression about the company. I

assume that if the navigation is bad and not clear, that it is not a good website, and it is an indication for me of how the practices and policies in the company are implemented". (UK.FG1)

In a similar manner the importance of the navigation structure to the overall website favourability is emphasised by the communication consultant (as an expert judge) below:

"I think for a website to be effective, navigation should be clear and guide the user step-by-step. When I am talking about good navigation I mean recognisable hyperlinks that are labelled appropriately. When a website is too crowded and has too many links, consumers have too many choices, which leads to disorientation. Ideally, navigation throughout the website should be consistent, with common placement of many buttons and bars". (UK.OS)

"When creating the website, the most important issue is navigation. It can make the difference between a website where the users can immediately find what they are looking for and a website where the users are lost. The whole point of website design is to simplify the access to what the users are looking for. This is the same as the navigation of a ship at the sea, it affects whether the sailors will survive or perish. A site that is difficult to navigate not only ruins the whole website, but also destroys the whole business. Unlike the content of a website that should be unique, navigation should be predictable. Customers are more satisfied if they receive the expected result, and a positive response from their action." (RUS. DP)

5.2.2.2. Visual

The results of this study present that visual is an important element that deals with the emotional appeal of the website and contributes to the construction of a favourable website (Ganguly et al., 2010; Garette, 2003; Tarasewich et al., 2003). Participants of the focus group provided numerous comments on the effective use of the right visual elements on the website and its influence on consumers' perceptions:

"The visual graphics on the website say that the website is a real website. I mean if these things are not there, it means it's not a real website. If the logo is there that tells me that it is the real website". (UK.FG2)

"I think that the website should have the balance of the written information and visual elements. I found that visual elements help me to remember what was presented on the website and leaves a strong impression. I remember reading somewhere in the article that 94% of the first impression is related to the visual design of the website, meaning that the visual elements create the look and feel of the whole website". (RUS.FG1)

The significance of the navigation concept on the website is also mentioned by the communication consultants below:

“I would like to emphasise the importance of the visual aspects on the website, in particular, the visual weight concept. Visual weight is the force with which the element attracts the eye of the observer. The visual direction – the direction of the forces acting on the elements, or the impact of the forces exerted by the elements. They guide the direction to where the user looks at. Many of the internal characteristics of the objects can be changed, making the elements "heavier" or "lighter". Some features also allow you to change the direction of the visual elements and the whole composition. When applied strategically, the concept of visual weight can help to guide the viewer's attention to the places we want them to visit.” (UK.DS)

“Each separate element of any composition, including a website, has a certain degree of visual appeal. The higher the level of the visual elements appeal on the website, the more attention will be attracted to the website. The visual elements on the website are so powerful that it can have an impact on how users perceive other elements on the website and the website as a whole.” (RUS.KS)

5.2.2.3. Information

Mithas et al. (2006) empirically proved that information content generates loyalty with online customers if the information is accurate, relevant and current, which is also espoused by managers. Similarly, Cyr (2008) has found empirically that the information on the website has a strong positive effect on trust. The information on the website about the company itself, its products and services positively affects customer satisfaction (Kim and Eom, 2002), and increases the likelihood of achieving a positive image in the marketplace. The importance of the information on the website is mentioned by the communication consultant below:

“The full appropriate information needs to be on the website. With the true description of products and services that the company provides. It needs to be updated and consistent”. (RUS.RA)

“Information needs to be precise and to the point. Directly relevant to the services and products of the company and to the company itself”. (UK.OS)

“By examining the information on the website, search engines look for keywords to make a ranking of the website. It is important to attract search engines with the right content, key words and descriptions”. (RUS.DP)

5.2.2.4. Usability

Usability can serve as a crucial part of supporting the corporate website, in the sense that it is the most significant factor by which consumers judge the website (Donnelly, 2001). The website usability or 'ease of use' is of paramount importance in creating a favourable website. Past research gave usability central importance in attaining user satisfaction (Kim and Eom, 2002). This is supported by the managers' comments: "the first impression is the last impression. The usability makes a very strong impression about the company". (UK.AI)

The participants of the focus groups gave an explanation of how they defined usability on the website:

"It is when a website is very simple to use and you can find what you need very easily. The usability on the website can make or break the success of the website. Bad Usability can make me switch to a competitor or go to the store rather than shop online. For example, Air bnb I will use because it is easy to use, the usability is simple and efficient, rather than booking.com where the usability is poor". (UK.FG3)

"Usability is the centre around which the website should be built. Companies need to make it simple to consumers to get what they need and it can create real anger if the they don't. I think if the usability is bad I would be very upset, the bigger the company the better the usability the website needs to have; it is very important". (RUS.FG4)

5.2.2.5. Customisation

Arora et al. (2008) emphasised the significance of customisation as the point of differentiation and a strategic advantage to the company that helps to achieve greater customer satisfaction. Similarly, researchers pointed out that customisation helps to effectively get what consumers want (Grewal et al., 2003; Srinivasan et al., 2002). This is supported by the remarks of the participants of the focus groups:

"It is vital and crucial. I want to see on the website the things that I am interested in. I want to see which products or services I looked at, what I bought or what I was looking at. Also what other people bought that bought similar things like me. Customising is very important, it just makes your life as a consumer easier". (UK.FG6)

"Customisation filters on the websites are important, useful and saves us time. It shows that the company is customer oriented and that they value customer time. A company whose website provides customisation is more customer oriented. Customisation makes me feel that they are confident that they have what I am looking for". (RUS.FG2)

However, one of the managers commented: “Customisation can make consumers confused, because it makes the customers’ task more complicated and can be expensive for companies to implement” (UK.KH). This is supported by Arora et al. (2008) who found that customisation makes consumers choice more difficult and costly for the company to adopt.

5.2.2.6. Security

Previous researchers emphasised that security was an important driver of customer satisfaction (Montoya-Weiss et al., 2003; Szymanski and Hise, 2000). Tarafdar and Zhang (2008) mentioned that security is what influences consumers’ opinions about the website, and, therefore, the confidence of the company as well. This is especially important in regard to online financial transactions, as whether consumers perceive the website as ‘safe’ affects their opinion about the company (Harris and Goode, 2010). In regards to the security on the website, managers commented as follows:

“Security is one of the most import topics and it is an issue nowadays, as lots of companies and corporations are getting hacked. Also there is personal security of transactions, bank cards and viruses coming to your computers. I think a lot of people are very concerned with that issue from a local point of view. From a global point of view, a lot of people are nervous about hacking and viruses from the website”. (RUS.LA)

Similarly, the focus group members emphasise the importance of security on the website:

“The money, the data and privacy are very important regarding the security of the website. It needs to be clearly presented not in the small fonts. It shows the reputation of the company. I would rather buy from a secure and well known company website and pay more than from a poorly secure website, even if the price is cheaper”. (UK.FG2)

5.2.2.7. Availability

Availability is important for continued and sustained use of the website (Keeney, 1999). Also, the importance of the availability of the website was highlighted by scholars (Ariely, 2000; Parasuraman et al., 2005) because it can be one of the determinants of loyalty (Tarafdar and Zhang, 2008). The notion of availability is also highlighted by the managers:

“There is no website if it is not available. Something that is very simple, but still some companies neglect to pay attention to it” ... “the heavy videos and pictures, the wrong

formats of the visual elements, all of these things can make the website slow to download on the screen. If the website is not available, then probably you are going to end up doing business with a competitor”. (RUS.KS)

“No global company can afford to have an issue with their website. Straight away it gives a negative impression and affects the image, reputation and loyalty of the website. If the website crashes, you will say that the company is a third class company”. (RUS.LA)

“In my mind availability is the free access to the website from any device: mobile, table, pc, mac. Soon it will include watches. Availability nowadays has become something more than just the website being up and running. It’s about how can I get the same experience across all my devices. Also being in any location and being able to use the website on all the devices brings flexibility and efficiency”. (UK. AN)

“If the website has issues with availability it will make the customer switch to competitors, and, also, customers can lose trust if the availability is bad. For example, Sony had this problem”. (UK.PC)

5.2.2.8. Website credibility

The findings of the current study show that website credibility is one of the crucial characteristics that lead to a favourable website. Researchers mentioned that with the rise of social media and user-generated, the notion of website credibility has become significantly important (Flanagin and Metzger, 2008; Gillmor, 2008; Rains and Karmikel, 2009). The credibility of the website can influence consumers’ perceptions, attitudes, and behaviours (Dutta-Bergman, 2003; Eysenbach, 2008; Hong, 2006; Rains, 2007; Rains and Karmikel, 2009). The importance of this notion was raised by the focus group members’ comments:

“The credibility of the website is important for me, as well as the credibility of the company. For example, if I can see the partners of the company on the website that are well known, then I can see from the website that the company is an expert in the field”. (UK.FG6)

“When I am looking at the website, I am thinking are you relevant to me and do I trust you, it’s like with any human being. When I am arriving on the website I am looking for relevance as number one, then do you have any case studies or stories. Generally, the kind of people that are arriving on the website, either a potential customer, employee or a potential partner. So yes there is going to be a career page, the about page, there will be your list of services or products. When people are on the website – they ask themselves a question – Do I trust you? How people build the trust is by social proof, which is a trust transfer mechanism, so is there anyone on your site that I already know and trust. If you have partners, for example, HSBC, I already know that I trust them and I am transferring that trust to you, even if I don’t know you (talking about the website). Another one is testimonials that is a credibility indicator, for if I want to work

with you (website). You have got to have the links to authority sources, such as published books, articles, talks, that can be put on the website and build credibility. The two things I look at on the website: are you relevant and can I trust you". (UK.FG2)

"In my view, positive testimonials / customers' reviews from the people 'like them' is one of the most important features to develop a positive image of the company, that can lead to higher reputation. It is important for the customer review / testimonial to have the picture of the real person with the name and some details about them, such as job and the country they live in. Also it can be called website credibility, which includes customer testimonials, reviews, case studies, intellectual property of the company (published papers, books...), established brands as a partners of the company. It is crucial to demonstrate an impressive track record of success as well as of the clients. This part of the website should answer what is it for me? – on the user question and according to whom? The website is a reflection of you and your business. The website should be powerful and simple". (RUS.FG2)

Furthermore, the communication consultant pointed out the importance of credibility for creating a positive image about the company:

"I think one of the important elements that can build a positive image and reputation of the site is 'social proof', or, in other words, 'credibility'. That means that on the website I can see case studies, press about the company (pdfs from magazine, newspaper), how many subscribers or customers the company has, happy testimonials, well known partners of the company (their logo), as well as testimonials (reviews) of the customer, especially the ones that you are targeting (they don't have to be famous). This gives the visitor the feeling of comfort to take the next step". (UK.DZ)

5.2.2.9. Customer service

The findings of this study illustrate that consumers demand high customer service from the website and make their opinion about the company based on the customer service on the website and everything that is associated therewith. Parasuraman et al. (2005) stated that managers of companies should pay attention to the online customer service and how consumers evaluate it. According to researchers, consumers can evaluate their experience with a company based on the degree of how efficient, helpful and willing the service provided to the consumers on the website is (Ding et al., 2011; Kaynama and Black, 2000; Parasuraman et al., 1991; Wolfenbarger and Gilly, 2003). The focus group members pointed out the significance of the customer service on the website to construct a favourable website:

"For me the online chat is very important, I joined the Sky company only because of online chat. They were so good that I joined only for that particular reason. To call the customer service is so time consuming, but online chat I found it really useful, I believe many companies have started to use it – British gas, 02, etc. The customer service

element on the website... is one of the important elements to build a positive impression about the company". (UK.FG4)

"I think, for me personally, customer service is a central thing on the website. Like online chat, where I can see a reply straight away from real people. How quickly the company can solve my problem and provide me the necessary information. It is a great reputational builder, because even if I faced some issue, but the company answered promptly and effectively I will think highly about that company". (RUS.FG1)

5.2.2.10. Perceived corporate social responsibility

The corporate social responsibility (CSR) construct was emphasised by the focus group members and managers. Researchers have emphasised the importance of companies' presenting themselves online, as a socially responsible corporate citizen (Pollach, 2003), and the transparency of the companies on the website, such as disclosure of financial information (Marston, 2003). Similarly, Maignan and Ralston (2002) highlighted that companies employ websites to communicate their CSR behaviour. Companies use websites to communicate what the company is actually doing in terms of CSR, and what the company wants the public to perceive it is doing in terms of CSR (Basil and Erlandson, 2008). The company managers and focus group members highlighted the notion of the importance of CSR for favourable website building:

"As a company manager, I can see that consumers' perception about CSR affects the company's image and reputation. One of the most convenient ways to project the CSR is by using the website, and clearly listing what we do and why we do it, in terms of CSR. Also it's very important for all our employees to support the CSR activities of the company and to be a part of it. Internally the feeling of 'doing good' for the society increases the loyalty to the company". (UK. PC).

"Nowadays it is paramount to employ corporate social responsibility activities, but it is even more important what consumers think the company does for society and the environment. This is where the corporate website is 'the' way to do it by providing a separate section for 'corporate social responsibility' with a detailed explanation of what the company does towards it. For instance, our company is supporting a number of charities, our employees are involved in marathons and social campaigns. Also, as a company, we are training to be transparent and open with what we do in our day-to-day business, as we employ high ethical standards." (RUS. PC)

"For me, one of the most important aspects on the website is the company's social responsibility, such as ethical standards, and how the company helps the community and environment...For example, MacDonal'd's – what comes to my mind is the brand colours, marketing offers, entertainment, any initiatives and social responsibility". (UK. FG1)

5.2.2.11. Perceived corporate culture

The findings of the current study show that how consumers perceive the corporate culture is very important for forming their opinion about the company. Researchers emphasise the importance of the corporate culture on the website (Braddy et al., 2006; Overbeeke and Snizek, 2005), as it affects the impression of the company by the viewers. The culture of the company is represented as the mission and vision statements, as well as the ‘brand story’ in the corporate website. Balmer (1995) stated that corporate culture refers to the business values and mission advocated by the founder of the company and the management board (Melewar, 2003). The company managers commented on the importance of the corporate culture as follows:

“Corporate culture – is how the company operates internally, how they treat the employees and the environment in the company. All this is important on the internal level. Social and ethical involvement is very important. History of the company is very important, such as founding date, for example Oxford, Selfridges, which even made a movie about the company. The more a company communicates the history the more consumers feel trust and improves the reputation of the company... Company culture on the website is represented by different things – If I talk about MacDonal’d’s, looking on the website home page: I see some entertainment activities and initiatives, it gives me an impression that they are up to date and they understand the customer, and that the culture is open. How open the organisation is towards new ideas and to what customers want and need”. (UK. AN)

“The culture of the company is super important; it is two sides of the same coin. The brand is publicly expressed and that’s the way for people to meet the company, and the culture is internal to the company, but the boundaries are blurring more and more nowadays. The culture is ‘values in action’, its organisational structure, processes, models what are the rituals, your employees, what do you do for corporate retreats, how do you conduct the meetings. All of this is important for a future client, partner or investor. The philosophy of co-creation is important and treating people in an equal manner is an important part of the culture. The history of the company is also important, an original story can make the company stand out; the first step in any relationship is establishing trust and report. If I can understand the origin of the business and if it can establish some common ground, I am looking for alignment with the company, based on that I judge do I want to work with that company or not”. (UK.AI)

The focus group members mentioned the significance of the culture in regards to the website:

“The company has to clearly show the culture of the company on the website. Also, the founder of the company is important, which country the company was founded in, and the goals of the company, as well as how they treat their employees. On the website they have sections on corporate culture. Powerful CEOs is a big part of the corporate

culture. Positive and realistic values are also very important. If I use the same example – MacDonald’s – Globalisation comes to my mind by looking on their website. I can see that they are established in many countries all over the world, and the number of branches around the world”. (UK.FG3)

“Company culture is very important, for me, it is represented by the history, values and beliefs of the company, how the company treats its employees, working environment and the top management of the company – chairman, as well as the founder. In addition, the number of branches. For example, Coca Cola, they are promoting happiness, now they are incorporating it in their website – they are trying to tell us that happiness is part of its culture”. (UK.FG1)

“I’m really interested in where the company comes from, in terms of quality of service products. For me corporate culture represents the history of the company and objectives of the company, also the ethical issues are really important. It connects to what the company stands for. I believe the company culture is very important when I’m forming my opinion about the company”. (RUS. FG1)

5.2.3. Corporate website favourability and its consequences

In accordance with the literature, corporate website favourability can lead to several outcomes. For instance, a favourable corporate website is a powerful way for a company to reveal its corporate identity (Abdullah et al., 2013; Alhudaithy and Kitchen, 2009; Bravo et al., 2012; Foroudi et al., 2017; Topalian, 2003), an avenue to improve the company’s image (Braddy et al., 2008) and reputation (Argyriou et al., 2006), leading to the enhancement of identification with the company (Bravo et al., 2012), and, ultimately, development of consumer loyalty. Therefore, corporate website favourability has been found to lead to positive outcomes, such as a favourable corporate image, corporate reputation, consumer-company identification and loyalty.

5.2.3.1. Determinants of corporate website favourability: corporate image

Scholars (Brown and Cox, 1997; Brown and Dacin, 1997; Fombrun, 1996; Foroudi et al., 2014) have stressed the notion of the corporate image and the influence of the company’s website on positive and desired attributes to induce a more positive image of a company (Abdullah et al., 2013; AbuGhazaleh et al., 2012; Topalian, 2003). Indeed, the qualitative research results illustrate how a fit between the website and the company’s image improves consumers’ perceptions of the company. This relationship has been emphasised by managers in the comments below:

“The website in our company is a fundamental part of the company’s image, which projects the purpose of the company. After the technological advances, we understood that the company needed a website that can communicate with the consumers effectively, in a clean and convenient way”. (UK.AI)

“In my experience some of the main elements of the website design are usability, navigation functions, information content, visual elements, legal compliance (standards compliance). In order to build a website that achieves positive feelings and a positive image in the consumer’s mind, the website needs to be visually elegant and high quality (visual elements), easy to use (usability), does not crash or have any bugs (availability) and have ‘catchy’ information on the website worth reading about. Based on my 10 years of experience in the industry, the website should be smooth, sophisticated and friendly to users”. (UK. KH)

“The image is in the mind of the beholder. What the company does overall and everything that is connected with the company affects the image of the business in the minds of the people. When the website changes, when the way the company communicates changes that would change the company’s image”. (RUS.EA)

“Too often I see so many websites that don’t have what they need to convert visitors into clients. This is a very important part of building a positive image of the company that leads to a positive reputation, identification and loyalty. When the visitor looks for a while on your site and browses on the website, it means that a positive image is constructing in their minds. Afterwards, when the visitor takes action on the site and follows your plan that you intend for them, making it easy to reach what they want on the site without any issues or problems, it builds reputation. Sometimes it can be called ‘conversion rate’, when the visitor completes the anticipated action, and, later, if the visitor came back to your site, the visitor builds loyalty in their mind and can feel that the company is like a person and alive. The goal of the website is the core of everything”. (RUS. LA)

Therefore, a company’s website can impact on the consumer perceptions and assist consumers in constructing their views about the company. Thus, a corporate website can influence the corporate image, which represents an external indication of the internal identity of the company.

5.2.3.2. Determinants of corporate website favourability: satisfaction

Consumers satisfaction with the website has been of increasing interest for both academics and practitioners (Casalo et al., 2008; Santouridis et al., 2009). According to Anderson and Fornell (1994), and Gronroos (1984, 1990, 2001), service quality precedes the satisfaction of customers. Ribbink et al. (2004) argued that communication is part of e-quality and is an antecedent to satisfaction. Thus, a corporate website, as a part of communication and service quality (Flavian et al., 2006), precedes and affects the satisfaction of the customers.

Consumers rely on their experience with the website when forming attitudes towards the brand/company.

Furthermore, satisfaction becomes a tool by which the consumer differentiates between businesses and what they offer (Casalo et al., 2008). Previous studies pointed out that a favourable website can affect consumers' satisfaction, such as the quality of information on the website is recognised as an essential step to satisfaction (De Wulf et al., 2006; Flavian et al., 2006; Szymanski and Hise, 2000). In addition, satisfaction was found to be positively linked to corporate image (Hu et al., 2009). The notion of the importance of customer satisfaction with the website is stated by the managers in section 5.2.1 above. Likewise, it is supported by the focus group members:

“A basic, direct and clear website builds a positive impression and a good reputation of the company. When the website is clear and direct it makes me very comfortable, satisfied with the company and attracted to the company”. (UK.FG2)

“I can relate to when I am driving and there are insufficient signs or clear directions, I feel annoyed and completely lost. Same as for navigation on the website, when it's clear and consistent I feel satisfied and when it is complex and confusing, I feel annoyed. It will also affect my view about the company overall”. (UK. FG6)

“I think for consumer decision-making it is very important, navigation can affect the consumer satisfaction. If I'm looking for shoes, I want women's shoes to be accessible and if I am looking for flats I need them to be there, so I can easily click on it. When I am going to the category I want to buy from, it's very important that I can navigate the website properly”. (RUS.FG1).

Therefore, consumer satisfaction is one of the most important goals of the company, according to the literature and the focus group participants. Researchers stated that information quality on the website and website design are essential steps to satisfaction and bring confidence to the users (Cyr, 2008; De Wulf et al., 2006; Flavian et al., 2006; Szymanski and Hise, 2000). The company manager participants commented on the importance of the satisfaction in relation to the website, as follows:

“One of the aims of our company is to leave consumers satisfied with their experience about the company and the products / services that the company provides. We implement training for employees with the sole goal in mind being to satisfy our customers. Nowadays, through the company website, we provide a customer service, an easy and simple way for people to find answers to their questions on our website. I think this really helps us to build a good image about us for people and satisfy consumers”. (UK.KH)

“Websites are quite a fascinating subject. When I am imagining my favourite website, I think that I am fulfilled with it and the overall quality of the website is high, that positive feeling that it gives me after using it ...All of those things definitely makes me like a company more, satisfied with the company and attracted to it. However, if I think about a website that I had a bad experience with and that left me with a feeling of irritation after using it, I will change my perceptions about the company and not in a good way”. (RUS.KS)

5.2.3.3. Determinants of corporate website favourability: attractiveness

The attractiveness of the product and services is highly significant in the current business environment, which can place the company in the minds of the consumers. Thus, scholars (Braddy et al., 2003; Braddy et al., 2008; Cober et al., 2003; Williamson et al., 2003; Zusman and Landis, 2002) have highlighted the significance of the corporate website and product/service attractiveness to sustain a competitive advantage (Braddy et al., 2003; Braddy et al., 2008; Cober et al., 2003; Williamson et al., 2003; Zusman and Landis, 2002). A high quality corporate website was reported in the focus group remarks as a factor that can affect the attraction of the company and its products, which can result in a favourable corporate image:

“I think a company can become attractive by using the website. A website can quickly create a strong emotional response. It’s a perfect tool for the company to create the feeling that the company wants the customer to achieve by looking at the website. When I am pleased by looking at the website, I will be attracted to the company and satisfied with it. This means that I think highly about the company”. (UK.FG3)

“Personally, for me, I feel the importance of a clean, balanced visual look of the website, not very complex, but highly professional with high quality visual elements. This makes me feel attracted to the company that the website represents. If I like the visual look of the website, I am attracted to the company”. (RUS.FG1)

Thus, company attractiveness is also one of the most important goals of the company. Scholars (Braddy et al., 2003; Braddy et al., 2008; Cober et al., 2003; Zusman and Landis, 2002) have concluded that the attractiveness of the organisation was affected by the peoples’ viewing of corporate websites, especially in terms of looking at the company as a future employer. Similar to satisfaction, the company managers emphasised the importance of attractiveness in regards to the aspects of a website, as follows:

“One of the major things that the corporate website is helping us do, is to attract the right employees for the company. A good website that fits with the strategy and goals of

the company makes the company more attractive. Applicants tell me, ‘that after visiting the company website I want to work for your company’. (UK.AI)

“When I am looking at the website I can instantly say if I am attracted to the company, and if I am satisfied with the company. Say for example, the way the website looks, feels, navigation feels just right and smooth, all of those things together, then I can say I am attracted to and satisfied with the product and services of that company, like Apple or Sberbank. However, there are some websites that just instantly irritate you and make you just leave the website, without even looking at it, like Ashan, which is a supermarket chain in Russia”. (RUS.LA)

5.2.3.4. Determinants of corporate image: corporate reputation

Corporate reputation is constructed over time by enduring corporate image through the corporate website. The significance of corporate reputation is apparent when the consumers trust the company and its products/services. One of the focus group participants commented on the importance of corporate reputation: “I believe that the cornerstone of the reputation is trust and delivering the promise to the consumer. Take Ryanair, it is a low cost airline, where there is no particular good design, but they deliver exactly what they promise to deliver – cheap flights.” (UK.FG4).

Thus, a corporate website can influence the reputation of the company, which can be reached by constructing the positive corporate image first. Managers commented in terms of the importance of reputation, as follows:

“The website has a big influence on a company’s reputation and image. First, consumers build an impression about the company, in the form of corporate image, and, in time, it grows to reputation. The reputation of the company is affected by many things and websites are one of the important controlled elements of communication that help to build the solid reputation of the company. By providing a favourable website with the consumers in mind and what they need will definitely improve reputation. When consumers don’t know the company and first go to the website to find out about it, the website becomes a key for corporate image and reputation”. (UK. AI)

“Any website is going to say powerfully what the company wants the consumers to believe in terms of image and reputation”. (RUS.KS)

5.2.3.5. Determinants of corporate reputation: consumer-company identification

Identification is influenced by the communication activities of the company (Christensen and Cheney, 2000; Kim, 2010; Larson and Pepper, 2003; Tompkins and Cheney, 1985). Previous

studies stated that favourable reputation leads to positive consumer identification with a company (Ahearn et al., 2005; Boros, 2009; Bhattacharya and Sen, 2003; Bhattacharya et al., 1995; Bergami and Bagozzi, 2000; Kuenzel and Halliday, 2010). To enhance their self-esteem, people associate themselves with a well-regarded brand. A positive reputation can be constructed and strengthened by a website (Neil, 1998; Srinivasan et al., 2002).

The focus group members' comments supported the literature, as follows: "When I hear good things about the brand and it is considered to be a famous and trusted company, I start to care about the company and its products... when I read positive things about the company online or on their website. I think this company is successful" (UK.FG3). This is consistent with the findings that when consumers perceive the reputation of the company as being successful, it can also enhance their positive identification with a brand (Ahearn et al., 2005; Smidts et al., 2001).

5.2.3.6. Determinants of consumer-company identification: loyalty

As mentioned in Chapter II, consumers that identified themselves with a company tend to stay loyal to that company, thereby reflecting a desire to express a consistent social identity (Dutton et al., 1994). When consumers identify themselves with a company they tend to recommend the product more (Ahearn et al., 2005). In order to improve the level of consumer identification, companies must work to engage stakeholders and increase the visibility of desirable organisational attributes (Dutton et al., 1994). Websites are a great way to engage with stakeholders and promote the visibility of the company. According to scholars (Bhattacharya and Sen, 2003; Marin et al., 2009, 2013; Perez and Del Bosque, 2015), consumer identification influences loyalty.

Consumers that are loyal to the company is a key factor for business success and sustainability over time (Flavian et al., 2006; Keating et al., 2003). Loyal consumers benefit a company more than new customers do, since the former are less affected by price changes (Berry and Parasuraman, 1991; Bowen and Shoemaker, 1998; Dowling and Uncle, 1997; Tepeci, 1999). Loyal consumers are one of the most important goals for the managers, which can be seen from the managers' comments:

“I strongly identify with the Apple company and its products. It is really hard to explain the reason why. It just feels right. Each time when the new iPhone launches – I feel proud of the company. I find myself talking about it with my friends over and over again. Getting into arguments with friends who have Samsung or Nokia. Probably there are many reasons why I feel strongly about Apple, the visuals, the simplicity and clarity of the website and purchasing on the website, how quickly and efficiently they deal with my issues. And, most importantly – they are, who they claim to be. I call myself a loyal customer”. (RUS. AK)

“Loyal consumers are the dream of every company, they trust you, they want to use the company again and again. They are proud to be the customer of the company and recommend it to their family and friends”. (UK.KH)

“A website that has rich information increases site "stickiness", in addition, it builds loyalty to a company, meaning they want to come back again and again to the website and use the company again and again.” (UK.AN)

As can be seen from the managers’ comments, consumer identification with the company influences the loyalty to the company. This notion is supported by scholars (Bhattacharya and Sen, 2003; Marin et al., 2009, 2013; Perez and Del Bosque, 2015).

5.3. SUMMARY

This chapter conducted the analysis of the qualitative research findings from the focus groups and interviews. The qualitative study was employed to gain a deeper understanding of the concepts of interest by addressing the research questions: what are the factors that influence corporate website favourability? what are the main influences of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty? The reporting of the findings was based on the topics established from the relevant literature. Subsequently, qualitative study results together with the literature review contributed to the development of the conceptual framework that is examined during the quantitative phase.

CHAPTER VI: DATA ANALYSIS

6.1. INTRODUCTION

Chapter V presented the methodology used in the current research. This chapter aims to analyse the main study and to show its research findings. The data examination overview and missing data analysis are outlined in Section 6.2. Section 6.3 illustrates the screening of the data by conducting the tests for normality, outliers, linearity and multi-collinearity, homoscedasticity, and non-response bias. Section 6.4 outlines the assessment of the internal reliability, underlying structures and factor structure of measures by conducting exploratory factor analysis (EFA). Section 6.5 presents the structural equation modelling (SEM), which evaluates how well the real data fit the research model in two stages, starting with the measurement model, also known as confirmatory factor analysis (CFA), followed by the structural model to test the hypothetical relationships. Lastly, conclusions are drawn in Section 6.6.

6.2. MAIN SURVEY

The main study, in the form of a survey questionnaire, being one of the most popular data collection techniques in the social sciences and marketing research (Sekaran, 2003), was performed in order to collect the data for further scale purification and hypothesis testing. The data collection was conducted in the UK and Russia. The samples are considered to be representative of the main population.

Table 6.1 represents the demographic profile of the survey participants. The results indicate that the ages of the major group of participants are almost equal between 30 and 39 (UK 38.6%; Russia 37.1%), and 20 and 29 (UK 35.3%; Russia 31.6%). The socio-demographic characteristics indicate that the respondents in the UK have an almost equal ratio of men (49.4%) and women (50.6%) compared to the Russian respondents where there are more men (56.7%) than women (43.3%). In respect of the education level of the respondents, they obtained undergraduate (UK 47.7%; Russia 44.4%) and postgraduate or above degree (UK

47.9%; Russia 51.0%) in both countries. The results from the UK participants show that 41.8% were students in the UK and 41.7% in Russia; 11.9% (UK) and 13.1% (Russia) were top executive or managers; 11.5% (UK) and 10.7% (Russia) were workers, and 11.2% (UK) and 9.4% (Russia) were office/clerical staff. Approximately 9.4% (UK) and 10.1% (Russia) were civil servants in both countries. As shown in Table 6.1, all the respondents mentioned that they are users (consumers) of the HSBC in the UK or Sberbank in Russia and visit the HSBC bank website or Sberbank website a few times a week (UK 56.2% and Russia 43.9%) or a month (UK 37.8%; Russia 51.3%).

Table 6.1: Demographic profile of the consumers of the HSBC bank in the UK and Sberbank in Russia compared with the main population figures (UK N=555, Russia N=563)

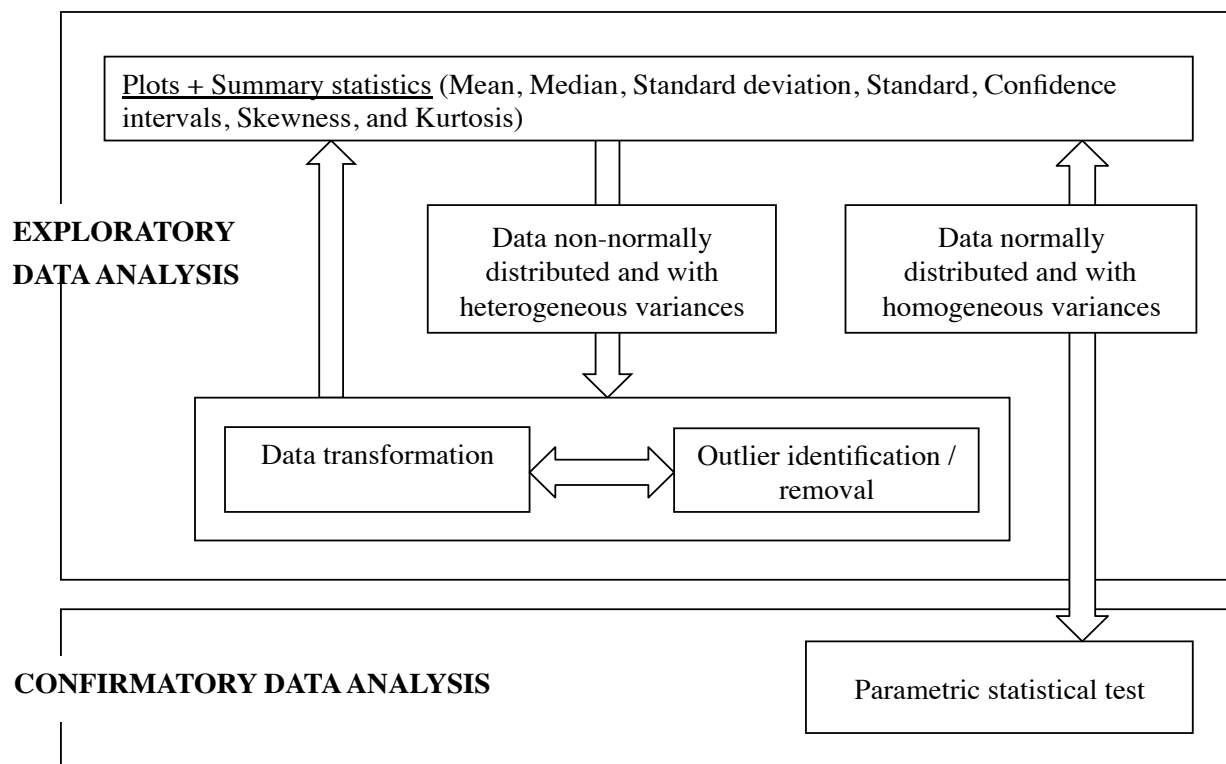
Sample size (N)		HSBC (UK)		Sberbank (Russia)	
		N	%	N	%
Age					
	19 years old or less	11	2.0	8	1.4
	20 to 29 years	196	35.3	178	31.6
	30 to 39 years	214	38.6	209	37.1
	40 to 49 years	110	19.8	121	21.5
	50 to 59 years	24	4.3	30	5.3
	60 years old or more			17	3.0
	Total	555	100.0	563	100.0
Gender					
	Male	274	49.4	319	56.7
	Female	281	50.6	244	43.3
	Total	555	100.0	563	100.0
Education					
	High school	24	4.3	26	4.6
	Undergraduate	265	47.7	250	44.4
	Postgraduate and above	266	47.9	287	51.0
	Total	555	100.0	563	100.0
Occupation					
	Top executive or manager	66	11.9	74	13.1
	Owner of a company	6	1.1	4	.7
	Lawyer, dentist or architect etc.	44	7.9	49	8.7
	Office/clerical staff	62	11.2	53	9.4
	Worker	64	11.5	60	10.7
	Civil servant	52	9.4	57	10.1
	Craftsman	26	4.7	24	4.3
	Student	232	41.8	235	41.7
	Housewife/husband	3	.5	7	1.2
	Retired				
	Total	555	100.0	563	100.0
How often do you visit the HSBC website?					
	A few times a week	312	56.2	247	43.9
	A few times a month	210	37.8	289	51.3
	A few times year	33	5.9	27	4.8
	N/A				
	Total	555	100.0	563	100.0

Source: The researcher.

6.2.1. DATA EXAMINATION

The essential step in order to conduct the multivariate data analysis is to embark on the data examination. According to Hair et al. (2014), and Tabachnick and Fidell (2007), data examination is crucial to make sure that the data meet the entire requirements to perform multivariate data analysis and to gain a deeper understanding of the data. “Data examination is a time consuming, but necessary, initial step in any analysis that researchers often overlook” (Hair et al., 2014, p. 3). As recommended by Hair et al. (2014), and Vaus (1996) the data were coded, examined for any mistakes that could occur during the data inputting, and inserted into the SPSS data sheet. This study follows the Tabachnick and Fidell (2007) data examination procedures shown in Figure 6.1 using SPSS.

Figure 6.1: Suggested routine for parametric data analysis



Source: Outlined by Tabachnick and Fidell (2007).

Before conducting the multivariate analysis, a number of important statistical assumptions should be met, which examine the fit of the sample data. As mentioned by Hair et al. (2014), “because our analyses involve the use of a sample and not the population, we must be concerned with meeting the assumptions of the statistical inference process that is foundation for all multivariate statistical techniques” (p. 87). Therefore, the assessment of the data is

crucial before starting the multivariate analysis (Hair et al., 2014). Thus, to make sure that the assumptions are met before starting the multivariate analysis, this study conducted missing data analysis, as the initial assessment below (Section 6.2.1.1), followed by the examination of the effects of extreme values (outlier analysis), normality analysis, homoscedasticity assessment, linearity and multi-collinearity examination, non-response bias and common method variance bias examinations, as presented in Section 6.3.

6.2.1.1. Missing data analysis

The first step in assessing the data from the main survey was the missing data analysis. Missing data can be a major threat to the generalisability of the findings (Hair et al., 2014), as well as being the one of the biggest concerns. During the missing data analysis, the major focus should be on the pattern of missing data in regards to the reasons why the data are missing and the amount of missing data (Hair et al., 2014; Tabachnick and Fidell, 2007). Hair et al. (2014) recommended investigating the type, the extent, the pattern of missing data and to remedy the missing data if necessary. The missing data can be categorised as 1) ‘known’ missing data, when the research is aware of the missing data and arises when the participants are not completing the questionnaire fully, meaning that the measurement equipment fails, 2) ‘unknown’ missing data can arise from the refusal of the participant to answer the question and often connected directly to the participant. The research embarks on the next step of the missing data analysis in case the participant is not ignoring the data on purpose – ‘non-ignorable’ missing data (Hair et al., 2014; Field, 2013). The following cases of non-ignorable missing data are recognised by Hair et al. (2014) to determine the extent of the missing data: 1) missing at random (MAR) (non-random) represents the situation where “if missing values of Y depend on X, but not on Y”; 2) missing completely at random (MCAR) (random), is the case where “observed values of Y are truly a random sample of all Y values, which no underlying process that lends bias to the observed data”; and 3) “ignorable missing data, meaning that specific remedies for missing data are not needed because the allowances for missing data are inherent in the technique used” (pp. 42-47).

To determine the extent and patterns of the missing data, this study conducted the Expectation-Maximisation (EM) technique, as it produces the most accurate estimates (Hair et al., 2014) (Appendix 6.1). SPSS is adopted to conduct the EM technique. The missing data analysis in Appendix 6.1 shows that there are no missing data. Hence, it is not necessary to

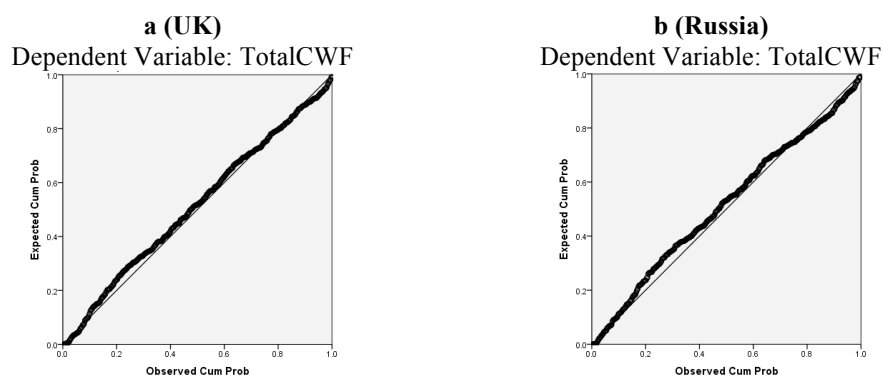
screen or remedy the missing data, which can be the signal that the questionnaire was appropriate to the applied circumstances and understood correctly by the participants.

6.3. ASSESSMENT OF NORMALITY, OUTLIERS, LINEARITY, AND MULTI-COLLINEARITY

6.3.1. Testing the normality assumption

The testing for normality was performed, as it is one of the most significant statistical assumptions in the multivariate analysis (Hair et al., 2014). Hair et al. (2014) stated that it can be described as “the shape of the data distribution for an individual metric variable and its correspondence to the normal distribution, the benchmark for statistical methods” (p. 69). Hair et al. (2014) recommended the use of both graphical plots and statistical tests to test for normality. Therefore, both graphical (normal probability plot) and statistical (Kolmogorov-Smirnov and Shapiro-Walk) techniques were adopted to test for normality. The normal probability plot is a visual graphical technique to test for normality. According to Norusis (1999), the normal probability plot (Quantile-Quantile plot) is an easier examination of the normality than other techniques. The visual assessment of the normal probability plots is more suitable for larger sample sizes (Hair et al., 2014). Examination of the normal probability plots (P–P and Q–Q plot) in both countries suggests that the data have no major deviations from the straight line (Figure 6.2 a-b and Appendix 6.3a-b). The normal probability plots demonstrate that the data are a sample from a normal distribution, and the observed value and the values are as expected.

Figure 6.2: a (UK) and b (Rus): Multivariate normal P–P Plot of regression standardised residual



Source: Developed by the researcher for the current research.

As was suggested by Hair et al. (2014) to employ graphical plots and statistical tests “to assess the actual degree of departure from normality” (p. 72), after the data were examined graphically via the normal probability plots, the Kolmogorov-Smirnov and Shapiro-Wilk (K-S) statistical tests were conducted both at the item level (Appendix 6.4) and at the construct level (Table 6.2). The Kolmogorov-Smirnov and Shapiro-Wilk (K-S) were employed as the most commonly used statistical tests where “each calculates the level of significance for the differences from a normal distribution” (Hair et al., 2014, p. 71). The results indicate that the assumption of the K-S tests were not tenable at the item or construct level. The volatility of the K-S test is quite common in large sample data (Pallant, 2007).

The other method to adopt is the Jarque-Bera (skewness and kurtosis), where both skewness and kurtosis are the main components of normality. Data that follow a normal distribution perfectly have a skewness and kurtosis value of 0 (Hair et al., 2014; Tabachnick and Fidell, 2007). However, variations of the skewness and kurtosis from zero are acceptable when they are within the normal range (i.e. $< \pm 3$) (Hair et al., 2014). Skewness “is used to describe the balance of the distribution; that is, is unbalanced and shifted to one side (right or left) or is it centred and symmetric with about the same shape on both sides”, where “if the distribution is unbalanced, it is skewed” and kurtosis “refers to the ‘peakedness’ or ‘flatness’ of the distribution compared with the normal distribution”, in other words “the height of the distribution” (Hair et al. 2014, p. 69). The results of the skewness and kurtosis (Appendix 6.5. a-b) indicate that a number of variables are within the normal range (i.e. $< \pm 3$) (Hair et al., 2014). In this research, normality was examined at the construct level (Appendix 6.5 a-b) and item level (Appendix 6.6 a-b) and showed satisfactory results thereby indicating that the data meet the assumption of normality.

Table 6.2: Test of normality (construct level)

UK							Russia					
Items	Kolmogorov-Smirnov(a)			Shapiro-Wilk			Kolmogorov-Smirnov(a)			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.	Statistic	df	Sig.	Statistic	df	Sig.
TotalCWF	.091	555	.000	.917	555	.000	.102	563	.000	.915	563	.000
TotalCWN	.089	555	.000	.935	555	.000	.089	563	.000	.937	563	.000
TotalCWV	.066	555	.000	.960	555	.000	.064	563	.000	.953	563	.000
TotalCWI	.043	555	.016	.977	555	.000	.048	563	.003	.976	563	.000
TotalCWU	.106	555	.000	.946	555	.000	.125	563	.000	.925	563	.000
TotalCWCU	.107	555	.000	.944	555	.000	.117	563	.000	.915	563	.000
TotalCWS	.089	555	.000	.944	555	.000	.098	563	.000	.942	563	.000
TotalCWA	.093	555	.000	.936	555	.000	.083	563	.000	.962	563	.000
TotalCWCS	.077	555	.000	.969	555	.000	.074	563	.000	.969	563	.000
TotalCWCRCR	.084	555	.000	.964	555	.000	.093	563	.000	.960	563	.000
TotalCWCSCR	.098	555	.000	.915	555	.000	.099	563	.000	.922	563	.000
TotalCCCV	.157	555	.000	.868	555	.000	.158	563	.000	.867	563	.000
TotalCCCPH	.177	555	.000	.847	555	.000	.173	563	.000	.852	563	.000
TotalCCCM	.158	555	.000	.843	555	.000	.162	563	.000	.833	563	.000
TotalCCCPR	.129	555	.000	.902	555	.000	.107	563	.000	.928	563	.000
TotalCCCH	.102	555	.000	.927	555	.000	.094	563	.000	.934	563	.000
TotalCCF	.141	555	.000	.894	555	.000	.123	563	.000	.918	563	.000
TotalCCCO	.153	555	.000	.868	555	.000	.154	563	.000	.868	563	.000
TotalCCS	.139	555	.000	.895	555	.000	.132	563	.000	.904	563	.000
TotalCI	.077	555	.000	.961	555	.000	.082	563	.000	.944	563	.000
TotalCR	.087	555	.000	.967	555	.000	.076	563	.000	.954	563	.000
TotalI	.086	555	.000	.959	555	.000	.087	563	.000	.952	563	.000
TotalL	.094	555	.000	.960	555	.000	.088	563	.000	.953	563	.000
TotalS	.080	555	.000	.947	555	.000	.091	563	.000	.938	563	.000
TotalCRA	.077	555	.000	.969	555	.000	.097	563	.000	.957	563	.000

a. Lilliefors Significance Correction

6.3.2. Outliers

The term ‘outlier’ means “observations with a unique combination of characteristics identifiable as distinctly different from the other observations” (Hair et al., 2014, p. 62). Tabachnick and Fidell (2006) stated that an outlier case is, “a case with such an extreme value on one variable (a univariate outlier) or such a strange combination of scores on two or more variables (multivariable outlier)” (p. 72). Outlier analysis is important to conduct as “outliers, or extreme responses, may unduly influence the outcome of any multivariate analysis” (Hair et al., 2014, p. 32). Therefore, the examination of outliers can assist in the recognition of observations that are inappropriate representations of the sample population.

This study is in line with Field (2013), who conducted univariate outlier analysis, which can be defined as the situation of a single variable of an extreme value (Kline, 2005), and multivariate outliers, which can be classified as an odd mixture of extreme values in two or more variables (Kline, 2005). The literature does not specify exactly the extreme values and their tolerance. The rule of thumb by Hair et al. (2014) in respect of univariate outliers is to “examine all metric variables to identify unique or extreme observations” and states that: 1) “for small samples (80 or fewer observations), outliers typically are defined as cases with standard scores of 2.5 or greater”; 2) “for larger sample sizes, increases the threshold value of standard scores up to 4”; 3) “if standard scores are not used, identify cases falling outside the ranges of 2.5 versus 4 standard deviations, depending on the sample size”. According to Tabachnick and Fidell (2007), when the sample size is large, a few cases with outliers is likely. As suggested by Hair et al (2014), to screen for the univariate outliers, items were gathered together to represent a single variable, where the value of each observation was transformed to a z-score (standardised score) with SPSS descriptive statistics. The same procedure was conducted for both countries.

Table 6.3 indicates a few cases with large standardised scores (± 4) in both countries. This study adopted the threshold value of standard scores up to 4 (Hair et al., 2014) due to the large sample size. For instance, the highest number of outliers (4) was found in the satisfaction construct in the UK, and in the usability construct in Russian data. “Outliers cannot be categorically characterised as either beneficial or problematic, but instead must be viewed within the context of the analysis and should be evaluated by the types of information they may provide” (Hair et al., 2014, p. 63).

Table 6.3: Univariate outliers

Variable	S.NO	UK		Russia		
		Case of outlier	Standardised values i.e. z-scores > ± 3.0	S.NO	Case of outlier	Standardised values i.e. z-scores > ± 3.0
CWF (Corporate website favourability)						
11	190	-3.63858	11	63	-3.26029	
	493	-3.63858		72	-3.26029	
	464	-3.63858		146	-3.26029	
	490	-3.63858		311	-3.26029	
	467	-3.63858		377	-3.26029	
	438	-3.63858		410	-3.26029	
	243	-3.63858		456	-3.26029	
	18	-3.63858		459	-3.26029	
	415	-3.50008		523	-3.26029	
	441	-3.22307		543	-3.26029	
	423	-3.01531		47	-3.00844	
Navigation						
7	120	-3.90227				
	93	-3.90227				
	66	-3.90227				
	206	-3.90227				
	154	-3.7769				
	294	-3.27543				
	117	-3.02469				
Visual						
5	120	-3.88367	6	146	-3.99693	
	73	-3.80305		543	-3.99693	
	51	-3.64183		184	-3.61379	
	74	-3.31937		199	-3.61379	
	497	-3.07753		370	-3.3839	
				338	-3.3839	
Information						
2	1	-4.06057	3	146	-3.99122	
	502	-3.09356		91	-3.99122	
				543	-3.35026	
Usability						
3	499	-3.33719	7	146	-4.22253	
	18	-3.15642		543	-4.22253	
	12	-3.15642		183	-4.22253	
				209	-4.06449	
				106	-3.27427	
				291	-3.27427	
				465	-3.11623	
Customisation						
7	10	-3.69873	10	146	-3.76858	
	120	-4.2259		543	-3.76858	
	359	-3.7572		465	-3.76858	
	423	-3.05415		184	-3.76858	
	308	-3.05415		199	-3.76858	
	206	-3.05415		209	-3.5581	
	66	-3.05415		430	-3.34761	
				18	-3.34761	
				291	-3.13712	
		91	-3.13712			

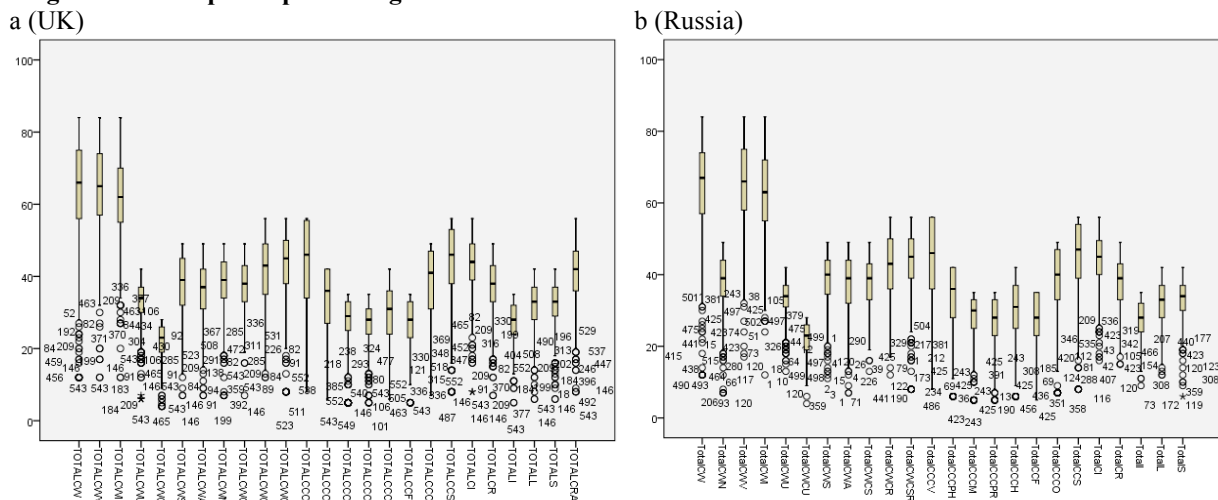
Security					
5	2	-3.65348	4	146	-3.5926
	3	-3.52192		543	-3.5926
	4	-3.39037		91	-3.36002
	497	-3.39037		92	-3.01115
	498	-3.25881			
Availability					
3	1	-3.33959	5	146	-3.60393
	71	-3.33959		91	-3.60393
	4	-3.11773		94	-3.35696
				138	-3.35696
				209	-3.10999
Customer service					
3	226	-3.55605	1	146	-4.19519
	39	-3.12972			
	290	-3.12972			
Website credibility					
2	441	-3.27042	2	89	-3.05895
	425	-3.05269		543	-3.05895
Perceived corporate social responsibility					
10	441	-3.54985	10	89	-3.42283
	308	-3.54985		552	-3.42283
	120	-3.54985		184	-3.42283
	122	-3.54985		199	-3.42283
	190	-3.54985		201	-3.42283
	81	-3.54985		186	-3.42283
	147	-3.54985		523	-3.42283
	173	-3.54985		511	-3.42283
	234	-3.54985		197	-3.42283
	425	-3.04414		538	-3.42283
	Corporate mission				
21	190	-3.20199			
	81	-3.20199			
	425	-3.20199			
	18	-3.20199			
	12	-3.20199			
	415	-3.20199			
	61	-3.20199			
	39	-3.20199			
	505	-3.20199			
	137	-3.20199			
	55	-3.20199			
	36	-3.20199			
	51	-3.20199			
	334	-3.20199			
	323	-3.20199			
	35	-3.20199			
	456	-3.20199			
244	-3.20199				
497	-3.20199				
180	-3.20199				
100	-3.20199				
Corporate principles					
11	190	-3.16735	8	84	-3.58774
	81	-3.16735		146	-3.58774
	425	-3.16735		543	-3.58774
	18	-3.16735		101	-3.58774

	415	-3.16735		106	-3.58774
	61	-3.16735		223	-3.25901
	39	-3.16735		36	-3.25901
	505	-3.16735		452	-3.25901
	255	-3.16735			
	137	-3.16735			
	55	-3.16735			
Founder of the company					
13	190	-3.15864	12	84	-3.05941
	81	-3.15864		146	-3.05941
	425	-3.15864		543	-3.05941
	18	-3.15864		101	-3.05941
	61	-3.15864		106	-3.05941
	39	-3.15864		311	-3.05941
	505	-3.15864		336	-3.05941
	137	-3.15864		505	-3.05941
	55	-3.15864		463	-3.05941
	548	-3.15864		183	-3.05941
	537	-3.15864		80	-3.05941
	415	-3.15864		26	-3.05941
	437	-3.15864			
Company's subcultures					
8	425	-3.47278	9	146	-3.26873
	18	-3.47278		311	-3.26873
	505	-3.47278		336	-3.26873
	220	-3.47278		183	-3.26873
	153	-3.47278		347	-3.26873
	160	-3.47278		315	-3.26873
	262	-3.47278		487	-3.26873
	191	-3.47278		283	-3.26873
				17	-3.26873
Corporate image					
6	154	-3.71716	8	146	-4.35979
	220	-3.58436		543	-4.35979
	223	-3.58436		316	-3.37978
	318	-3.45155		348	-3.37978
	51	-3.18594		347	-3.25727
	240	-3.05313		315	-3.25727
				452	-3.25727
				369	-3.13477
Corporate reputation					
3	499	-3.19013	4	146	-3.79794
	532	-3.19013		543	-3.79794
	503	-3.19013		209	-3.16607
				91	-3.16607
Consumer-company identification					
3	120	-3.55762	4	146	-3.85966
	51	-3.17534		543	-3.85966
	334	-3.17534		465	-3.15999
				370	-3.15999
Loyalty					
3	323	-3.2889	1	146	-4.17706
	75	-3.2889			
	251	-3.12746			
Satisfaction					
6	505	-4.73703	4	146	-3.58136
	470	-4.21119		396	-3.58136

35	-4.03591	492	-3.58136
334	-4.03591	543	-3.47262
327	-3.68534		
323	-3.33478		

Following the univariate outlier analysis, the multivariate outlier examination was conducted using the Mahalanobis D2 measure. The Mahalanobis D2 measure is a linear regression method that can be characterised as a “multivariate assessment of each observation across a set of variables” and “measures each observation’s distance in multidimensional space from the mean centre of all observations, providing a single value for each observation no matter how many variables are considered” (Hair et al., 2014, p. 64). The SPSS ‘1-CDF.CHISQ (quant, df)’, where quant=D2 and df=13 was employed to conduct the Mahalanobis D² measure. The multivariate outlier rule of thumb suggests that “threshold levels for the D²/df measure should be conservative (.005 or .001), resulting in values of 2.5 (small samples) versus 3 or 4 in large samples” (Hair et al., 2014, p. 65). Table 6.4 illustrates that extreme outliers were only detected in 75 cases in the UK (n=555) and 69 in Russia (n=563) (i.e. p<0.005). In addition, a Box Plot was used to examine for multivariate outliers in Figure 6.3, which demonstrates that all the observations in the UK and Russia had mild-outliers (IQR)> 1.5) (Hair et al., 2014). To conclude, after analysing the univariate outliers and multivariate outliers, the observations with outliers were kept for both countries.

Figure 6.3: Box-plot representing multivariate outliers



Circle= represents mild-outliers score, which is more than 1.5IQR from the rest of the score

Table 6.4: Multivariate outlier detection in the UK and Russia

Count	UK				Russia			
	Case of outlier	Mahalanobis D2	D2/df	p-value	Case of outlier	Mahalanobis D2	D2/df	p-value
1	66	71.14455	5.472657	0	359	74.65459	5.742660	0
2	206	56.7806	4.367738	0	146	61.95239	4.765568	0
3	388	53.5551	4.119623	0	26	57.358	4.412153	0
4	371	53.29009	4.099237	0	47	52.03833	4.002948	0
5	51	51.69442	3.976493	0	338	49.11908	3.778390	0
6	415	51.6213	3.970869	0	498	46.23537	3.556566	0
7	1	50.07918	3.852244	0	199	45.25979	3.481522	0
8	180	48.97821	3.767554	0	184	44.89162	3.453201	0
9	120	45.85324	3.527172	0	183	44.23363	3.402586	0
10	420	45.37424	3.490326	0	460	43.62604	3.355849	0
11	2	45.16475	3.474211	0	106	42.25785	3.250603	0
12	92	41.90325	3.223326	0	544	41.99457	3.230351	0
13	156	41.65566	3.204281	0	370	41.41684	3.185910	0
14	71	41.64528	3.203483	0	490	41.15925	3.166096	0
15	73	41.44738	3.18826	0	92	41.14227	3.1647	0
16	494	41.13903	3.164540	0	119	40.18623	3.091248	0
17	491	40.57932	3.121486	0	549	40.02449	3.078806	0
18	529	40.09855	3.084503	0	121	39.36562	3.028124	0
19	244	39.43939	3.033799	0	340	39.33652	3.025886	0
20	81	39.28199	3.021691	0	101	39.1229	3.009453	0
21	39	39.2628	3.020215	0	543	38.979	2.998384	0
22	127	39.16176	3.012443	0	550	38.46749	2.959037	0
23	119	39.1137	3.008746	0	89	37.6254	2.894261	0
24	172	38.45189	2.957837	0	391	36.76625	2.828173	0.01
25	157	38.22881	2.940677	0	523	36.71926	2.824558	0.01
26	532	37.87268	2.913283	0	277	36.26378	2.789521	0.01
27	451	37.76592	2.905070	0	293	36.10127	2.777020	0.01
28	240	37.65996	2.89692	0	336	35.82907	2.756082	0.01
29	441	37.6195	2.893807	0	308	35.58529	2.73733	0.01
30	294	37.28838	2.868336	0	457	35.44357	2.726428	0.01
31	53	37.11231	2.854793	0.01	285	35.2887	2.714515	0.01
32	30	36.65017	2.819243	0.01	178	35.07858	2.698352	0.01
33	467	36.02217	2.770936	0.01	63	34.62346	2.663343	0.01
34	305	35.75545	2.750419	0.01	204	34.55948	2.658421	0.01
35	446	35.58034	2.736949	0.01	540	34.47588	2.651990	0.01
36	498	35.31747	2.716728	0.01	504	33.9374	2.610569	0.01
37	296	35.30448	2.715729	0.01	547	33.86208	2.604775	0.01
38	111	34.5436	2.6572	0.01	505	33.83343	2.602571	0.01
39	4	34.36969	2.643822	0.01	385	33.30931	2.562254	0.02
40	306	34.05945	2.619957	0.01	56	33.242	2.557076	0.02
41	463	33.89343	2.607186	0.01	392	33.00246	2.538650	0.02
42	65	33.87392	2.605686	0.01	373	32.71079	2.516214	0.02
43	497	33.86622	2.605093	0.01	115	32.65711	2.512085	0.02
44	76	33.82693	2.602071	0.01	356	32.57861	2.506046	0.02
45	18	33.71584	2.593526	0.01	93	32.38638	2.49126	0.02
46	147	33.67646	2.590496	0.01	463	32.08577	2.468136	0.02
47	61	33.16077	2.550828	0.02	94	31.90053	2.453886	0.02
48	88	33.13166	2.548589	0.02	226	31.87351	2.451808	0.02
49	379	32.91924	2.532249	0.02	180	31.83971	2.449208	0.02
50	154	32.70343	2.515648	0.02	451	31.82528	2.448098	0.02
51	308	32.63162	2.510124	0.02	177	31.82047	2.447728	0.02
52	93	32.1881	2.476007	0.02	273	31.67794	2.436764	0.02

53	190	31.66196	2.435535	0.02	80	31.3621	2.412469	0.03
54	26	31.54857	2.426813	0.02	358	31.35488	2.411913	0.03
55	117	31.39712	2.415163	0.03	84	31.24662	2.403586	0.03
56	359	31.26779	2.405214	0.03	138	31.13032	2.3946	0.03
57	212	31.1409	2.395453	0.03	511	31.10771	2.392900	0.03
58	74	30.99521	2.384246	0.03	304	30.9811	2.383161	0.03
59	114	30.55905	2.350696	0.03	357	30.43039	2.340799	0.03
60	341	30.40549	2.338883	0.03	502	30.22694	2.325149	0.04
61	42	30.36376	2.335673	0.03	197	29.88397	2.298766	0.04
62	79	30.26189	2.327837	0.03	311	29.86129	2.297022	0.04
63	245	29.64183	2.280140	0.04	464	29.851	2.296230	0.04
64	391	29.5491	2.273007	0.04	371	29.80994	2.293072	0.04
65	499	29.4546	2.265738	0.04	538	29.70603	2.285079	0.04
66	234	29.4349	2.264223	0.04	209	29.51597	2.270459	0.04
67	289	29.40474	2.261903	0.04	225	29.06038	2.235413	0.05
68	226	29.22259	2.247891	0.05	186	28.79545	2.215034	0.05
69	63	29.18695	2.24515	0.05	35	28.67522	2.205786	0.05
70	116	28.92406	2.224927	0.05				
71	122	28.85179	2.219368	0.05				
72	136	28.71856	2.20912	0.05				
73	173	28.71208	2.208621	0.05				
74	531	28.70859	2.208353	0.05				
75	3	28.69899	2.207614	0.05				

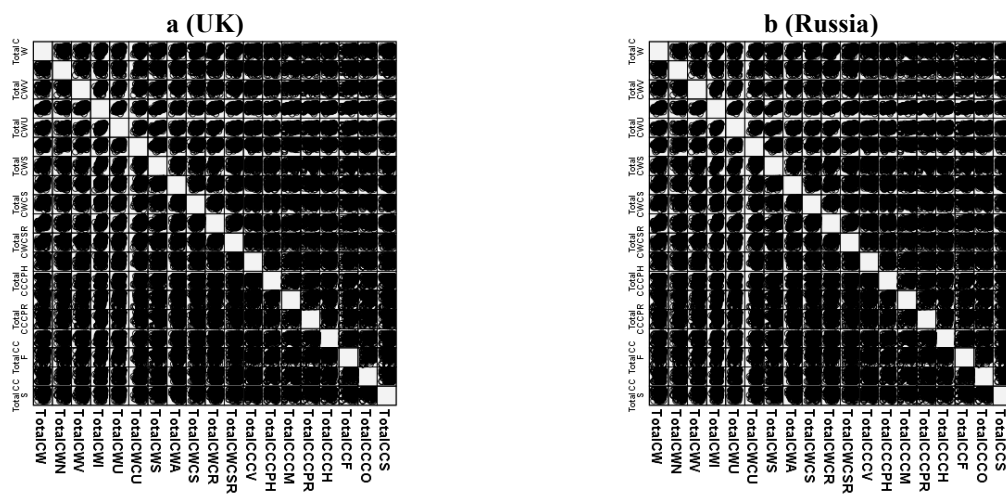
6.3.3. Linearity and Multi-collinearity

This study evaluates the relationship between the variables in relation to the research questions. Linearity is “an implicit assumption of all multivariate techniques based on correlational measures of association” and it is commonly used to examine “scatterplots of the variables and to identify any nonlinear patterns in the data” (Hair et al., 2014, p. 74). In addition, Pearson’s correlations matrix was conducted in both countries to assess the linearity and multi-collinearity of corporate website favourability constructs at the 0.01 significance level (2-tailed) (Appendix 6.7 a-b). The results of the Pearson’s correlation matrix show that all the independent variables were considerably positively correlated to the dependent variables and that the correlation values were lower than 0.80, signifying that the multi-collinearity assumption is met in both countries (Field, 2013; Hair et al., 2014). By examining the scatterplots of the test (Figure 6.4), the results show that no nonlinear patterns were present in the data and that all the variables were linear with each other in the UK and Russia.

In addition, the multi-collinearity was also evaluated using “the Variance Inflation Factor (VIF) and tolerance”, as both are “widely used measures of the degree of multi-collinearity” (O’Brien, 2007, p. 673). Multi-collinearity is associated with the tolerance of 0.1 or less and a

VIF of 10 or more (Menard, 1995), where VIF is “the inverse of tolerance” (O’Brien, 2007, p. 668). Additionally, Kock (2015) and Kock and Lynn (2012) recommended an upper variance inflation factor (VIF) threshold of 5 for SEM models of this type. The results in Table 6.5 illustrate that the VIF values were below 5 and that the tolerance values were above 0.1 (Hair et al., 2014; Menard, 1995) in both countries, and, hence, there was no need to delete any variables (Tabachnick and Fidell, 2007).

Figure 6.4: Corporate Website Favourability constructs scatter plot matrix



Source: Analysis of survey data.

Table 6.5: Regression for observing VIF and tolerance effect

	UK							Russia						
	Unstandardised Coefficients		Standardised Coefficients	T	Sig.	Collinearity Statistics		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-3.690	4.791		-.770	.441			-3.566	4.605		-.774	.439		
TotalCWN	.124	.071	.069	1.743	.082	.692	1.445	-.146	.060	-.120	-2.437	.015	.490	2.040
TotalCWV	-.092	.052	-.079	-1.791	.074	.545	1.835	.078	.064	.061	1.221	.222	.474	2.110
TotalCWI	.091	.052	.079	1.750	.081	.533	1.876	.167	.113	.067	1.479	.140	.587	1.704
TotalCWU	.200	.122	.077	1.646	.100	.493	2.026	-.063	.164	-.019	-.382	.703	.497	2.013
TotalCWCU	-.336	.135	-.099	-2.487	.013	.671	1.490	-.215	.101	-.116	-2.137	.033	.404	2.478
TotalCWS	-.052	.093	-.027	-.556	.578	.443	2.256	.266	.086	.136	3.081	.002	.614	1.627
TotalCWA	.406	.067	.254	6.030	.000	.607	1.648	.123	.083	.064	1.486	.138	.651	1.536
TotalCWCS	.134	.082	.065	1.635	.103	.675	1.482	.046	.099	.021	.465	.642	.566	1.766
TotalCWCR	.272	.073	.173	3.742	.000	.501	1.997	.199	.082	.121	2.427	.016	.481	2.079
TotalCWCSR	.262	.058	.179	4.499	.000	.675	1.482	.315	.067	.202	4.711	.000	.647	1.545
TotalCCCV	.158	.042	.145	3.797	.000	.738	1.355	.129	.048	.113	2.703	.007	.690	1.450
TotalCCCPH	-.107	.074	-.072	-1.448	.148	.435	2.298	-.135	.083	-.088	-1.627	.104	.404	2.475
TotalCCCM	-.047	.092	-.023	-.514	.608	.524	1.910	-.059	.102	-.029	-.578	.563	.466	2.146
TotalCCCPR	.013	.093	.006	.142	.887	.531	1.883	.019	.110	.007	.174	.862	.677	1.476
TotalCCCH	.081	.065	.052	1.242	.215	.618	1.619	.137	.077	.078	1.771	.077	.611	1.637
TotalCCF	-.159	.091	-.078	-1.743	.082	.534	1.872	-.053	.103	-.024	-.520	.603	.563	1.776
TotalCCCO	.075	.055	.058	1.361	.174	.587	1.704	.069	.065	.050	1.061	.289	.538	1.860
TotalCCS	.016	.048	.012	.340	.734	.858	1.166	-.030	.057	-.021	-.530	.597	.788	1.269
TotalCI	.247	.075	.129	3.269	.001	.694	1.441	.354	.086	.182	4.107	.000	.609	1.641
TotalCR	.025	.080	.012	.305	.760	.678	1.474	.059	.094	.030	.631	.528	.545	1.835
TotalI	.054	.109	.020	.497	.620	.688	1.454	-.005	.125	-.002	-.039	.969	.592	1.689
TotalL	.242	.089	.104	2.729	.007	.741	1.350	.287	.108	.122	2.660	.008	.566	1.767
TotalS	.056	.093	.022	.600	.549	.793	1.261	.223	.108	.088	2.061	.040	.653	1.532
TotalCRA	-.078	.059	-.048	-1.318	.188	.809	1.236	.009	.071	.005	.132	.895	.709	1.410

Dependent variable: CWF

6.3.4. Homoscedasticity / Heteroscedasticity

Homoscedasticity is an important assumption in multivariate analysis, which relates mainly to the relationships between variables and “refers to the assumption that dependent variable (s) exhibit equal levels of variance across the range of predictor variable(s)” (Hair et al. 2014, p. 72). The failure of homoscedasticity is called the heteroscedastic relationship, which occurs “if dispersion is unequal across values of the independent variable” (Hair et al. 2014, p. 72). Heteroscedasticity is the result of the non-normality presence or a higher level of error of measurement at some level in the independent variable(s) (Hair et al., 2014, Tabachnick and Fidell, 2007). Hair et al. (2014) stated that “the most common test, the Levene test, is used to assess whether the variances of a single metric variable are equal across any number of groups” (p. 73).

This study adopted Levene’s test with the significance at $p \leq .05$ to examine the homoscedasticity (Field, 2013; Hair et al., 2014; Pallant, 2007). The results in Table 6.6 indicate that most of the variables in both countries are non-significant ($> .05$), except CWFTOTAL, CCCVTOTA, CCCPHTOTAL, CCSTOTAL, LTOTAL in the UK and CCCMTOTAL, CCFTOTAL in Russia, which were found to be significant ($p < .05$). According to Field (2013), Levene’s test can be significant for a large sample due to the sensitivity to the sample size. Thus, for this study, with a sample of 555 in the UK and 563 in Russia, the significance of a few constructs in Levene’s test does not represent the presence of substantial non-normality within the sample.

Table 6.6: Levene’s test of homogeneity of variances

	UK				Russia			
	Levene statistic	df1	df2	Sig.	Levene statistic	df1	df2	Sig.
CWFTOTAL	2.619	4	550	.034	.003	1	561	.958
CWNTOTAL	.601	4	550	.662	1.830	1	561	.177
CWVTOTAL	.733	4	550	.570	2.298	1	561	.130
CWITOTAL	.894	4	550	.467	1.907	1	561	.168
CWUTOTAL	1.135	4	550	.339	.503	1	561	.479
CWCUTOTAL	.092	4	550	.985	4.074	1	561	.044
CWSTOTAL	1.453	4	550	.215	3.535	1	561	.061
CWATOTAL	2.348	4	550	.053	1.403	1	561	.237
CWCSTOTAL	.632	4	550	.640	2.665	1	561	.103
CWCRTOTAL	1.425	4	550	.224	1.982	1	561	.160
CWCSRTOTAL	2.387	4	550	.050	.038	1	561	.845
CCCVTOTAL	3.171	4	550	.014	1.559	1	561	.212
CCCPHTOTAL	5.797	4	550	.000	1.339	1	561	.248
CCCMTOTAL	.285	4	550	.888	11.561	1	561	.001

CCCPRTOTAL	1.619	4	550	.168	.118	1	561	.732
CCCHTOTAL	2.033	4	550	.088	3.094	1	561	.079
CCFTOTAL	1.791	4	550	.129	4.046	1	561	.045
CCCOTOTAL	2.269	4	550	.061	3.398	1	561	.066
CCSTOTAL	2.760	4	550	.027	.007	1	561	.933
CITOTAL	.713	4	550	.583	.001	1	561	.973
CRTOTAL	.537	4	550	.709	3.320	1	561	.069
ITOTAL	1.124	4	550	.344	1.029	1	561	.311
STOTAL	1.506	4	550	.199	.009	1	561	.925
CRATOTAL	1.118	4	550	.347	.956	1	561	.329
LTOTAL	2.759	4	550	.027	3.872	1	561	.050

Source: Analysis of survey data.

6.3.5. Non-response bias and common method bias

Non-response bias can occur during the data collection procedure and can commonly exist in the survey based studies (Churchill, 1979). Non-response bias “refers to the mistake one expects to make in estimating a population characteristic based on a sample of survey data in which, due to non-response, certain types of survey respondents are under-represented” (Berg, 2005, p. 3). The common factors for the non-response among the participants are the refusal to answer questions and to take part in the research completely (Saunders et al., 2007). According to Sekaran (2003), treating data with strict confidentiality and convincing the participant that data are strictly confidential may reduce the non-response rate.

The Mann-Whitney U-test was adopted to investigate for non-response bias, as it tests if the “two samples come from the same population (i.e. have the same median)” (Ruxton, 2006). This study compared the first 50 questionnaires as the early respondents, with the 50 observations from the late respondents, in relation to the proportion of survey questionnaires (Armstrong and Overton, 1977; Foroudi, 2012; Lambert and Harrington, 1990). The results in Tables 6.7a and 6.7b show an absence of non-response bias in the majority of the constructs, where the significance value in any variable is not less than or equal to .05 probability. Therefore, non-response bias is not a major concern in this research.

Additionally, this study was examined for common method bias in Section 6.4.1 by conducting the Harman's (1967) single-factor test by adopting the exploratory factor analysis (EFA) techniques (Table 6.9a-b) with varimax rotation, following the guidelines of Mattila and Enz (2002), and Kumar et al. (2014). The common method bias implies that “the covariance among measured items is influenced by the fact that some or all of the responses are collected with the same type of scale” (Hair et al., 2014, p. 764). The results show that a

single factor solution did not emerge, thus there is no common method bias in the research (Quaddus and Woodside, 2015). Additionally, scholars (Kock, 2015; Kock and Lynn, 2012) stated that for SEM model of this the common method bias is not an issue if the the variance inflation factor (VIF) does not exceed the threshold of 5. According to the Table 6.5, the VIF values in both contexts are lower then 5, therefore the common method bias is not an issue (Kock, 2015; Kock and Lynn, 2012). Furthermore, according to Mattila and Enz (2002), the use of different methods reduces the likelihood for common method bias. This study used the mixed method approach discussed in Chapter VII by combining the quantitative and qualitative methods. Therefore, the common method bias is not a concern in both contexts.

Table 6.7a: Mann-Whitney U-test observing non-response biasness (UK)

	CWFTO TAL	CWNTO TAL	CWVTOT AL	CWITO TAL	CWUTOT AL	CWCU TOTAL	CWSTO TAL
Mann-Whitney U	36387.00 0	38260.00 0	38156.000	38349.00 0	37815.000	35569.5 00	37890.50 0
Wilcoxon W	76008.00 0	77881.00 0	75831.000	76024.00 0	75490.000	73244.5 00	77511.50 0
Z	-1.118	-.126	-.181	-.078	-.362	-1.555	-.322
Asymp. Sig. (2- tailed)	.264	.900	.857	.938	.717	.120	.748
	CWATO TAL	CWCST OTAL	CWCRT OTAL	CWCSR TOTAL	CCCVTO TAL	CCCPH TOTAL	CCCMT OTAL
Mann-Whitney U	37702.00 0	36251.50 0	37573.000	38472.00 0	36701.500	36488.0 00	36346.00 0
Wilcoxon W	75377.00 0	73926.50 0	75248.000	76147.00 0	76322.500	76109.0 00	75967.00 0
Z	-.421	-1.190	-.490	-.013	-.960	-1.077	-1.145
Asymp. Sig. (2- tailed)	.674	.234	.624	.989	.337	.281	.252
	CCCPR TOTAL	CCCHT OTAL	CCFTOT AL	CCCOT OTAL	CCSTOT AL	CITOT AL	CRTOT AL
Mann-Whitney U	34482.00 0	36505.00 0	36987.500	34977.50 0	36350.000	35488.5 00	36348.50 0
Wilcoxon W	74103.00 0	76126.00 0	76608.500	74598.50 0	75971.000	75109.5 00	75969.50 0
Z	-2.138	-1.058	-.808	-1.874	-1.141	-1.595	-1.139
Asymp. Sig. (2- tailed)	.33	.290	.419	.061	.254	.111	.255
	ITOTAL	LTOTAL	STOTAL	CRATO TAL			
Mann-Whitney U	37493.00 0	37281.00 0	34319.000	34756.00 0			
Wilcoxon W	77114.00 0	76902.00 0	71994.000	74377.00 0			
Z	-.533	-.645	-2.214	-1.984			
Asymp. Sig. (2- tailed)	.594	.519	.27	.47			

a. Grouping Variable: Your gender

Table 6.7b: Mann-Whitney U-test observing non-response biasness (Russia)

	CWFT OTAL	CWNTOT OTAL	CWVTOT OTAL	CWITOT OTAL	CWUTOT OTAL	CWCUT OTAL	CWSTO OTAL
Mann-Whitney U	38056.500	36084.000	37674.500	36946.000	37607.500	38177.000	36927.500
Wilcoxon W	89096.500	87124.000	88714.500	87986.000	67497.500	68067.000	87967.500
Z	-.451	-1.483	-.650	-1.031	-.686	-.389	-1.042
Asymp. Sig. (2-tailed)	.652	.138	.515	.302	.492	.698	.297
	CWAT OTAL	CWCST OTAL	CWCRT OTAL	CWCSR TOTAL	CCCVTO OTAL	CCCPH TOTAL	CCCMT OTAL
Mann-Whitney U	38897.000	38457.000	38084.500	38644.000	38485.500	36883.500	36178.000
Wilcoxon W	89937.000	68347.000	89124.500	68534.000	89525.500	87923.500	87218.000
Z	-.011	-.241	-.436	-.143	-.228	-1.077	-1.440
Asymp. Sig. (2-tailed)	.991	.809	.663	.886	.820	.281	.150
	CCCPR TOTAL	CCCHT OTAL	CCFTOT OTAL	CCCOT OTAL	CCSTOT OTAL	CITOT OTAL	CRTOT OTAL
Mann-Whitney U	36555.000	35284.000	36496.000	37520.000	36235.500	35936.000	37131.500
Wilcoxon W	87595.000	86324.000	87536.000	88560.000	66125.500	86976.000	88171.500
Z	-1.238	-1.904	-1.274	-.735	-1.407	-1.561	-.935
Asymp. Sig. (2-tailed)	.216	.057	.203	.462	.159	.119	.350
	ITOTA L	LTOTA L	STOTAL	CRATO OTAL			
Mann-Whitney U	36153.500	38841.500	37329.500	38797.000			
Wilcoxon W	87193.500	68731.500	88369.500	68687.000			
Z	-1.448	-.040	-.832	-.063			
Asymp. Sig. (2-tailed)	.148	.968	.405	.950			

a. Grouping Variable: Your gender

6.4. FACTOR LOADING AND DATA ANALYSIS

Factor analysis (FA) is a technique that is applied to identify underlying variables (factors), which explain the pattern of association between a set of observed variables. Factor analysis “is an interdependence technique whose primary purpose is to define the underlying structure among the variables in the analysis” (Hair et al., 2014, p. 92). According to scholars (Gorsuch 1983; Rummel, 1970; Stevens, 1996; Tabachnick and Fidell, 2007), one of the main purposes of factor analysis is data reduction with a minimum loss of information. Factor analysis can be applied to the following key issues: 1) “specifying the unit of analysis”, 2) “achieving data summarisation and/or data reduction”, 3) “variable selection” 4) “using factor analysis results with other multivariate techniques” (Hair et al., 2014, p.94). Therefore, factor analysis

presents two separate but interrelated outcomes: data reduction and data summarisation/identifying structures (Hair et al., 2014).

Factor analysis is of two types – exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) (Bryman and Cramer, 2011) – both of which can be used for the data reduction or data summarisation and identifying structures. EFA aims to uncover the underlying structure of the constructs (Hair et al., 2014), where “the relationships between various variables are examined without determining the extent to which the results fit a particular model” (Bryman and Cramer, 2011, p. 319). CFA “compares the solution found against a hypothetical one” (Bryman and Cramer, 2011, p. 319). Therefore, EFA is an exploratory procedure where the “researcher has little control over the specification of the structure (e.g. number of factors, loadings of each variable etc.)” (Hair et al., 2014, p. 146), while CFA is a confirmatory technique because “the researcher must specify in advance several key aspects of the factor model such as the number of factors and patterns of indicator-factor loadings” (Brown, 2006, p. 20).

This study used EFA first to “identify groupings among variables based on relationships represented in a correlation matrix” (Hair et al., 2014, p. 146), followed by CFA to “test the extent to which a researcher’s a priori, theoretical pattern of factor loadings on prespecified constructs (variables loading on specific constructs) represents the actual data, in other words it is confirmatory test of the measurement theory” (Hair et al., 2014, p. 603).

6.4.1. Exploratory factor analysis (EFA)

Exploratory factor analysis (EFA) is one of the most widely used statistical techniques to “arrive at [a] more parsimonious conceptual understanding of a set of measured variables factors needed to account for the pattern of correlations among the measured variables” (Fabrigar et al., 1999, p. 275). Therefore, “the primary purpose of exploratory factor analysis is to define the underlying structure among the variables in the analysis” (Hair et al., 2014, p. 146). EFA should be used to assess the internal reliability, examine underlying structures and the factor structure of the measures (Tabachnick and Fidell, 2007). This study employed the SPSS package to conduct EFA in order to “identify groupings among variables based on relationships represented in a correlation matrix” (Hair et al., 2014, p. 146).

Principal component analysis (PCA) was selected from among the other methods of extraction to conduct the EFA for factor extraction. Hair et al. (2014) stated that principal component analysis “is used when objecting is to summarise the most of the original information (variance) in a minimum number of factors for prediction purposes” and “considers the total variance and derives factors that contain small portions of unique variance, and in some instances, error variance” (Hair et al., 2014, p. 105). Principal component analysis is a procedure, where 1) all variance is analysed (total variance = common variance + unique variance + error variance) (Bryman and Cramer, 2011; Hair et al. 2014); 2) the primary concern is the data reduction (Hair et al. 2014); and 3) it helps to extract the maximum variance (Hair et al., 2014). An extraction was performed by rotation in order to enhance the solution’s interpretability and scientific value.

The major types of rotation are oblique and orthogonal rotations, in which the main aim of rotation is to gain theoretically meaningful factors (simplest factor structure) (Brown, 2009; Field, 2013; Hair et al., 2014). Rotation is the term that means “the reference axes of the factors are turned about the origin until some other position has been reached” (Hair et al., 2014, p. 111). The orthogonal and oblique rotation methods assume the opposite notions, in that “orthogonal rotation methods assume that the factors in the analysis are uncorrelated”, whereas the “oblique rotation methods assume that the factors are correlated” (Brown, 2009, p. 21). The orthogonal rotation method is more widely used by researchers (Hair et al., 2014) than oblique rotation, as the analytical method of orthogonal factor rotation is more developed and exists in most analytical packages.

The researcher employed orthogonal rotation because it is the most used method and is the “preferred method when the research goal is data reduction to either a smaller number of variables or a set of uncorrelated measures for subsequent use in other multivariate techniques” (Hair et al., 2014, p. 114). Three main orthogonal rotation approaches exist – Quartimax, Varimax and Equimax (Brown, 2009; Hair et al., 2014). The researcher used Varimax rotation (common orthogonal rotation), as it “has proved successful as an analytical approach to obtaining an orthogonal rotation of factors” (Hair et al., 2014, p. 113).

In this research, three criteria were used during the factors extraction: ‘latent root criteria’, ‘percentage of variance criteria’, and ‘scree test criteria’. According to Hair et al. (2014): 1) the latent root criteria meaning that “any individual factor should account for the variance of

at least a single variable if it is to be retained for interpretation, with component analysis each variable contributes a value of 1 to the total eigenvalue (eigenvalue >1.00)” (p. 107); 2) “the percentage of variance criterion is an approach based on achieving a specified cumulative percentage of total variance extracted by successive factors” (p. 107) and there is no absolute criterion; however, for social sciences, 60% solution of the total variance is satisfactory; and 3) the scree test criterion “is used to identify the optimum number of factors that can be extracted before the amount of unique variance begins to dominate the common variance structure” (p. 108).

In addition, EFA was used to test for common method bias, as this study was self-reported and the data were collected using the same questionnaire for measuring the dependent and independent variables in the same period of time. As mentioned in Section 6.3.5, to check for common method bias, Harman's (1967) single-factor test was employed by adopting the exploratory factor analysis (EFA) techniques with varimax rotation, following Mattila and Enz (2002), and Kumar et al. (2014). The Harman's (1967) single-factor test is widely used by scholars (Podsakoff et al., 2003; 1984; Schriesheim, 1979) to detect common method bias. Mattila and Enz (2002) stated that “according to this technique if a single factor emerges from the factor analysis or one ‘general’ factor accounts for more than 50% of the covariation in the variables, common method variance is present” (p. 272). The result of the principal component analysis shows that each factor accounts for less than 50% of the covariation and that no general factor emerged in both countries (Tables 6.10a and 6.10b). The results showed that a single factor solution did not emerge, thus there is no common method bias in the research (Quaddus and Woodside, 2015).

This study first commented on the eigenvalues, “as part of an initial run with principal component extraction” (Tabachnick and Fidell, 2007, p. 644), which relates to a variance that denotes the substantive importance of that factor. According to Hair et al. (2014), “only the factors having latent roots or eigenvalues greater than 1 are considered significant; all factors with latent roots less than 1 are considered insignificant and are disregarded” (p. 107).

As suggested by Hair et al. (2014), when all the significant loadings have been detected the researcher should investigate each variable’s communality. The communality of variables “is the estimate of its shared, or common, variance among the variables as represented by the derived factors” (Hair et al., 2014, p. 103). According to Field (2013), “a variable that has no

unique variance (or random variance) would have a communality of 1: a variable that shares none of its variance with any other variable would have a communality of 0” (Field, 2013, p. 675). Hair et al. (2014) suggested that practical significance criteria: “.30 to .40 are considered to meet the minimum level for structure interpretation”, “.5 or greater are considered practically significant” and “exceeding 1.70 are considered indication of well-defined structure and are the goal of any factor analysis” (p. 115). For statistical significance, the communality should be above .5, if not, then the research needs a larger sample size; thus, the factor loadings significance acceptance level depends on the sample size (Hair et al., 2014; Pallant, 2007). As an example, a factor loading of .30 requires a minimum sample size of 350 and a loading of .75 requires a minimum sample size of 50 (Hair et al., 2014).

According to Norusis (1999), the Kaiser-Meyer-Olkin (KMO) and Bartlett’s Test of Sphericity are recommended to attain appropriate factor analysis results. The Kaiser-Meyer-Olkin (KMO) according to Kothari and Garg (2014) tests the “suitability of the factor analysis”, in which the “measure varies between 0 and 1, and values closer to 1 are better” (p. 366). A KMO that is above .6 means that the relationship between items is statistically significant and is suitable for the EFA (Tabachnick and Fidell, 2007). Bartlett’s Test of Sphericity is the “statistical test for overall significance of the correlations within a correlation matrix” and “uses chi square distribution” (Kothari and Garg, 2014, p. 366).

The EFA was conducted with items gathered based on the qualitative and literature review findings. Initially, 180 items were examined in EFA. The KMO in Table 6.8 shows .873 in the UK and .903 in Russia, which are well above the .6 level (Tabachnick and Fidell, 2007). As Kothari and Garg (2014) point out, KMO ‘values closer to 1 are better’. The Bartlett’s test of sphericity (BTS) presented in Table 6.8 is significant (BTS = <0.001), thus, the study meets the required criteria (Kothari and Garg, 2014).

Table 6.8: KMO and Bartlett’s test

	UK	Russia
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.873	.903
Bartlett's Test of Sphericity	Approx. Chi-Square	108737.844
	Df	10585
	Sig.	.000

Based on the exploratory factor analysis, 25 factors showed an eigenvalue greater than one. Additionally, the following items were found to be cross-loaded and therefore excluded from

the second round of EFA, 34 items (CWF12, CWV8, CWV13, CWU1, CWU3, CWU5, CWCU2, CWS3, CWS4, CWS6, CWS7, CWCS4, CWCSR3, CWCSR4, CWCSR7, CWCR1, CWCR3, CWCR4, CCCV5, CCCPH1, CCF4, CCF5, CCS2, CCS5, CCS10, CR4, CR5, CR8, I2, I3, L5, L7, S1, and S5) in the UK, and 51 items (CW17, CWN6, CWN10, CWV4, CWV8, CWV11, CWV12, CWI5, CWI6, CWI9, CWU1, CWU3, CWU5, CWCU2, CWS3, CWS4, CWS6, CWS7, CWA1, CWA4, CWA5, CWA7, CWCS4, CWCS5, CWCR1, CWCR3, CWCR4, CWCR6, CCCV5, CCCPR3, CCCPR5, CCCH3, CCCH5, CCF4, CCF5, CCCO6, CCS10, CI2, CI7, CR4, CR6, CR8, I1, I3, L5, L7, S5, S6, CRA4, CRA5, and CRA6) in Russia.

The findings in Table 6.9 (a–b) show that the retained variables indicated communalities bigger than .5, which meets the practical significance criteria (Hair et al., 2014), ranging from .513 to .955 in the UK and .617 to .953 in Russia. The principal component analysis (PCA) in Table 6.10 (a–b) shows that the biggest variance extracted by items into a construct was observed for corporate website favourability (18.914) in the UK and corporate website favourability (25.363) in Russia. Altogether, based on the PCA, the 25 components with eigenvalues bigger than one explained a total variance of 80.07% in the UK and 83.318% in Russia.

Table 6.9a: Communalities shared by individual items (UK)

Variables	Initial	Extraction	Variables	Initial	Extraction	Variables	Initial	Extraction
CWF1	1	0.89	CWA1	1	0.928	CCCH5	1	0.642
CWF3	1	0.9	CWA2	1	0.825	CCCH6	1	0.869
CWF6	1	0.845	CWA3	1	0.897	CCF1	1	0.935
CWF7	1	0.911	CWA4	1	0.897	CCF2	1	0.939
CWF8	1	0.859	CWA5	1	0.924	CCF3	1	0.939
CWF11	1	0.903	CWA6	1	0.916	CCCO1	1	0.745
CWF13	1	0.862	CWA7	1	0.904	CCCO2	1	0.914
CWF15	1	0.856	CWCS1	1	0.873	CCCO3	1	0.914
CWF17	1	0.912	CWCS2	1	0.825	CCCO4	1	0.844
CWF18	1	0.908	CWCS3	1	0.932	CCCO5	1	0.914
CWF19	1	0.855	CWCS5	1	0.782	CCCO6	1	0.909
CWN1	1	0.839	CWCS6	1	0.929	CCCO7	1	0.826
CWN3	1	0.917	CWCS7	1	0.892	CCS1	1	0.867
CWN4	1	0.912	CWCR2	1	0.92	CCS3	1	0.835
CWN6	1	0.921	CWCR5	1	0.931	CCS4	1	0.88
CWN8	1	0.906	CWCR6	1	0.924	CCS7	1	0.917
CWN9	1	0.87	CWCR7	1	0.918	CCS9	1	0.897
CWN10	1	0.916	CWCR8	1	0.833	CI1	1	0.843
CWV1	1	0.89	CWCSR1	1	0.912	CI2	1	0.81
CWV2	1	0.829	CWCSR2	1	0.891	CI3	1	0.846
CWV3	1	0.866	CWCSR5	1	0.858	CI4	1	0.854
CWV4	1	0.874	CWCSR6	1	0.871	CI5	1	0.878
CWV5	1	0.866	CWCSR8	1	0.911	CI6	1	0.865

CWV6	1	0.905	CCCV1	1	0.869	CI7	1	0.727
CWV7	1	0.839	CCCV2	1	0.836	CI8	1	0.898
CWV9	1	0.897	CCCV3	1	0.922	CR1	1	0.937
CWV11	1	0.798	CCCV4	1	0.875	CR2	1	0.935
CWV12	1	0.815	CCCV10	1	0.816	CR3	1	0.879
CWI2	1	0.845	CCCV11	1	0.893	CR6	1	0.928
CWI3	1	0.844	CCCV12	1	0.807	I1	1	0.867
CWI4	1	0.87	CCCPH2	1	0.907	I4	1	0.876
CWI5	1	0.848	CCCPH3	1	0.921	I5	1	0.693
CWI6	1	0.874	CCCPH4	1	0.93	L2	1	0.878
CWI7	1	0.858	CCCPH5	1	0.926	L3	1	0.886
CWI9	1	0.863	CCCPH6	1	0.938	L4	1	0.907
CWI10	1	0.847	CCCM1	1	0.792	L6	1	0.839
CWI12	1	0.908	CCCM2	1	0.834	S2	1	0.513
CWI13	1	0.877	CCCM3	1	0.819	S3	1	0.888
CWI15	1	0.834	CCCM4	1	0.784	S4	1	0.865
CWI16	1	0.865	CCCM5	1	0.793	S6	1	0.785
CWU2	1	0.825	CCCPR1	1	0.853	CRA1	1	0.831
CWU4	1	0.883	CCCPR2	1	0.913	CRA2	1	0.874
CWU6	1	0.887	CCCPR3	1	0.746	CRA3	1	0.886
CWCU3	1	0.853	CCCPR5	1	0.852	CRA4	1	0.873
CWCU4	1	0.889	CCCPR6	1	0.889	CRA5	1	0.889
CWCU5	1	0.813	CCCH1	1	0.817	CRA6	1	0.883
CWS2	1	0.923	CCCH2	1	0.87	CRA7	1	0.879
CWS5	1	0.955	CCCH3	1	0.844	CRA8	1	0.839
CWS8	1	0.921	CCCH4	1	0.847			

Extraction method: principal component analysis.

Table 6.9b: Communalities shared by individual items (Russia)

Variables	Initial	Extraction	Variables	Initial	Extraction	Variables	Initial	Extraction
CWF1	1.000	.904	CWCS1	1.000	.724	CCCO1	1.000	.789
CWF3	1.000	.866	CWCS2	1.000	.765	CCCO2	1.000	.936
CWF6	1.000	.767	CWCS3	1.000	.946	CCCO3	1.000	.929
CWF7	1.000	.862	CWCS6	1.000	.953	CCCO4	1.000	.848
CWF8	1.000	.820	CWCS7	1.000	.924	CCCO5	1.000	.927
CWF11	1.000	.913	CWCR2	1.000	.935	CCCO7	1.000	.864
CWF12	1.000	.865	CWCR5	1.000	.931	CCS1	1.000	.873
CWF13	1.000	.859	CWCR7	1.000	.943	CCS2	1.000	.717
CWF15	1.000	.849	CWCR8	1.000	.868	CCS3	1.000	.806
CWF18	1.000	.687	CWCSR1	1.000	.930	CCS4	1.000	.880
CWF19	1.000	.715	CWCSR2	1.000	.926	CCS5	1.000	.749
CWN1	1.000	.917	CWCSR3	1.000	.901	CCS7	1.000	.889
CWN3	1.000	.768	CWCSR4	1.000	.901	CCS9	1.000	.864
CWN4	1.000	.906	CWCSR5	1.000	.854	CI1	1.000	.884
CWN8	1.000	.904	CWCSR6	1.000	.918	CI3	1.000	.807
CWN9	1.000	.876	CWCSR7	1.000	.873	CI4	1.000	.798
CWV1	1.000	.881	CWCSR8	1.000	.894	CI5	1.000	.899
CWV2	1.000	.828	CCCV1	1.000	.888	CI6	1.000	.888
CWV3	1.000	.887	CCCV2	1.000	.863	CI8	1.000	.913
CWV5	1.000	.880	CCCV3	1.000	.936	CR1	1.000	.937
CWV6	1.000	.913	CCCV4	1.000	.900	CR2	1.000	.935
CWV7	1.000	.888	CCCV10	1.000	.811	CR3	1.000	.890
CWV9	1.000	.844	CCCV11	1.000	.912	CR5	1.000	.931
CWV13	1.000	.905	CCCV12	1.000	.831	I2	1.000	.877
CWI2	1.000	.854	CCCPH1	1.000	.887	I4	1.000	.882
CWI3	1.000	.862	CCCPH2	1.000	.947	I5	1.000	.747
CWI4	1.000	.844	CCCPH3	1.000	.932	L2	1.000	.894
CWI7	1.000	.873	CCCPH4	1.000	.925	L3	1.000	.903
CWI10	1.000	.870	CCCPH5	1.000	.928	L4	1.000	.917
CWI12	1.000	.924	CCCPH6	1.000	.924	L6	1.000	.853
CWI13	1.000	.873	CCCM1	1.000	.808	S2	1.000	.617

CWI15	1.000	.845	CCCM2	1.000	.847	S3	1.000	.899
CWI16	1.000	.860	CCCM3	1.000	.828	S4	1.000	.883
CWU2	1.000	.862	CCCM4	1.000	.800	S1	1.000	.815
CWU4	1.000	.908	CCCM5	1.000	.817	CRA1	1.000	.823
CWU6	1.000	.902	CCCPR1	1.000	.927	CRA2	1.000	.821
CWCU3	1.000	.826	CCCPR2	1.000	.934	CRA3	1.000	.721
CWCU4	1.000	.836	CCCPR6	1.000	.949	CRA7	1.000	.651
CWCU5	1.000	.799	CCCH1	1.000	.877	CRA8	1.000	.794
CWS2	1.000	.914	CCCH2	1.000	.913			
CWS5	1.000	.774	CCCH4	1.000	.769			
CWS8	1.000	.923	CCCH6	1.000	.939			
CWA2	1.000	.910	CCF1	1.000	.928			
CWA3	1.000	.932	CCF2	1.000	.932			
CWA6	1.000	.932	CCF3	1.000	.935			

Extraction method: principal component analysis.

Table 6.10 a: Total variance explained (UK)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	27.615	18.914	18.914	27.615	18.914	18.914	6.650	4.555	4.555
2	14.232	9.748	28.662	14.232	9.748	28.662	6.355	4.353	8.908
3	8.007	5.484	34.146	8.007	5.484	34.146	6.322	4.330	13.238
4	5.799	3.972	38.119	5.799	3.972	38.119	5.928	4.060	17.298
5	5.518	3.780	41.898	5.518	3.780	41.898	4.956	3.395	20.693
6	4.773	3.269	45.168	4.773	3.269	45.168	4.822	3.303	23.996
7	4.687	3.210	48.378	4.687	3.210	48.378	4.748	3.252	27.248
8	4.348	2.978	51.356	4.348	2.978	51.356	4.698	3.218	30.466
9	3.791	2.596	53.953	3.791	2.596	53.953	4.561	3.124	33.590
10	3.383	2.317	56.270	3.383	2.317	56.270	4.555	3.120	36.709
11	3.141	2.151	58.421	3.141	2.151	58.421	4.491	3.076	39.786
12	3.066	2.100	60.521	3.066	2.100	60.521	4.446	3.046	42.831
13	3.019	2.068	62.589	3.019	2.068	62.589	4.415	3.024	45.855
14	2.929	2.006	64.595	2.929	2.006	64.595	4.283	2.934	48.788
15	2.614	1.790	66.386	2.614	1.790	66.386	4.027	2.758	51.547
16	2.608	1.786	68.172	2.608	1.786	68.172	3.833	2.625	54.172
17	2.415	1.654	69.826	2.415	1.654	69.826	3.745	2.565	56.737
18	2.357	1.614	71.440	2.357	1.614	71.440	3.608	2.471	59.208
19	2.102	1.440	72.880	2.102	1.440	72.880	3.576	2.449	61.658
20	1.935	1.325	74.205	1.935	1.325	74.205	3.518	2.410	64.068
21	1.915	1.311	75.517	1.915	1.311	75.517	3.515	2.407	66.475
22	1.816	1.244	76.761	1.816	1.244	76.761	3.333	2.283	68.758
23	1.750	1.199	77.959	1.750	1.199	77.959	3.098	2.122	70.880
24	1.547	1.059	79.019	1.547	1.059	79.019	3.095	2.120	73.000
25	1.535	1.052	80.070	1.535	1.052	80.070	2.591	1.774	74.774
26	1.479	1.013	81.083						
27	1.395	.955	82.039						
28	1.348	.924	82.962						
29	1.246	.853	83.815						
30	1.211	.830	84.645						
31	1.114	.763	85.408						
32	1.058	.724	86.132						
33	1.014	.694	86.826						
34	.776	.532	87.358						
35	.686	.470	87.828						
36	.617	.422	88.251						
37	.536	.367	88.618						
38	.512	.351	88.968						
39	.486	.333	89.301						
40	.467	.320	89.621						

Extraction method: Principal component analysis (Total 146 items were examined, however, the table only presents 40 observations).

Table 6.10 b: Total variance explained (Russia)

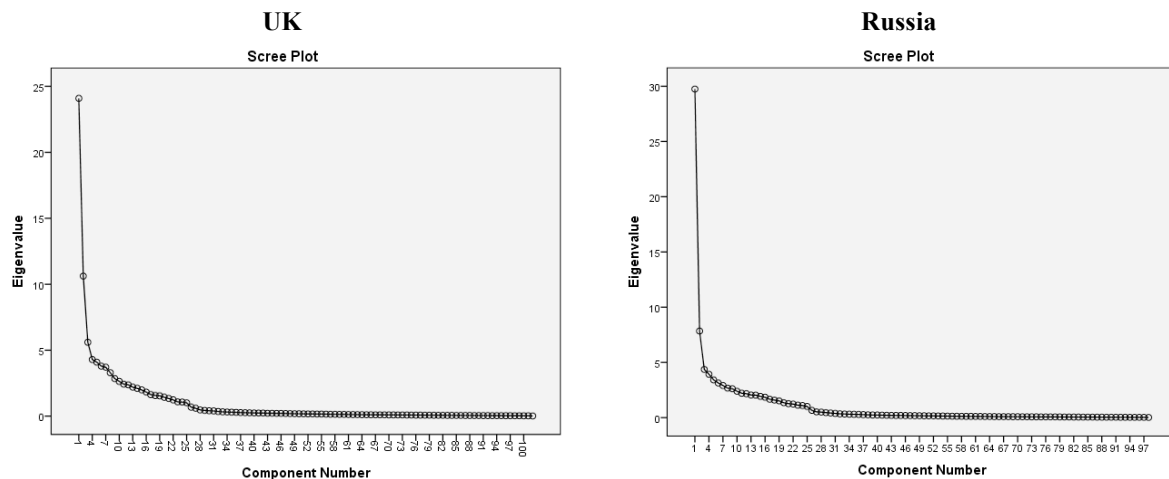
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	32.718	25.363	25.363	32.718	25.363	25.363	9.470	7.341	7.341
2	9.935	7.702	33.065	9.935	7.702	33.065	6.649	5.154	12.495
3	7.337	5.688	38.752	7.337	5.688	38.752	5.655	4.384	16.879
4	5.371	4.164	42.916	5.371	4.164	42.916	5.452	4.226	21.106
5	4.880	3.783	46.699	4.880	3.783	46.699	5.314	4.119	25.225
6	4.116	3.190	49.890	4.116	3.190	49.890	4.814	3.732	28.957
7	3.932	3.048	52.938	3.932	3.048	52.938	4.748	3.681	32.638
8	3.687	2.858	55.796	3.687	2.858	55.796	4.649	3.604	36.241
9	3.204	2.484	58.280	3.204	2.484	58.280	4.571	3.544	39.785
10	2.971	2.303	60.583	2.971	2.303	60.583	3.797	2.943	42.728
11	2.860	2.217	62.800	2.860	2.217	62.800	3.767	2.920	45.648
12	2.569	1.991	64.791	2.569	1.991	64.791	3.674	2.848	48.497
13	2.414	1.871	66.662	2.414	1.871	66.662	3.665	2.841	51.338
14	2.323	1.801	68.463	2.323	1.801	68.463	3.658	2.836	54.174
15	2.280	1.768	70.231	2.280	1.768	70.231	3.632	2.815	56.989
16	2.203	1.708	71.938	2.203	1.708	71.938	3.437	2.664	59.653
17	2.066	1.601	73.540	2.066	1.601	73.540	3.289	2.550	62.203
18	1.917	1.486	75.026	1.917	1.486	75.026	3.166	2.454	64.658
19	1.828	1.417	76.444	1.828	1.417	76.444	2.919	2.263	66.921
20	1.794	1.391	77.834	1.794	1.391	77.834	2.907	2.253	69.174
21	1.611	1.249	79.083	1.611	1.249	79.083	2.886	2.237	71.411
22	1.546	1.199	80.282	1.546	1.199	80.282	2.812	2.180	73.591
23	1.458	1.131	81.412	1.458	1.131	81.412	2.720	2.109	75.700
24	1.247	.967	82.379	1.247	.967	82.379	2.667	2.068	77.767
25	1.212	.939	83.318	1.212	.939	83.318	2.660	2.062	79.830
26	1.190	.922	84.241						
27	1.131	.876	85.117						
28	1.100	.853	85.970						
29	1.043	.809	86.778						
30	.861	.667	87.445						
31	.765	.593	88.038						
32	.695	.538	88.577						
33	.624	.483	89.060						
34	.563	.437	89.497						
35	.544	.422	89.918						
36	.524	.406	90.324						
37	.452	.350	90.675						
38	.438	.339	91.014						
39	.422	.327	91.341						
40	.392	.304	91.645						

Extraction method: Principal component analysis (Total 129 items were examined, however, the table only presents 40 observations).

The third criterion applied in this study to determine the number of factors is the scree test. The scree test “is derived by plotting the latent roots against the number of factors in their order of extraction, and the shape of the resulting curve is used to evaluate the cutoff point” where “the point at which the curve first begins to straighten out is considered to indicate the maximum number of factors to extract” (Hair et al., 2014, p. 108). The scree graph in Figure 6.5 presents cut off points of 25 in the UK and Russia.

Furthermore, it is important to indicate to what degree the variables load onto the factors. A factor loading of less than .4 must be deleted based on the guidelines of Churchill (1979). According to Hair et al. (2014), with EFA “all measured variables are related to every factor by factor loading estimate simple structure” and a “simple structure results when each measured variable loads highly on only one factor and has smaller loadings on other factors (i.e. loadings < .4, pp. 603–604). The factor loadings in Table 6.11 (a–b) produced a satisfactory result with a range from .617 to .924 in the UK and .558 to .934 in Russia and items loaded on 25 factors. In addition, the Cronbach’s alphas were assessed for each factor and all factors were higher than 0.70 (De Vaus, 2002; Hair et al., 2014; Nunnally, 1978; Palmer, 2011). Thus, the findings support that the items in each factor were internally consistent (Nunnally, 1978). Therefore, the results show that CFA can be applied for further analysis. The next section represents the confirmatory factor analysis.

Figure 6.5: Scree plot of all the dimensions



Source: Analysis of survey data (SPSS file).

Table 6.11a: Rotated Component Matrix (UK)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
CWF1					.740																				
CWF3					.779																				
CWF6					.827																				
CWF7					.886																				
CWF8					.884																				
CWF11					.898																				
CWF13					.855																				
CWF15					.748																				
CWF17					.777																				
CWF18					.787																				
CWF19					.770																				
CWN1										.838															
CWN3										.899															
CWN4										.881															
CWN6										.851															
CWN8										.890															
CWN9										.882															
CWN10										.832															
CWV1				.833																					
CWV2				.822																					
CWV3				.837																					
CWV4				.855																					
CWV5				.833																					
CWV6				.847																					
CWV7				.805																					
CWV9				.843																					
CWV11				.803																					
CWV12				.828																					
CWI2	.774																								
CWI3	.868																								
CWI4	.876																								
CWI5	.857																								
CWI6	.769																								
CWI7	.820																								
CWI9	.865																								

Cronbach's a	.894	.913	.966	.894	.937	.941	.863	.964	.891	.966	.969	.854	.829	.978	.942	.929	.965	.949	.897	.962	.739	.969	.963	.877	.907
	CWI	CWU	CCCV	CWV	CWF	CCC	CWA	CWCSR	CWN	CCF	CWCR	I	CI	CCC	CCC	CCC	CCCO	L	CRA	CCS	CWCS	CR	CWS	S	CWCU

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Table 6.11 b: Rotated Component Matrix (Russia)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
CWF1	.887																								
CWF3	.871																								
CWF6	.811																								
CWF7	.882																								
CWF8	.880																								
CWF11	.934																								
CWF12	.914																								
CWF13	.882																								
CWF15	.832																								
CWF18	.651																								
CWF19	.689																								
CWN1									.855																
CWN3									.847																
CWN4									.841																
CWN8									.841																
CWN9									.839																
CWV1								.803																	
CWV2								.831																	
CWV3								.806																	
CWV5								.800																	
CWV6								.833																	
CWV7								.840																	
CWV9								.794																	
CWV13								.878																	
CWI2						.728																			
CWI3						.875																			
CWI4						.852																			
CWI7						.784																			
CWI10						.872																			
CWI12						.821																			
CWI13						.876																			
CWI15						.794																			
CWI16						.852																			
CWU2																							.880		

CI8										.852															
CR1											.845														
CR2											.851														
CR3											.799														
CR5											.821														
I2																		.800							
I4																		.803							
I5																		.727							
L2																	.813								
L3																	.826								
L4																	.841								
L6																									
S1												.757													
S2												.592													
S3												.849													
S4												.838													
CRA1												.789													
CRA2												.806													
CRA3												.743													
CRA7												.558													
CRA8												.776													
Cronbach's a	.970	.956	.949	.978	.964	.853	.888	.900	.956	.853	.971	.869	.904	.968	.936	.958	.939	.886	.970	.966	.959	.939	.929	.765	.909
	CWF	CCC V	CCS	CCC PH	CCC O	CWI	CW V	CW CSR	CW N	CI	CR	CRA	S	CW CR	CCC M	L	CCC H	I	CCF	CCC PR	CW A	CW U	CW CU	CW CS	CW S

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

6.5. STRUCTURAL EVALUATION OF THE MODEL

As previously mentioned in Chapter IV (4.8.2) the structural equation modelling (SEM) approach presents statistical techniques to confirm the conceptual framework and examine the hypothesised relationships among the latent variables (Anderson and Gerbing, 1988). Structural equation modelling (SEM) is a “multivariate technique combining aspects of factor analysis and multi-regression that enables the researcher to simultaneously examine a series of interrelated dependence relationships among the measured variables and latent constructs (variables) as well as between several latent constructs” (Hair et al., 2014, p. 546).

Tabachnick and Fidell (2007) stated that prior to applying the SEM technique, which is based on covariances, it is important to consider the sample size. Hair et al. (2014) noted that a complex model with a large number of constructs, some with low communality (<.45), requires a sample size above 500. As previously discussed in Methodology Chapter IV (4.6.3), scholars (Hair et al., 2014; Raykov and Widaman, 1995; Roscoe, 1975) views of the adequate sample size vary. Craig and Douglas (2005) stated that in international marketing research the appropriate sample size is usually determined based on the research budget. Thus, there is no correct or absolute sample size limit established in the literature. In the present study, the sample is 555 in the UK and 563 in Russia and communalities are above .5 in both countries; therefore, the issue of sample size is not a serious concern.

The research adopted SEM by following Anderson and Gerbing’s (1988) and Hair et al.’s (2014) two-stage procedure by using Amos. The two stages contain two interrelated models: measurement model and structural model. The measurement model “specifies the indicators for each construct and enables an assessment of construct validity” and the structural model is a “set of one or more dependence relationships linking the hypothesised model’s constructs” (Hair et al., 2014, pp. 545–546). The measurement model is also known as confirmatory factor analysis (CFA) (Diamantopoulos and Siguaw, 2000). In the first stage, the CFA (confirmatory factor analysis) was used to permit a stricter valuation of construct unidimensionality; the test of each subset of items as internally consistent will validate the constructs on the basis of the measurement models (Gerbing and Anderson, 1988). Furthermore, the connection among the underlying theoretical constructs and the observed variables was inspected in order to remove any ambiguously loaded items, and guarantee valid and reliable constructs. In the second stage, the structural model fit was evaluated

through goodness-of-fit indices and the paths between the constructs were assessed to examine the study hypotheses. The analysis from the measurement model and structural model are discussed below.

6.5.1. Step one: measurement model results

The SEM measurement model is applied to “specify the rules of correspondence among latent and measured variables (constructs)” in order to “represent theoretical concepts and then quantify the amount of measurement error” (Hair et al., 2014, p. 548) by using CFA to ensure that the scales developed and adapted are robust in terms of validity and reliability (Bowen and Guo, 2011). The notions of validity and reliability of the construct are vital prerequisites for further theory testing and development. The CFA “is applied to test the extent to which a researcher’s a-prior, theoretical pattern of factor loadings on prespecified constructs (variables loading on specific constructs) represents the actual data, in other words it is confirmatory test of the measurement theory” (Hair et al., 2014, p. 603). The criterion of assessment of the measurement model criteria are shown below in Table 6.12.

Table 6.12 Criterion of assessment of the measurement model

Criterion	Description	
Construct reliability Composite reliability	Internal consistency measure	Value > .6 (Hair et al., 2014; Bagozzi and Yi, 1991)
Construct reliability Cronbach’s alpha	Indicators unidimensionality (inter-correlation) with their latent construct measures	Value > .6 (Hair et al., 2014), and Value > .8 or .9 is better (Nunnally and Bernsein, 1994)
Indicator reliability	Standardised outer loading, which illustrates the variance explained by the observed variable towards underlying latent construct (Churchill, 1979)	Value > .7($-\sqrt{.5}$) is better (Henseler et al., 2009), and Value > .4 is acceptable (Hulland, 1999; Churchill, 1979)
Convergent validity	The degree to which two measures of the same concepts are correlated, which are presented by the unidimensionality using average variance extracted	AVE > .5 (Fornell and Larcker, 1981)
Discriminant validity Construct-level	The degree to which two conceptually similar concepts are distinct (Hair et al., 2014), which ensures that each latent variable shares more variance with its own block of indicators than with another latent variable	AVE > latent variable correlation (Fornell and Larcker, 1981)

Discriminant validity Item-level	The degree to which two conceptually similar concepts are distinct from each other (Hair et al., 2014)	Loading of each indicator > cross loadings (Chin, 1998; Gotz et al., 2010), and Cross loading <.4 (Hair et al., 2006)
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Source: Developed from scholars (Chin, 1998; Churchill, 1979; Fornell and Larcker, 1981; Foroudi, 2012; Hair et al., 2014; Henseler et al., 2009; Hulland, 1999; Nunnally and Bernsein, 1994).

The measurement model was examined by the unidimensionality and goodness-of-fit criteria. Reliability tests (Cronbach’s alpha reliabilities and composite) and factor loadings for each construct were conducted to examine unidimensionality. According to Anderson and Gerbing (1988), “after a measurement model has been estimated, a researcher would assess how well the specified model accounted for the data with one or more overall goodness-of-fit indices” (p. 416). There are three types of fit indices – absolute fit measures, incremental fit indices and parsimony fit indices – which are described in Chapter IV (4.8.3) and illustrated in Table 6.13.

According to Hair et al. (2014), the “rule of thumb suggests that we rely on at least one absolute fit index and one incremental fit index, in addition to the χ^2 results” (p. 630). In this study, the researcher evaluated eight measures of fit indices to examine for the nomological validity (Section 6.5.1.3., Table 6.40), as follows: 1) chi-square statistics (χ^2); 2) Root means square error of approximation residual (RMSEA); 3) goodness-of-fit index (GFI); 4) normed fit index (NFI); 5) the normed comparative fit index (CFI); 6) adjusted goodness-of-fit index (AGFI); 7) incremental fit index (IFI); and 8) Tucker Lewis index TLI.

According to Hair et al. (2014), confirmatory factor analysis delivers quantitative measures of the validity and reliability of the research constructs by using the maximum likelihood estimation method for CFA in the measurement model. Tables 6.14 to 6.38 present the results of the measurement model for reliability and validity in both countries. Tables 6.14 to 6.38 illustrate the factor loading ranged from .615 (S2) to .935 (CCS7) in the UK and from .603 (S2) to .922 (CWA3 and CCCPR1) in Russia, which satisfies the reliability requirements (Churchill, 1979).

Table 6.13: Goodness-of-fit measures

	Description	Acceptable fit
Absolute fit measures		
Chi-square (χ^2)	A ‘badness of fit measure’ Minimum value of discrepancy, used to test the null hypothesis that the estimated variance covariance matrix deviates from the sample. It is sample sensitive. The more the implied and sample moments differ, the bigger the chi-square statistic, and the stronger the evidence against the null hypothesis.	$p > .05$ (at α equals to .05 level)
Goodness-of-fit index (GFI)	Expresses the overall degree of fit by comparing the squared residuals from predictions with the actual data. Represents the comparison of the square residual for the degree of freedom, obtained through ML (maximum likelihood) and ULS (unweighted least squares)	Value $>.95$ good fit; value $.90-.95$ adequate fit
Normed fit chi-square CMIN/DF (χ^2 / df)	Minimum discrepancy divided by its degree of freedom. Value close to one indicates a good fit but less than one implies over fit	Close to 1 is good, but should not exceed 3
Adjusted goodness-of-fit index (AGFI)	An expansion of the GFI index Adjusted by the ratio of the df for the proposed model and the null model.	Value $>.95$ good fit; value $.90-.95$ adequate fit
Root means square error of approximation residual (RMSEA)	Population discrepancy function, which implies how well the fitted model approximates per degree of freedom.	Value $<.05$ good fit; value $.08-.05$ adequate fit
Incremental fit measures		
Normed-fit index (NFI)	Compares the proposed model with the null model, without considering the degrees of freedom (not adjusted for df). The effect of sample size is strong	Value $>.95$ good fit; Values above $.08$ and close $.90$ indicate acceptable fit
The normed comparative fit index (CFI)	A variation of the NFI, NNFI and identical to the relative non-centrality index (RNI). Represents the comparative index between proposed and baseline model adjusted for df . It is highly recommended index for fitness of model	Value $>.95$ good fit; Values above $.08$ and close to $.90$ indicate acceptable fit
Tucker Lewis index (TLI) or non-normed fit index (NNFI)	Opposite of NFI and called non-NFI or NNFI. Represents the comparative index between proposed and baseline model adjusted for df	Value $>.95$ good fit; Values above $.08$ and close to $.90$ indicate acceptable fit
Parsimonious fit measures		
Parsimony goodness-Fit index (PGFI)	Degree of freedom is used to adjust the GFI value using parsimony ratio.	Higher value compared to the other model is better
Parsimony normed-fit index (PNFI)	Degree of freedom is used to adjust the NFI value based on parsimony ratio	Higher value compared to the other model is better

Source: Developed from Foroudi (2012) and Hair et al. (2014).

The construct-level reliability, also termed composite reliability, confirms that measurement items allocated to the same constructs expose a higher association with each other. To evaluate the construct-level reliability, the Cronbach’s alpha and composite reliability were calculated. Composite reliability is recommended to be above $.7$ (Hair et al.,

2014), and Cronbach's alpha measures the unidimensionality of the multi-item scale's internal constancy (Cronbach, 1951), in which greater than .70 demonstrates a high degree of reliability (De Vaus, 2002; Foroudi et al., 2014; Hair et al., 2014; Nunnally, 1978; Palmer, 2011). According to Fornell and Larcker (1981), construct reliability measures 'how well that construct was measured by its assigned item'. In Tables 6.14 to 6.38 Cronbach's alpha values ranged from .854 through .978 in the UK and from .823 through .982 in Russia, which are above the threshold value of .70 (Field, 2013) and satisfy the requirements of the psychometric reliability examination in both countries (Field, 2013; Hair et al., 2014; Nunnally, 1978). To assess construct reliability, also referred to as item reliability coefficient, squared multiple correlations (SMC) were used. The squared multiple correlation for an observed variable is the square of the indicator's standardised loading. Holmes-Smith et al. (2006) stated that for the squared several relationships among the research constructs and the measuring items (factor loading) a minimum threshold criteria above .5 is recommended and an SMC of .5 is roughly equivalent to a standardised load of .7.

Table 6.14: The corporate website favourability construct

UK										Russia									
Reliability Cronbach's alpha = .971				Composite reliability = 0.918				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .937				Composite reliability = 0.905				Squared multiple correlations	Average variance extracted
Corporate website favourability (CWF) Standard factor loading										Corporate website favourability (CWF) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.651					Estimate	S.E.	C.R.	P	Value	0.657
CWF1	<---	CWF	.794	1.000				0.630		CWF1	<---	CWF	.873	.899	.057	15.808	***	0.762	
CWF3	<---	CWF	.810	.996	.026	38.440	***	0.656		CWF3	<---	CWF	.867	.845	.060	14.079	***	0.752	
CWF15	<---	CWF	.779	.960	.029	33.436	***	0.607		CWF15	<---	CWF	.825	.880	.057	15.465	***	0.681	
CWF18	<---	CWF	.829	.964	.020	47.808	***	0.687		CWF18	<---	CWF	.720	1.015	.038	26.933	***	0.518	
CWF17	<---	CWF	.824	.973	.015	64.773	***	0.679		CWF19	<---	CWF	.756	1.000				0.572	
CWF19	<---	CWF	.803	.901	.027	32.961	***	0.645											

Table 6.15: The navigation construct

UK										Russia									
Reliability Cronbach's alpha = .964				Composite reliability = 0.953				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .967				Composite reliability = 0.915				Squared multiple correlations	Average variance extracted
Navigation (CWN) Standard factor loading										Navigation (CWN) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.803					Estimate	S.E.	C.R.	P	Value	0.729
CWN1	<---	CWN	.868	1.000				0.753		CWN1	<---	CWN	.863	1.000				0.745	
CWN3	<---	CWN	.915	1.098	.032	34.480	***	0.837		CWN4	<---	CWN	.852	1.022	.022	47.473	***	0.726	
CWN4	<---	CWN	.894	1.108	.033	33.596	***	0.799		CWN8	<---	CWN	.855	1.047	.021	49.472	***	0.731	
CWN8	<---	CWN	.905	1.122	.033	33.972	***	0.819		CWN9	<---	CWN	.846	.970	.024	40.004	***	0.716	
CWN9	<---	CWN	.898	1.058	.034	31.201	***	0.806											

Table 6.16: The visual construct

UK										Russia									
Reliability Cronbach's alpha = .968				Composite reliability = 0.940				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .965				Composite reliability = 0.908				Squared multiple correlations	Average variance extracted
Visual (CWV) Standard factor loading										Visual (CWV) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.724					Estimate	S.E.	C.R.	P	Value	0.663
CWV1	<---	CWV	.860	1.000				0.740		CWV1	<---	CWV	.817	1.000				0.667	
CWV3	<---	CWV	.852	.909	.026	35.126	***	0.726		CWV3	<---	CWV	.814	.917	.024	37.713	***	0.663	
CWV5	<---	CWV	.830	.923	.027	34.777	***	0.689		CWV5	<---	CWV	.803	.944	.025	37.462	***	0.645	
CWV6	<---	CWV	.865	1.027	.023	44.711	***	0.748		CWV6	<---	CWV	.835	1.033	.023	45.353	***	0.697	
CWV9	<---	CWV	.859	.945	.019	49.244	***	0.738		CWV9	<---	CWV	.801	.909	.025	36.163	***	0.642	
CWV12	<---	CWV	.838	.872	.026	33.531	***	0.702											

Table 6.17: The information construct

UK										Russia									
Reliability Cronbach's alpha = .955			Composite reliability = 0.911				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .953			Composite reliability = 0.877				Squared multiple correlations	Average variance extracted		
Information (CWI) Standard factor loading									Information (CWI) Standard factor loading										
				Estimate	S.E.	C.R.	P	Value	0.673					Estimate	S.E.	C.R.	P	Value	0.640
CWI2	<---	CWI	.785	1.000				0.616		CWI2	<---	CWI	.743	1.000				0.552	
CWI6	<---	CWI	.782	1.051	.028	37.876	***	0.612		CWI7	<---	CWI	.811	1.040	.029	35.645	***	0.658	
CWI7	<---	CWI	.835	1.087	.036	30.571	***	0.697		CWI12	<---	CWI	.840	1.125	.030	37.903	***	0.706	
CWI12	<---	CWI	.864	1.127	.035	32.479	***	0.746		CWI15	<---	CWI	.804	1.051	.034	31.215	***	0.646	
CWI15	<---	CWI	.833	1.021	.041	24.789	***	0.694											

Table 6.18: The usability construct

UK										Russia									
Reliability Cronbach's alpha = .913			Composite reliability = 0.818				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .939			Composite reliability = 0.927				Squared multiple correlations	Average variance extracted		
Usability (CWU) Standard factor loading									Usability (CWU) Standard factor loading										
				Estimate	S.E.	C.R.	P	Value	0.599					Estimate	S.E.	C.R.	P	Value	0.810
CWU2	<---	CWU	.760	1.000				0.578		CWU2	<---	CWU	.885	1.000				0.783	
CWU4	<---	CWU	.800	1.083	.041	26.274	***	0.640		CWU4	<---	CWU	.906	1.071	.032	33.067	***	0.821	
CWU6	<---	CWU	.762	1.135	.044	25.904	***	0.581		CWU6	<---	CWU	.908	1.077	.033	32.335	***	0.824	

Table 6.19: The customisation construct

UK										Russia									
Reliability Cronbach's alpha = .907			Composite reliability = 0.892				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .823			Composite reliability = 0.840				Squared multiple correlations	Average variance extracted		
Customisation (CWCU) Standard factor loading									Customisation (CWCU) Standard factor loading										
				Estimate	S.E.	C.R.	P	Value	0.735					Estimate	S.E.	C.R.	P	Value	0.637
CWCU3	<---	CWCU	.854	1.000				0.729		CWCU3	<---	CWCU	.804	1.000				0.646	
CWCU4	<---	CWCU	.890	1.165	.041	28.078	***	0.792		CWCU4	<---	CWCU	.833	1.086	.031	34.550	***	0.694	
CWCU5	<---	CWCU	.826	.900	.037	24.243	***	0.682		CWCU5	<---	CWCU	.756	.930	.031	29.611	***	0.572	

Table 6.20: The security construct

UK										Russia									
Reliability Cronbach's alpha = .963				Composite reliability = 0.872				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .909				Composite reliability = 0.820				Squared multiple correlations	Average variance extracted
Security (CWS) Standard factor loading										Security (CWS) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.694					Estimate	S.E.	C.R.	P	Value	0.604
CWS2	<---	CWS	.855	1.000				0.731		CWS2	<---	CWS	.799	1.000				0.638	
CWS5	<---	CWS	.839	1.117	.024	47.402	***	0.704		CWS5	<---	CWS	.719	.726	.033	22.277	***	0.517	
CWS8	<---	CWS	.805	1.063	.026	40.537	***	0.648		CWS8	<---	CWS	.810	1.013	.019	53.242	***	0.656	

Table 6.21: The availability construct

UK										Russia									
Reliability Cronbach's alpha = .942				Composite reliability = 0.840				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .959				Composite reliability = 0.939				Squared multiple correlations	Average variance extracted
Availability (CWA) Standard factor loading										Availability (CWA) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.636					Estimate	S.E.	C.R.	P	Value	0.836
CWA2	<---	CWA	.778	1.000				0.605		CWA2	<---	CWA	.907	1.000				0.823	
CWA3	<---	CWA	.799	1.101	.031	35.481	***	0.638		CWA3	<---	CWA	.922	1.086	.026	42.128	***	0.850	
CWA6	<---	CWA	.815	1.050	.029	36.067	***	0.664		CWA6	<---	CWA	.914	1.045	.025	41.886	***	0.835	

Table 6.22: The customer service construct

UK										Russia									
Reliability Cronbach's alpha = .951				Composite reliability = 0.876				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .967				Composite reliability = 0.873				Squared multiple correlations	Average variance extracted
Customer service (CWCS) Standard factor loading										Customer service (CWCS) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.703					Estimate	S.E.	C.R.	P	Value	0.695
CWCS3	<---	CWCS	.868	1.000				0.753		CWCS3	<---	CWCS	.845	1.000				0.714	
CWCS6	<---	CWCS	.859	1.007	.022	46.704	***	0.738		CWCS6	<---	CWCS	.851	1.026	.017	59.288	***	0.724	
CWCS7	<---	CWCS	.786	.997	.026	37.989	***	0.618		CWCS7	<---	CWCS	.805	1.009	.022	46.353	***	0.648	

Table 6.23: The website credibility construct

				UK								Russia							
Reliability Cronbach's alpha = .969				Composite reliability = 0.908				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .968				Composite reliability = 0.885				Squared multiple correlations	Average variance extracted
Website credibility (CWCR) Standard factor loading										Website credibility (CWCR) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value						Estimate	S.E.	C.R.	P	Value	
CWCR2	<---	CWCR	.831	1.000				0.691	0.665	CWCR2	<---	CWCR	.822	1.000				0.676	
CWCR5	<---	CWCR	.836	1.071	.022	48.851	***	0.699		CWCR5	<---	CWCR	.823	.962	.018	54.866	***	0.677	
CWCR6	<---	CWCR	.846	1.010	.022	46.814	***	0.716		CWCR7	<---	CWCR	.834	.994	.021	48.043	***	0.696	
CWCR7	<---	CWCR	.832	1.009	.018	55.005	***	0.692		CWCR8	<---	CWCR	.762	.945	.027	35.470	***	0.581	
CWCR8	<---	CWCR	.727	.960	.031	31.197	***	0.529											

Table 6.24: The perceived corporate social responsibility construct

				UK								Russia							
Reliability Cronbach's alpha = .946				Composite reliability = 0.858				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .959				Composite reliability = 0.870				Squared multiple correlations	Average variance extracted
Perceived corporate social responsibility (CWCSR) Standard factor loading										Perceived corporate social responsibility (CWCSR) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value						Estimate	S.E.	C.R.	P	Value	
CWCSR1	<---	CWCSR	.811	1.000				0.658	0.669	CWCSR1	<---	CWCSR	.829	1.000				0.687	
CWCSR2	<---	CWCSR	.821	.993	.025	39.112	***	0.674		CWCSR2	<---	CWCSR	.830	.999	.022	44.625	***	0.689	
CWCSR6	<---	CWCSR	.821	.946	.025	37.552	***	0.674		CWCSR6	<---	CWCSR	.835	.956	.022	43.821	***	0.697	

Table 6.25: The corporate value construct

				UK								Russia							
Reliability Cronbach's alpha = .968				Composite reliability = 0.955				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .973				Composite reliability = 0.955				Squared multiple correlations	Average variance extracted
Corporate value (CCCV) Standard factor loading										Corporate value (CCCV) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value						Estimate	S.E.	C.R.	P	Value	
CCCV1	<---	CCCV	.902	1.000				0.814	0.809	CCCV1	<---	CCCV	.891	1.000				0.794	
CCCV2	<---	CCCV	.886	.977	.025	38.936	***	0.785		CCCV2	<---	CCCV	.872	.978	.024	41.192	***	0.760	
CCCV3	<---	CCCV	.916	1.032	.022	46.188	***	0.839		CCCV3	<---	CCCV	.909	1.041	.021	49.603	***	0.826	
CCCV4	<---	CCCV	.900	1.027	.027	37.777	***	0.810		CCCV4	<---	CCCV	.894	1.028	.023	44.301	***	0.799	
CCCV11	<---	CCCV	.893	.981	.026	38.450	***	0.797		CCCV11	<---	CCCV	.907	1.019	.023	44.884	***	0.823	
										CCCV12	<---	CCCV	.820	.893	.028	32.327	***	0.672	

Table 6.26: The corporate philosophy construct

UK										Russia									
Reliability Cronbach's alpha = .978				Composite reliability = 0.920				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .982				Composite reliability = 0.905				Squared multiple correlations	Average variance extracted
Corporate philosophy (CCCPH) Standard factor loading										Corporate philosophy (CCCPH) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.697					Estimate	S.E.	C.R.	P	Value	0.656
CCCPH2	<---	CCCPH	.841	1.000				0.707		CCCPH2	<---	CCCPH	.821	1.000				0.674	
CCCPH3	<---	CCCPH	.827	1.023	.018	58.192	***	0.684		CCCPH3	<---	CCCPH	.802	1.051	.019	55.876	***	0.643	
CCCPH4	<---	CCCPH	.828	.999	.020	48.980	***	0.686		CCCPH4	<---	CCCPH	.805	1.050	.022	46.996	***	0.648	
CCCPH5	<---	CCCPH	.838	1.033	.020	51.462	***	0.702		CCCPH5	<---	CCCPH	.812	1.013	.018	55.920	***	0.659	
CCCPH6	<---	CCCPH	.841	1.033	.023	45.434	***	0.707		CCCPH6	<---	CCCPH	.810	1.043	.023	45.599	***	0.656	

Table 6.27: The corporate mission construct

UK										Russia									
Reliability Cronbach's alpha = .929				Composite reliability = 0.890				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .936				Composite reliability = 0.870				Squared multiple correlations	Average variance extracted
Corporate mission (CCCM) Standard factor loading										Corporate mission (CCCM) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.618					Estimate	S.E.	C.R.	P	Value	0.572
CCCM1	<---	CCCM	.771	1.222	.061	20.140	***	0.594		CCCM1	<---	CCCM	.747	1.223	.055	22.037	***	0.558	
CCCM2	<---	CCCM	.815	1.300	.060	21.692	***	0.664		CCCM2	<---	CCCM	.796	1.243	.055	22.454	***	0.634	
CCCM3	<---	CCCM	.776	1.340	.063	21.335	***	0.602		CCCM3	<---	CCCM	.760	1.265	.058	21.949	***	0.578	
CCCM4	<---	CCCM	.776	.978	.027	36.541	***	0.602		CCCM4	<---	CCCM	.730	.968	.023	43.008	***	0.533	
CCCM5	<---	CCCM	.793	1.000				0.629		CCCM5	<---	CCCM	.746	1.000				0.557	

Table 6.28: The corporate principles construct

UK										Russia									
Reliability Cronbach's alpha = .951				Composite reliability = 0.865				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .966				Composite reliability = 0.942				Squared multiple correlations	Average variance extracted
Corporate principles (CC CPR) Standard factor loading										Corporate principles (CC CPR) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.682					Estimate	S.E.	C.R.	P	Value	0.845
CC CPR1	<---	CC CPR	.784	.959	.025	38.879	***	0.615		CC CPR6	<---	CC CPR	.919	1.000				0.845	
CC CPR2	<---	CC CPR	.830	.952	.021	46.423	***	0.689		CC CPR2	<---	CC CPR	.917	.973	.018	53.487	***	0.841	
CC CPR6	<---	CC CPR	.862	1.000				0.743		CC CPR1	<---	CC CPR	.922	1.005	.020	49.445	***	0.850	

Table 6.29: The corporate history construct

UK										Russia									
Reliability Cronbach's alpha = .957				Composite reliability = 0.884				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .963				Composite reliability = 0.884				Squared multiple correlations	Average variance extracted
Corporate history (CCCH) Standard factor loading										Corporate history (CCCH) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.718					Estimate	S.E.	C.R.	P	Value	0.718
CCCH1	<---	CCCH	.829	1.000				0.687		CCCH1	<---	CCCH	.827	.970	.022	44.053	***	0.684	
CCCH2	<---	CCCH	.863	1.016	.025	40.838	***	0.745		CCCH2	<---	CCCH	.863	.989	.019	53.281	***	0.745	
CCCH6	<---	CCCH	.849	1.036	.025	41.268	***	0.721		CCCH6	<---	CCCH	.851	1.000				0.724	

Table 6.30: The founder of the company construct

UK										Russia									
Reliability Cronbach's alpha = .966				Composite reliability = 0.853				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .970				Composite reliability = 0.882				Squared multiple correlations	Average variance extracted
Founder of the company (CCF) Standard factor loading										Founder of the company (CCF) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.660					Estimate	S.E.	C.R.	P	Value	0.714
CCF1	<---	CCF	.820	1.000				0.672		CCF1	<---	CCF	.849	.991	.020	50.125	***	0.721	
CCF2	<---	CCF	.811	.986	.021	46.962	***	0.658		CCF2	<---	CCF	.846	.984	.017	58.853	***	0.716	
CCF3	<---	CCF	.806	1.011	.021	47.229	***	0.650		CCF3	<---	CCF	.840	1.000				0.706	

Table 6.31: The company's subcultures construct

UK										Russia									
Reliability Cronbach's alpha = .962				Composite reliability = 0.959				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .936				Composite reliability = 0.942				Squared multiple correlations	Average variance extracted
Company's subcultures (CCS) Standard factor loading										Company's subcultures (CCS) Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.825					Estimate	S.E.	C.R.	P	Value	0.765
CCS1	<---	CCS	.892	1.000				0.796		CCS1	<---	CCS	.855	.904	.027	33.227	***	0.731	
CCS3	<---	CCS	.878	.989	.026	37.933	***	0.771		CCS3	<---	CCS	.838	.997	.030	33.580	***	0.702	
CCS4	<---	CCS	.917	1.019	.031	32.763	***	0.841		CCS4	<---	CCS	.892	.960	.022	43.471	***	0.796	
CCS7	<---	CCS	.935	1.120	.030	37.851	***	0.874		CCS7	<---	CCS	.902	1.007	.021	48.634	***	0.814	
CCS9	<---	CCS	.919	1.064	.034	31.531	***	0.845		CCS9	<---	CCS	.885	1.000				0.783	

Table 6.32: The country of origin construct

UK										Russia									
Reliability Cronbach's alpha = .965				Composite reliability = 0.934				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .953				Composite reliability = 0.918				Squared multiple correlations	Average variance extracted
Country of origin (CCCO) Standard factor loading				Estimate	S.E.	C.R.	P			Country of origin (CCCO) Standard factor loading				Estimate	S.E.	C.R.	P		
								Value	0.740									Value	0.691
CCCO1	<---	CCCO	.742	.871	.031	27.986	***	0.551		CCCO1	<---	CCCO	.728	.943	.035	26.972	***	0.530	
CCCO2	<---	CCCO	.876	.996	.022	44.852	***	0.767		CCCO2	<---	CCCO	.840	1.069	.028	38.827	***	0.706	
CCCO3	<---	CCCO	.909	.986	.020	48.883	***	0.826		CCCO3	<---	CCCO	.885	1.042	.025	41.094	***	0.783	
CCCO5	<---	CCCO	.889	1.014	.020	50.143	***	0.790		CCCO5	<---	CCCO	.862	1.078	.025	42.791	***	0.743	
CCCO6	<---	CCCO	.874	1.000				0.764		CCCO7	<---	CCCO	.833	1.000				0.694	

Table 6.33: The corporate image construct

UK										Russia									
Reliability Cronbach's alpha = .947				Composite reliability = 0.933				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .963				Composite reliability = 0.904				Squared multiple correlations	Average variance extracted
Corporate image (CI) Standard factor loading				Estimate	S.E.	C.R.	P			Corporate image (CI) Standard factor loading				Estimate	S.E.	C.R.	P		
								Value	0.778									Value	0.703
CI1	<---	CI	.864	1.000				0.746		CI1	<---	CI	.832	.940	.024	39.199	***	0.692	
CI5	<---	CI	.876	1.046	.032	32.474	***	0.767		CI5	<---	CI	.824	.981	.024	41.639	***	0.679	
CI6	<---	CI	.888	1.098	.036	30.639	***	0.789		CI6	<---	CI	.845	1.006	.024	41.284	***	0.714	
CI8	<---	CI	.900	1.105	.033	33.361	***	0.810		CI8	<---	CI	.852	1.000				0.726	

Table 6.34: The corporate reputation construct

UK										Russia									
Reliability Cronbach's alpha = .969				Composite reliability = 0.940				Squared multiple correlations	Average variance extracted	Reliability Cronbach's alpha = .971				Composite reliability = 0.902				Squared multiple correlations	Average variance extracted
Corporate reputation (CR) Standard factor loading				Estimate	S.E.	C.R.	P			Corporate reputation (CR) Standard factor loading				Estimate	S.E.	C.R.	P		
								Value	0.796									Value	0.696
CR1	<---	CR	.912	1.036	.019	55.811	***	0.832		CR1	<---	CR	.852	1.041	.018	58.073	***	0.726	
CR2	<---	CR	.904	1.058	.021	51.098	***	0.817		CR2	<---	CR	.855	1.070	.020	52.188	***	0.731	
CR3	<---	CR	.855	1.018	.024	43.159	***	0.731		CR3	<---	CR	.803	1.017	.025	41.489	***	0.645	
CR6	<---	CR	.897	1.000				0.805		CR5	<---	CR	.827	1.000				0.684	

Table 6.35: The consumer-company identification construct

				UK									Russia						
Reliability		Cronbach's alpha = .854		Composite reliability = 0.872				Squared multiple correlations	Average variance extracted	Reliability		Cronbach's alpha = .960		Composite reliability = 0.833				Squared multiple correlations	Average variance extracted
C-C Identification (I) Standard factor loading				Estimate		S.E.	C.R.			P	Value			Estimate	S.E.	C.R.	P		
								0.750	0.695									0.664	0.625
I1	<---	I	.866	1.000				0.750		I2	<---	I	.815	1.000				0.664	
I4	<---	I	.870	.981	.030	32.923	***	0.757		I4	<---	I	.820	.969	.025	38.231	***	0.672	
I5	<---	I	.760	.677	.040	16.839	***	0.578		I5	<---	I	.733	.748	.037	20.064	***	0.537	

Table 6.36: The loyalty construct

				UK									Russia						
Reliability		Cronbach's alpha = .949		Composite reliability = 0.924				Squared multiple correlations	Average variance extracted	Reliability		Cronbach's alpha = .958		Composite reliability = 0.893				Squared multiple correlations	Average variance extracted
Loyalty (L) Standard factor loading				Estimate		S.E.	C.R.			P	Value			Estimate	S.E.	C.R.	P		
								0.753	0.752									0.666	0.676
L2	<---	L	.868	1.000				0.753		L2	<---	L	.816	1.000				0.666	
L3	<---	L	.875	1.070	.030	35.900	***	0.766		L3	<---	L	.827	1.055	.026	40.652	***	0.684	
L4	<---	L	.884	1.108	.029	38.128	***	0.781		L4	<---	L	.844	1.091	.026	41.985	***	0.712	
L6	<---	L	.842	.937	.031	30.354	***	0.709		L6	<---	L	.802	.943	.028	33.846	***	0.643	

Table 6.37: The satisfaction construct

				UK									Russia						
Reliability		Cronbach's alpha = .877		Composite reliability = 0.885				Squared multiple correlations	Average variance extracted	Reliability		Cronbach's alpha = .904		Composite reliability = 0.857				Squared multiple correlations	Average variance extracted
Satisfaction (S) Standard factor loading				Estimate		S.E.	C.R.			P	Value			Estimate	S.E.	C.R.	P		
								0.523	0.663									0.604	0.605
S2	<---	S	.615	.761	.057	13.321	***	0.523		S1	<---	S	.777	1.000				0.604	
S3	<---	S	.897	1.321	.050	26.656	***	0.805		S2	<---	S	.603	.870	.052	16.736	***	0.504	
S4	<---	S	.883	1.304	.050	26.049	***	0.780		S3	<---	S	.861	1.303	.043	30.079	***	0.741	
S6	<---	S	.830	1.000				0.689		S4	<---	S	.843	1.281	.044	29.297	***	0.711	

Table 6.38: The attractiveness construct

UK										Russia										
Reliability Cronbach's alpha = .937				Composite reliability = 0.940				Squared multiple correlations		Average variance extracted	Reliability Cronbach's alpha = .897				Composite reliability = 0.872				Squared multiple correlations	Average variance extracted
Attractiveness (CRA)											Attractiveness (CRA)									
Standard factor loading											Standard factor loading									
				Estimate	S.E.	C.R.	P	Value	0.796					Estimate	S.E.	C.R.	P	Value	0.632	
CRA1	<---	CRA	.872	.951	.034	28.310	***	0.760		CRA8	<---	CRA	.822	1.034	.033	30.906	***	0.676		
CRA2	<---	CRA	.908	1.114	.040	28.181	***	0.824		CRA3	<---	CRA	.821	.741	.041	17.876	***	0.674		
CRA6	<---	CRA	.917	1.130	.039	28.677	***	0.841		CRA2	<---	CRA	.717	.977	.033	29.221	***	0.514		
CRA8	<---	CRA	.871	1.000				0.759		CRA1	<---	CRA	.814	1.000				0.663		

6.5.1.1. Convergent validity

According to scholars (Malhotra and Birks, 2000; Peter and Churchill, 1986), convergent validity is defined as the degree to which independent measures of similar constructs are related or converge and it indicates the homogeneity of the construct. Convergent validity is examined by assessing whether the factor loading of items in their individual constructs are large (minimum .5 or above, ideally .7 or higher) and statistically significant (Hair et al., 2014). The AVE for each construct ranged from .599 to .825 in the UK and from .572 to .845 in Russia. Tables 6.14-6.38 illustrate a good rule of thumb, which is that an AVE of .5 or higher displays acceptable convergent validity.

6.5.1.2. Discriminant validity

Discriminant validity refers to the degree to which measures of a construct are not greatly associated with measures of additional constructs (Chau, 1997; Peter and Churchill, 1986). According to Fornell and Larcker (1981), discriminant validity can be tested by average variance extracted for each construct and compared with the square correlation among them. Tables 6.39 (a–b) present that the findings of AVE should be larger than the squared correlation estimates (Hair et al., 2014). According to Hair et al. (2014), “with the CFA, the average variance extracted (AVE) is calculated as the mean variance extracted for the items loading on a construct and is summary indicator of converge” (p. 619). Based on Fornell and Larcker (1981), the average variance extracted was higher than any squared correlation of the latent variables in the context of that factor that helps discriminant validity.

The average variance extracted for further constructs was higher than the required value .5 and shows that each construct has the capability to clarify more than half of the variance with its measuring items on average (Fornell and Larcker, 1981). Hair et al. (2014) stated that “.5 or higher is a good rule of thumb suggesting an adequate converge” (p. 619). Average variance extracted signifies a stronger indicator of the construct reliability than the composite reliability does. Therefore, it can be suggested that the adapted measurement model demonstrates discriminant validity (Fornell and Larcker, 1981). In the case of discriminant validity, the examined correlations are significant ($p < .05$) (Hair et al., 2014).

Table 6.39a: Squared correlation matrix and AVE (UK)

	CRA	S	CR	I	L	CI	CCCO	CCS	CCF	CCCH	CCCPR	CCCM	CCCP H	CCCV	CWCS R	CWCR	CWCS	CWA	CWS	CWC U	CWU	CWI	CWV	CWN	CWF	
CRA	0.796																									
S	0.042	0.663																								
CR	0.010	0.065	0.796																							
I	0.012	0.042	0.181	0.695																						
L	0.022	0.100	0.111	0.051	0.752																					
CI	0.010	0.054	0.169	0.069	0.084	0.778																				
CCCO	0.044	0.011	0.032	0.015	0.019	0.009	0.740																			
CCS	0.013	0.017	0.013	0.007	0.015	0.002	0.041	0.825																		
CCF	0.014	0.030	0.033	0.032	0.021	0.016	0.192	0.055	0.660																	
CCCH	0.013	0.015	0.033	0.038	0.036	0.007	0.228	0.039	0.196	0.718																
CCCPR	0.004	0.031	0.036	0.013	0.033	0.034	0.122	0.048	0.194	0.090	0.682															
CCCM	0.007	0.032	0.030	0.023	0.030	0.031	0.187	0.063	0.270	0.168	0.240	0.618														
CCCPH	0.003	0.032	0.050	0.026	0.054	0.041	0.276	0.051	0.279	0.196	0.233	0.348	0.697													
CCCV	0.011	0.011	0.023	0.013	0.002	0.007	0.109	0.045	0.165	0.113	0.080	0.122	0.130	0.809												
CWCSR	0.022	0.007	0.012	0.007	0.033	0.013	0.002	0.027	0.031	0.038	0.005	0.008	0.017	0.007	0.669											
CWCR	0.020	0.074	0.032	0.011	0.114	0.039	0.024	0.003	0.049	0.033	0.025	0.048	0.104	0.004	0.230	0.665										
CWCS	0.005	0.010	0.014	0.008	0.033	0.025	0.002	0.015	0.008	0.004	0.004	0.003	0.009	0.000	0.264	0.180	0.703									
CWA	0.021	0.051	0.027	0.012	0.061	0.015	0.008	0.000	0.019	0.014	0.008	0.018	0.013	0.002	0.270	0.250	0.281	0.636								
CWS	0.009	0.047	0.066	0.017	0.127	0.061	0.023	0.010	0.028	0.018	0.025	0.041	0.056	0.016	0.059	0.194	0.097	0.123	0.694							
CWCU	0.120	0.024	0.024	0.010	0.044	0.005	0.032	0.004	0.033	0.023	0.005	0.017	0.023	0.012	0.092	0.077	0.058	0.061	0.245	0.735						
CWU	0.021	0.082	0.048	0.020	0.099	0.053	0.017	0.013	0.024	0.011	0.012	0.084	0.037	0.010	0.058	0.225	0.079	0.113	0.113	0.12	0.599					
CWI	0.014	0.050	0.021	0.023	0.089	0.033	0.019	0.012	0.035	0.101	0.011	0.029	0.025	0.017	0.166	0.233	0.160	0.206	0.206	0.06	0.240	0.673				
CWV	0.012	0.047	0.084	0.076	0.102	0.068	0.016	0.017	0.111	0.017	0.026	0.047	0.030	0.039	0.109	0.203	0.106	0.181	0.04	0.267	0.179	0.724				
CWN	0.029	0.048	0.046	0.012	0.059	0.042	0.030	0.012	0.022	0.013	0.170	0.044	0.030	0.015	0.047	0.092	0.045	0.061	0.061	0.06	0.101	0.027	0.070	0.803		
CWF	0.016	0.053	0.050	0.023	0.117	0.053	0.037	0.030	0.039	0.060	0.022	0.052	0.051	0.044	0.315	0.315	0.256	0.318	0.318	0.04	0.217	0.358	0.229	0.083	0.651	

Notes: Average variances extracted are in bold on the diagonal. The values below the diagonal are the squared correlations between the constructs.

Table 6.39b: Squared correlation matrix and AVE (Russia)

	CRA	S	CR	I	L	CI	CCCO	CCS	CCF	CCCH	CCCPR	CCCM	CCCP H	CCCV	CWCS R	CWCR	CWCS	CWA	CWS	CWC U	CWU	CWI	CWV	CWN	CWF	
CRA	0.632																									
S	0.20	0.605																								
CR	0.11	0.13	0.696																							
I	0.11	0.10	0.32	0.625																						
L	0.13	0.20	0.21	0.15	0.676																					
CI	0.12	0.13	0.31	0.18	0.20	0.703																				
CCCO	0.13	0.04	0.08	0.07	0.07	0.06	0.691																			
CCS	0.10	0.08	0.08	0.05	0.07	0.06	0.10	0.765																		
CCF	0.08	0.09	0.10	0.08	0.08	0.06	0.19	0.10	0.714																	
CCCH	0.06	0.04	0.09	0.10	0.09	0.05	0.22	0.06	0.16	0.718																
CCCPR	0.05	0.04	0.03	0.03	0.05	0.07	0.08	0.05	0.07	0.07	0.845															
CCCM	0.08	0.10	0.11	0.10	0.10	0.13	0.26	0.14	0.25	0.19	0.09	0.572														
CCCPH	0.07	0.10	0.12	0.10	0.15	0.12	0.34	0.10	0.25	0.21	0.08	0.429	0.656													
CCCV	0.09	0.05	0.07	0.06	0.03	0.06	0.17	0.10	0.17	0.11	0.05	0.44	0.18	0.779												
CWCSR	0.10	0.06	0.08	0.05	0.09	0.08	0.02	0.07	0.06	0.08	0.05	0.22	0.07	0.02	0.691											
CWCR	0.07	0.13	0.09	0.05	0.19	0.08	0.04	0.03	0.07	0.08	0.04	0.33	0.17	0.01	0.28	0.657										
CWCS	0.07	0.06	0.08	0.07	0.11	0.09	0.01	0.07	0.05	0.05	0.03	0.21	0.06	0.01	0.31	0.25	0.695									
CWA	0.04	0.03	0.06	0.04	0.04	0.07	0.01	0.02	0.02	0.03	0.06	0.17	0.02	0.02	0.09	0.10	0.10	0.836								
CWS	0.08	0.11	0.16	0.07	0.23	0.14	0.06	0.04	0.06	0.07	0.03	0.33	0.10	0.05	0.12	0.23	0.13	0.04	0.604							
CWCU	0.25	0.15	0.12	0.08	0.18	0.09	0.09	0.06	0.10	0.11	0.05	0.34	0.11	0.07	0.21	0.17	0.15	0.06	0.21	0.637						
CWU	0.05	0.05	0.06	0.05	0.06	0.04	0.05	0.03	0.05	0.04	0.03	0.25	0.06	0.03	0.03	0.07	0.05	0.04	0.10	0.11	0.810					
CWI	0.09	0.13	0.09	0.10	0.15	0.13	0.06	0.05	0.05	0.19	0.03	0.30	0.07	0.05	0.22	0.28	0.24	0.09	0.17	0.18	0.07	0.640				
CWV	0.10	0.14	0.23	0.19	0.22	0.18	0.06	0.08	0.14	0.08	0.03	0.35	0.09	0.08	0.16	0.24	0.20	0.08	0.25	0.15	0.08	0.27	0.663			
CWN	0.12	0.13	0.12	0.09	0.19	0.16	0.07	0.08	0.08	0.06	0.08	0.36	0.12	0.05	0.16	0.17	0.15	0.08	0.11	0.17	0.06	0.12	0.20	0.729		
CWF	0.12	0.15	0.09	0.07	0.34	0.12	0.08	0.08	0.07	0.10	0.08	0.34	0.10	0.09	0.17	0.14	0.12	0.08	0.15	0.12	0.07	0.14	0.10	0.15	0.657	

Notes: Average variances extracted are in bold on the diagonal. The values below the diagonal are the squared correlations between the constructs.

6.5.1.3. Nomological validity

Nomological validity is a significant step to achieve construct validity and concerns the overall fit of a model (Bagozzi, 1980; Gerbing and Anderson, 1988; Nunnally, 1978; Steenkamp and Van Trijp, 1991). Authors (Steenkamp and Van Trijp, 1991) have recommended using goodness-of-fit indices in order to examine nomological validity. Nomological validity is employed to assess the hypothesised associations among different constructs and the empirical relationships among the underlying dimensions and indicators (Peter, 1981; Peter and Churchill, 1986). Nomological validity is “tested by examining whether the correlations among the constructs in a measurement theory make sense” (Hair et al., 2014, p.620). This study employed maximum likelihood (ML) in all measurement model examination by CFA to examine factor loadings. This method is appropriate as an assessment method when the sample size does not meet Hair et al.’s (2014) criterion of having at least five observations for each variable (Anderson and Gerbing, 1988; Bentler and Chou, 1987). In addition, based on Bentler and Chou’s (1987) recommendation, the model fit indicators were used in model validation to resolve the possible problem of an unreliable χ^2 statistic (Chi-square) and standard errors due to maximum likelihood application.

This study uses incremental fit indices (e.g. NFI, NNFI, and CFI) and absolute fit indices (e.g. GFI, AGFI, and RMSEA), which are explained in Table 6.13. The CFI and RMSEA represent sufficient unique information to evaluate a model (Hair et al., 2014). The results show CFI .927 in the UK, .934 in Russia (>0.90 indicates good fit) and RMSEA .046 in the UK, .045 in Russia (<.08 indicates acceptable fit). The normed fit index (NFI) measures result shows .873 in the UK and .884 in Russia (>.08 indicates acceptable fit), which illustrates the amount by which a model is enhanced in terms of fit compared to the base model (Hair et al., 2014) (Table 6.40).

The goodness-of-fit index (GFI), which shows .740 in the UK and .757 in Russia (>.90), measures the fitness of a model compared to the additional model, which indicates below the acceptable cut-off level (Hair et al., 2014). The AGFI (Adjusted goodness-of-it index) results show .711 in the UK and .728 in Russia (>.90). According to Hair et al. (2014), no specific value on any index can separate models into unacceptable and acceptable fits. According to scholars (Byrne, 2001; Hair et al., 2014; Tabachnick and Fidell, 2007), at least one absolute index and one incremental index, in addition to the value and associated degrees of freedom

should be reported. NNFI (the non-normed fit index), also called TLI (Tucker Lewis index), resulted in .920 in the UK and .927 in Russia (threshold of .90), which compares the χ^2 value of the model to the independence model and takes the degrees of freedom for the model into consideration. IFI (incremental fit index) shows .928 in the UK and .934 in Russia (threshold of .90). Thus, each criterion of fit indicates that the proposed measurement model's fit is satisfactory. Therefore, based on the findings, the measurement model is nomologically valid (Steenkamp and Van Trijp, 1991).

Table 6.40: Goodness-of-fit indices of model modification

	Model fit indicators								
	Chi-square/ X^2	Df	RMSEA	GFI	NFI	CFI	AGFI	IFI	TLI
UK	10153.165	4715	.046	.740	.873	.927	.711	.928	.920
Russia	9315.601	4323	.045	.757	.884	.934	.728	.934	.927
	Chi-square (X^2); degree of freedom (Df); Root mean square error of approximation (RMSEA); Goodness-of-fit index (GFI); Normated fit index (NFI); Comparative fit index (CFI); Adjusted goodness-of-fit index (AGFI); and Tucker Lewis index (TLI)								

To conclude, based on the findings, validity and reliability examinations, the measurement model provides significant loadings, satisfactory validity, reliability, and good model fit. The scales on the basis of the statistical requirements are theoretically acceptable. A total of 44 items (CWF6, CWF7, CWF8, CWF11, CWF13, CWN6, CWN10, CWV2, CWV4, CWV7, CWV11, CWI3, CWI4, CWI5, CWI9, CWI10, CWI13, CWI16, CWA1, CWA4, CWA5, CWA7, CWCS1, CWCS2, CWCS5, CWCSR5, CWCSR8, CCCV10, CCCV12, CCCPR3, CCCPR5, CCCH3, CCCH4, CCCH5, CCCO4, CCCO7, CI2, CI3, CI4, CI7, CRA3, CRA4, CRA5, and CRA7) in UK and 31 items (CWF6, CWF7, CWF8, CWF11, CWF12, CWF13, CWN3, CWV2, CWV7, CWV13, CWI3, CWI4, WI10, CWI13, CWI16, CWCS1, CWCS2, CWCSR3, CWCSR4, CWCSR5, CWCSR7, CWCSR8, CCCV10, CCCPH1, CCCH4, CCCO4, CCS2, CCS5, CI3, CI4, and CRA7) in Russia were removed from the CFA models. Consequently, the underlying latent variables for the next model examining stage are strongly recognised.

6.5.2. Step two: hypothesis testing (structural model evaluation)

Step two is to examine the expected covariance linear and causal association between the independent (exogenous) and dependent (endogenous) latent variables after the model provides a reliable and validated measurement/outer-model. According to Hair et al. (2014),

“the structure model applies the structural theory by specifying which constructs are related to each other and the nature of each relationship” (p. 641). The structural model permits estimation of the path model or inner model. Figure 6.6 demonstrates the construct of the corporate website favourability operational model. The structural model can be signified by the theoretical model (Hair et al. 2014), which details the causal associations between the theoretical constructs (Anderson and Gerbing, 1982; Chau, 1997). Based on the structural model, the research hypotheses were tested from the *t*-value (critical ratio) and the standardised estimate. The validated structural model illustrates the final model in the UK and in Russia with the coefficient of determination and structural path coefficients. The proposed conceptual model showed that 17 hypotheses in the UK and 14 hypotheses in Russia were supported out of the 19 hypotheses. Thus, overall, the research framework was generally supported in both contexts.

The AMOS software is adopted to run the structural model. The findings of the proposed conceptual model illustrate a chi-square of 11903.306 in the UK (degrees of freedom, $df = 4975$; $p < .001$) and of 11553.444 in Russia (df , degrees of freedom = 4586; $p < .001$); and RMSEA (the root mean square error of approximation) shows a value of .050 in the UK and .052 in Russia (below .08) (Hair et al., 2014); CFI (comparative fit index) of .907 in the UK and of .908 in Russia, incremental fit index (IFI) of .907 in the UK and of .908 in Russia; Tucker Lewis (TLI) of .904 in the UK and of .904 in Russia (greater than .9) (Byrne, 2001; Hair et al. 2014); GFI (goodness-of-fit index) of .684 in the UK and of .680 in Russia ($> .90$), and measures for the fitness of a model compared with another model (Hair et al., 2014), which indicate below the satisfactory cut-off level, AGFI (adjusted goodness-of-fit index) of .667 in the UK and of .661 in Russia. According to Hair et al. (2014), no specific value on any index can separate models into unacceptable fits and acceptable, and at least one absolute index and one incremental index, and the value and associated degrees of freedom should be reported. The normed fit index (NFI) score resulted in .851 in the UK and of .856 in Russia, which show they are within the adequate limits and that the fit is only marginal (Byrne, 2001; Hair et al. 2014; Tabachnick and Fidell, 2007).

The results of the goodness-of-fit indices confirm that the hypothesised model in both countries propose a satisfactory fit for the research empirical data (Table 6.41). Gerbing and Anderson (1992) stated that there is an absence of agreement between researchers regarding

the best goodness-of-fit index, and, since some indices are sensitive to sample size, the best strategy is to use some different goodness-of-fit indices.

Table 6.41: Goodness-of-fit indices of model modification

	Model fit indicators								
	Chi-square/ X^2	DF	RMSEA	GFI	NFI	CFI	AGFI	IFI	TLI
UK	11903.306	4975	.050	.684	.851	.907	.667	.907	.904
Russia	11553.444	4586	.052	.680	.856	.908	.661	.908	.904
	Chi-square (X^2); degree of freedom (Df); Root mean square error of approximation (RMSEA); Goodness-of-fit index (GFI); Normated fit index (NFI); Comparative fit index (CFI); Adjusted goodness-of-fit index (AGFI); and Tucker Lewis index (TLI)								

The results show that majority of the fit indices (RMSEA, CFI, NFI, TLI, IFI, Normed chi-square) in the current research are within the satisfactory limits (Byrne, 2001; Hair et al., 2014; Tabachnick and Fidell, 2007). However, it is noticed by the researchers using CFA that there is no universally accepted criteria for the goodness-of-fit (Tanaka, 1993), therefore there is room for argument in interpreting the findings of an SEM analysis. However, the proposed research model maintains a good fit from the observed data.

Overall, 19 hypotheses were tested and further deliberated in Chapter VIII. The path coefficient signifies standardised regression coefficients. SEM illustrates the expected linear, causal associations among the constructs were examined with the data collected from the validated measures. Tables 6.42 illustrates the results of standardised path coefficients, p-value, hypotheses result (causal paths), standard error and the parameter tests corresponding to the hypothesised structure equation modelling paths and the findings regression weights.

The results of the hypotheses that represent the antecedents differ in both countries. In the UK, the standardised regression path between the navigation (CWN) and corporate website favourability (CWF) was statistically significant in the UK ($\gamma=.033$, t -value= 2.878) as well as for Russian consumers ($\gamma = .115$, t -value = 2.959). CWF's relationship with visual (H2) was significant in the UK model (UK $\gamma = .080$, t -value = 1.978). In contrast, the results show evidence that there is no significant relationship for the Russian consumers ($\gamma = -.065$, t -value = -1.522, p .128). Furthermore, hypotheses H3 was supported in both data (UK $\gamma=.298$, t -value=6.900; RUS $\gamma= .083$, t -value= 1.967).

The relationship between usability and corporate website favourability (H4) was non-significant in both models (UK $\gamma = .095$, t -value = 1.885, $p = .059$; RUS $\gamma = .056$, t -value = 1.550, $p = .121$). Moreover, hypotheses H5 was accepted in the UK model ($\gamma = -.133$, t -value = -3.323), and, interestingly, the relationship was rejected in the Russian data ($\gamma = .012$, t -value = .271, $p = .786$). Hypothesis 6, which explains the relationship between security and corporate website favourability, was found to be significant in the hypothesised direction ($\gamma = .139$, t -value = 3.585; $\gamma = .112$, t -value = .034). The path from availability and corporate website favourability (H7) was significant (UK $\gamma = .148$, t -value = 3.898; RUS $\gamma = .066$, t -value = 2.249) in both models.

Hypothesis 8 (website credibility and corporate website favourability $\gamma = .097$, t -value = 2.495) and hypothesis 9 (customer service and corporate website favourability $\gamma = .087$, t -value = 2.561) are fully supported in the UK model. The Russian model shows that hypotheses H8 and H9 were rejected because they were not statistically significant (H8 $\gamma = .006$, t -value = .586, $p = .558$; $\gamma = .039$, t -value = 1.118, $p = .264$). H10 and H11 were fully supported per the significant relation between perceived corporate social responsibility, perceived corporate culture with corporate website favourability (H10 UK $\gamma = .219$, t -value = 6.104; Russia $\gamma = .123$, t -value = 3.479; H11 UK $\gamma = .311$, t -value = 2.622; Russia $\gamma = .400$, t -value = 4.528).

The standardised regression path between the corporate website and the corporate image (H12 UK $\gamma = .144$, t -value = 4.273; Russia $\gamma = .239$, t -value = 4.778), corporate image and corporate reputation (H13 UK $\gamma = .456$, t -value = 9.952; Russia $\gamma = .565$, t -value = 14.954), corporate reputation and consumer-company identification (H14 UK $\gamma = .462$, t -value = 10.351; Russia $\gamma = .603$, t -value = 14.978) were statistically significant. The relationship between consumer-company identification and loyalty (H15) was fully supported in both countries (UK $\gamma = .228$, t -value = 5.326; Russia $\gamma = .396$, t -value = 9.468).

According to the results presented in Table 6.42, it has been found that H16 (corporate website favourability and satisfaction), H17 (satisfaction and corporate image), and H18 (corporate website and attractiveness) were statistically significant and therefore accepted (H16 UK $\gamma = .156$, t -value = 5.431; Russia $\gamma = .363$, t -value = 9.046; H17 UK $\gamma = .264$, t -value = 5.006; Russia $\gamma = .329$, t -value = 5.961; H18 UK $\gamma = .104$, t -value = 2.936; Russia $\gamma = .401$, t -value = 8.372) in both countries. H19 was fully supported per the significant relation

between attractiveness and corporate image from the Russian consumers' perception ($\gamma = .244$, t -value = 5.208), however, in the UK, the regression path unexpectedly did not present a significant result and there was a negative association between these two variables ($\gamma = .057$, t -value = 1.334). Consequently, the results showed that 17 hypotheses in the UK and 14 hypotheses in Russia were supported out of the 19 hypotheses. Thus, overall, the research framework was generally supported in both contexts.

Table 6.42: Results of hypothesis testing

Standardised regression paths			UK					Russia					
			Estimate	S.E.	C.R.	P	Hypothesis	Estimate	S.E.	C.R.	p	Hypothesis	
H1	Navigation	--->	C. Website Favourability	.033	.011	2.878	.004	Supported	.115	.039	2.959	.003	Supported
H2	Visual	--->	C. Website Favourability	.080	.040	1.978	.048	Supported	-.065	.042	-1.522	.128	Not Supported
H3	Information	--->	C. Website Favourability	.298	.043	6.900	***	Supported	.083	.042	1.967	.049	Supported
H4	Usability	--->	C. Website Favourability	.095	.050	1.885	.059	Not Supported	.056	.036	1.550	.121	Not Supported
H5	Customisation	--->	C. Website Favourability	-.133	.040	-3.323	***	Supported	.012	.044	.271	.786	Not Supported
H6	Security	--->	C. Website Favourability	.139	.039	3.585	***	Supported	.112	.034	3.287	.001	Supported
H7	Availability	--->	C. Website Favourability	.148	.038	3.898	***	Supported	.066	.029	2.249	.024	Supported
H8	Website Credibility	--->	C. Website Favourability	.097	.039	2.495	.013	Supported	.006	.010	.586	.558	Not Supported
H9	Customer Service	--->	C. Website Favourability	.087	.034	2.561	.010	Supported	.039	.035	1.118	.264	Not Supported
H10	Perceived C. Social Responsibility	--->	C. Website Favourability	.219	.036	6.104	***	Supported	.123	.035	3.479	***	Supported
H11	Perceived C. Culture	--->	C. Website Favourability	.311	.119	2.622	.009	Supported	.400	.088	4.528	***	Supported
H12	C. Website Favourability	--->	C. Image	.144	.034	4.273	***	Supported	.239	.050	4.778	***	Supported
H13	C. Image	--->	C. Reputation	.456	.046	9.952	***	Supported	.565	.038	14.954	***	Supported
H14	C. Reputation	--->	C-C Identification	.462	.045	10.351	***	Supported	.603	.040	14.978	***	Supported
H15	C-C Identification	--->	Loyalty	.228	.043	5.326	***	Supported	.396	.042	9.468	***	Supported
H16	C. Website Favourability	--->	Satisfaction	.156	.029	5.431	***	Supported	.363	.040	9.046	***	Supported
H17	Satisfaction	--->	C. Image	.264	.053	5.006	***	Supported	.329	.055	5.961	***	Supported
H18	C. Website Favourability	--->	Attractiveness	.104	.035	2.936	.003	Supported	.401	.048	8.372	***	Supported
H19	Attractiveness	--->	C. Image	.057	.042	1.334	.182	Not Supported	.244	.047	5.208	***	Supported

*** $p < 0.001$

Notes: Path = Relationship between independent variable on dependent variable; β = Standardised regression coefficient; S.E. = Standard error; p = Level of significance.

Figure 6.6a: Validated Structural Model (UK)

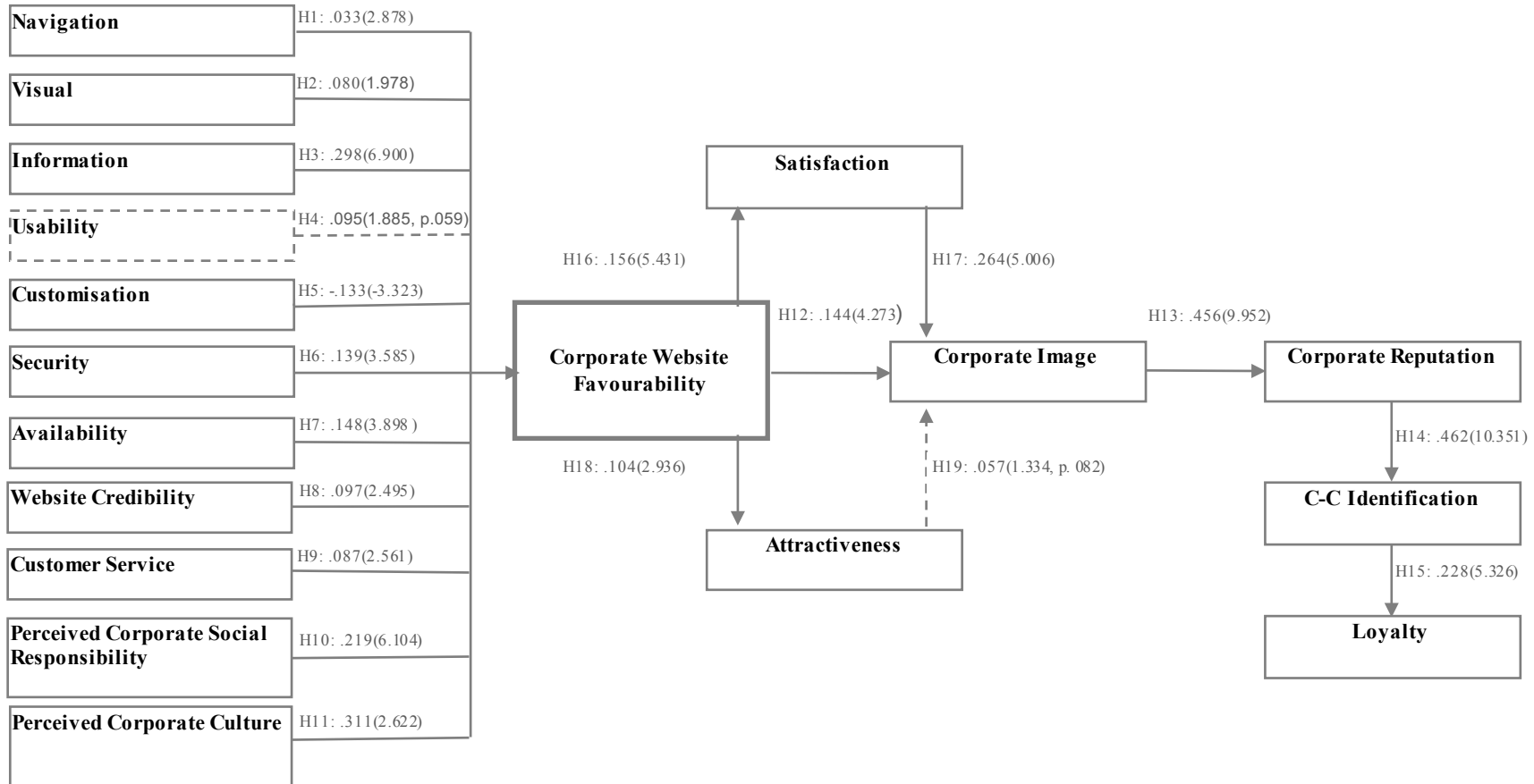
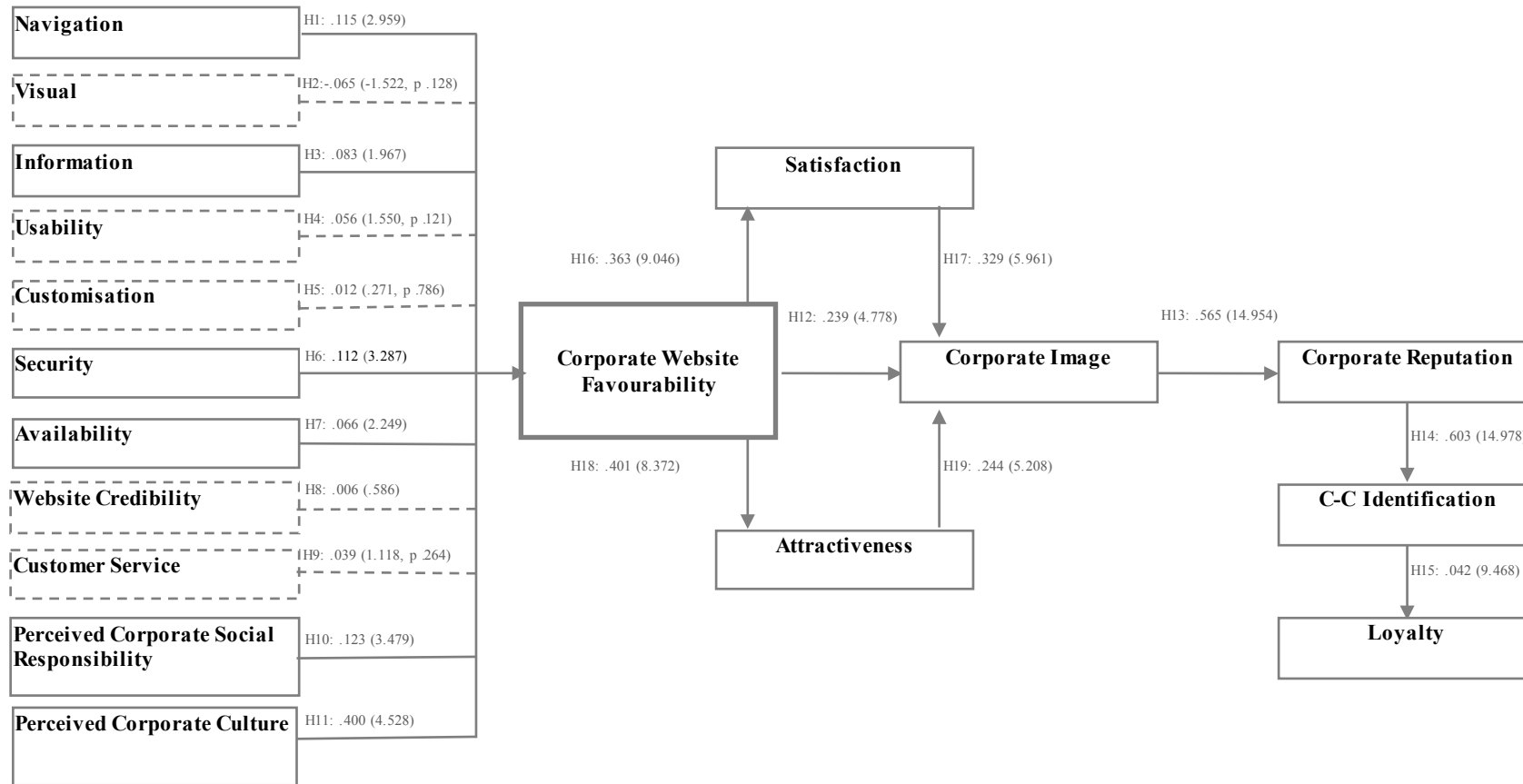


Figure 6.6b: Validated Structural Model (Russia)



6.6. SUMMARY

The aim of this chapter has been to find answers to the research questions and to empirically examine the research hypotheses. To accomplish these tasks, analyses of the two sets of data were conducted in the following stages. The first stage involved data examination and provided a descriptive analysis of the demographic characteristics of the samples. Prior to the analysis, both data sets were investigated for missing items. Owing to the questionnaire design and instruments, nothing was missing from either set. The results of the skewness and kurtosis (Appendix 6.5a-b) indicate that variables are within the normal range for both settings (i.e. $< \pm 3$) (Hair et al., 2014), suggesting that the data were normally distributed.

The accuracy of both data sets were assessed through linearity, normality, homoscedasticity, non-response and common method bias tests which provided satisfactory results. Mahalanobis D^2 showed that only 4 multivariate outliers were present in the UK and 4 in Russia. Levene's test of homogeneity was non-significant (i.e. $>.05$) for most of the constructs. According to Field (2013), Levene's test can be significant for a large sample due to the sensitivity to the sample size. Thus, for this study, with a sample of 555 in the UK and 563 in Russia, the significance of a few constructs in Levene's test does not represent the presence of substantial non-normality within the sample. Multi-collinearity was examined using bivariate Pearson correlation, which demonstrated that r and the value of VIF was within an acceptable range ($VIF < 5$), which suggested its absence along with absence of common method bias. Mann-Whitney-U was tested for non-response error from respondents and the results were unimportant with no difference between the early and late respondents.

The second stage included the exploratory factor analysis (EFA) that was adopted to illustrate the relationship of variables to factors. After performing the reliability and EFA tests, 34 items in the UK (CWF12, CWV8, CWV13, CWU1, CWU3, CWU5, CWCU2, CWS3, CWS4, CWS6, CWS7, CWCS4, CWCSR3, CWCSR4, CWCSR7, CWCR1, CWCR3, CWCR4, CCCV5, CCCPH1, CCF4, CCF5, CCS2, CCS5, CCS10, CR4, CR5, CR8, I2, I3, L5, L7, S1 and S5) and 51 items in Russia (CWF17, CWN6, CWN10, CWV4, CWV8, CWV11, CWV12, CWI5, CWI6, CWI9, CWU1, CWU3, CWU5, CWCU2, CWS3, CWS4, CWS6, CWS7, CWA1, CWA4, CWA5, CWA7, CWCS4, CWCS5, CWCR1, CWCR3, CWCR4, CWCR6, CCCV5, CCCPR3, CCCPR5, CCCH3, CCCH5, CCF4, CCF5, CCCO6, CCS10, CI2, CI7, CR4, CR6, CR8, I1, I3, L5, L7, S5, S6, CRA4, CRA5 and CRA6) were

removed, as they were highly cross-loaded on other factors, had low communalities or had low reliability. Based on the exploratory factor analysis, 25 factors showed an eigenvalue greater than one, which were also confirmed by the scree plotting.

The third stage consisted of two-phase SEM (as recommended by Anderson and Gerbing's (1988) procedure) by using AMOS, which consisted of measurement and structural models. During CFA analysis (the measurement model), a total of 44 items in the UK (CWF6, CWF7, CWF8, CWF11, CWF13, CWN6, CWN10, CWV2, CWV4, CWV7, CWV11, CWI3, CWI4, CWI5, CWI9, CWI10, CWI13, CWI16, CWA1, CWA4, CWA5, CWA7, CWCS1, CWCS2, CWCS5, CWCSR5, CWCSR8, CCCV10, CCCV12, CCCPR3, CCCPR5, CCCH3, CCCH4, CCCH5, CCCO4, CCCO7, CI2, CI3, CI4, CI7, CRA3, CRA4, CRA5 and CRA7) and 31 items in Russia (CWF6, CWF7, CWF8, CWF11, CWF12, CWF13, CWN3, CWV2, CWV7, CWV13, CWI3, CWI4, CWI10, CWI13, CWI16, CWCS1, CWCS2, CWCSR3, CWCSR4, CWCSR5, CWCSR7, CWCSR8, CCCV10, CCCPH1, CCCH4, CCCO4, CCS2, CCS5, CI3, CI4 and CRA7) were removed based on low item reliability. Based on the findings from the measurement model, validity and reliability examinations, the measurement model provides significant loadings, satisfactory validity, reliability and good model fit.

After the measurement model, examination of the structural model was conducted. The results presented a good fit of the model in both data sets. The proposed conceptual model showed that 17 hypotheses in the UK and 14 hypotheses in Russia were supported out of the 19 hypotheses. Thus, the research framework was generally supported in both contexts. The results discussion, conclusions and implications will be presented in the next chapter.

CHAPTER VII: DISCUSSION

7.1. INTRODUCTION

This chapter aims to interpret the findings from Chapter V (qualitative findings) and Chapter VI (quantitative findings), and, in the context of the research objectives, a mixed method approach involving a quantitative study and less-dominant qualitative study (interviews and focus groups), the consumer perspective of the favourable website in the UK and in Russia constitutes an explanatory investigation of corporate website favourability in building corporate image, corporate reputation, consumer-company identification, loyalty and corporate website favourability antecedents, as well as the resultant theoretical framework. The research draws on attributional, signalling, and social identity theories depicted in the literature review (Chapter II), as well as seven follow-up interviews (with communication managers and design consultants) and four focus groups (with academics) conducted in the UK and Russia (Chapter IV), which were adopted to reinforce the discussion.

The previous chapter illustrates the way measurement scales were carefully scrutinised, by conducting several rounds of adjustments, and, consequently, acceptable measurement scales were obtained. This research rigorously tested all the constructs by checking for validity and reliability, and received satisfactory results by reaching widely accepted criteria for measurement scales. Based on Chapter IV, the proposed conceptual model showed that 17 hypotheses in the UK and 14 hypotheses in Russia were supported out of the 19 hypotheses, thus, overall, the research framework was generally supported. The overview of the study is outlined in Section 7.2, followed by corporate website favourability as the main focal construct discussion in Section 7.3. In section 7.4, the hypothesis results are examined and compared with the qualitative information (14 in-depth interviews and 8 focus groups), as well as past research, and theoretical expectations are reviewed. Finally, Section 7.5 summarises this chapter.

7.2. OVERVIEW OF STUDY

The research examined the concept of corporate website favourability, the antecedents of corporate website favourability (navigation, visual, information, usability, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, and perceived corporate culture) and its influence on corporate image, corporate reputation, consumer-company identification and loyalty at the consumer-level. Corporate website favourability is considered to impact on corporate image, as the interest in corporate website and corporate image has increased rapidly (Abdullah et al., 2013; Alhudaithy and Kitchen, 2009; Braddy et al., 2008; Bravo et al., 2012; Foroudi et al., 2017; Melewar et al., 2017; Tarafdar and Zhang, 2008; White and Raman, 2000). Corporate websites have become an important topic, and particularly as a way of differentiation for companies (Brown, 1998), as well as an artefact to improve consumer relationships (Law et al., 2013).

Despite the increase in the interest in corporate website by researchers (Cyr, 2008; Cyr and Head, 2013; Everard and Galletta, 2006; Foroudi et al., 2017; Kim and Stoel, 2004; Melewar et al., 2017; Tarafdar and Zhang, 2008; Wolfinbarger and Gilly, 2003), so far, limited empirical research to capture the true meaning of the concept from consumer perceptions has been carried out in this area, or concerning its antecedents and consequences (Al-Qeisi et al., 2014; Foroudi et al., 2017; Rahimnia and Hassanzadeh, 2013; Melewar et al., 2017; Tarafdar and Zhang, 2008). Thus, this study is one of the first attempts to collect empirical evidence that seeks to show that corporate website favourability leads to a favourable corporate image, corporate reputation, consumer-company identification and loyalty by answering the two main questions: 1) what are the factors that contribute to corporate website favourability? and 2) what are the main favourable influences of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty?

To address the research questions, a mixed method approach was employed based on the recommendation of various scholars (Creswell, 2003; Deshpande, 1983; Foroudi et al., 2014; Zinkhan and Hirschheim, 1992), in which the literature was reviewed followed by the qualitative stage and concluded with the quantitative part to re-develop the research measurement scales (Churchill, 1979). During the qualitative stage the researcher added possible new items for the measurement scales, as well as obtained a greater understanding of

the research phenomenon that has received little attention to date (Deshpande, 1983; Zinkhan and Hirschheim, 1992), and examined the content validity of the measurement scales during the interviews and focus groups (Churchill, 1979). The qualitative study (interviews, focus groups and literature review) was conducted as the basis for the quantitative stage. The quantitative phase was employed by conducting a questionnaire survey to operationalise the theoretical framework developed from the literature and qualitative phase (Churchill, 1979). The procedure for the operationalisation consists of “rules for assigning numbers to objects to represent quantities of attributes” (Melewar and Saunders, 1998, p. 300). The operationalisation of corporate website favourability emerges to rely on the research settings. A communication manager emphasised the importance of their role to the marketplace as follows:

“The website is an element of identity of the company, that creates a link between the customer and the company. It can help the creation of the company’s identity. The website, as a part of the identity of the company, needs to be supported internally by all the employees. It is very important for the website to be rational and have the feeling of a high quality website”. (UK.KH)

The statement above highlights the significance of the decision-makers in corporate identity management. Scholars (Abdullah et al., 2013; Booth and Matic, 2011; Opoku et al., 2006; Pollach, 2005; Topalian, 2003) have stated that the corporate website is a crucial element of corporate identity management and that the top company management are in charge of building and improving a favourable corporate website to improve the impression about the company.

As mentioned in the methodology chapter (Chapter IV), the constructs’ measurements were built based on the existing scales, as well as the qualitative phase in the form of interviews and focus groups, where academics and interviewees examined their face validity. To purify the scales, some items were removed during the qualitative stage followed by the pilot study examination. In addition, in order to make sure that the measurement scales are theoretically and operationally valid and reliable the following data reduction techniques were employed: EFA and Cronbach’s alpha analysis were used in a pilot study, followed by the main study investigation (EFA and CFA) in Russia and the UK. Structural equation modelling (SEM) was subsequently employed to conduct the hypothesis testing for each country.

The conceptual model was then examined using a sample of HSBC consumers in the UK and Sberbank consumers in Russia with the AMOS software for which the results of the reliability, and convergent, nomological and discriminant validity examination signifies that the measurement of the research constructs of interest were satisfactory in both countries. Furthermore, the findings of the tests present strong support for the model for the UK and Russia with the CFA indicating a significant fit to the data in both countries. By following the guidelines from scholars (Byrne, 2001; Hair et al., 2014; Tabachnick and Fidell, 2007), the findings of the proposed conceptual model illustrate a chi-square of 11903.306 in the UK (degrees of freedom, $df = 4975$; $p < .001$) and of 11553.444 in Russia (degrees of freedom, $df = 4586$; $p < .001$); the root mean square error of approximation (RMSEA) reveals a value of .050 in the UK and .052 in Russia (below .08) (Hair et al., 2014); a comparative fit index (CFI) of .907 in the UK and of .908 in Russia; an incremental fit index (IFI) of .907 in the UK and .908 in Russia; a Tucker Lewis (TLI) of .904 in the UK and .904 in Russia (greater than .9) (Byrne, 2001; Hair et al. 2014; a goodness-of-fit index (GFI) of .684 in the UK and .680 in Russia; an adjusted goodness-of-fit index (AGFI) of .667 in the UK and .661 in Russia; a normed fit index (NFI) score of .851 in the UK and .856 in Russia, which show that they are within the acceptable limits and that the fit is only marginal (Byrne, 2001; Hair et al., 2014; Tabachnick and Fidell, 2007). The results of the goodness-of-fit indices confirm that the hypothesised model in both countries offers an adequate fit for the empirical data of the research (Table 6.40).

The relationships in the conceptual proposed framework via hypothesis testing were generally supported with the exception of those named below: 1) two links in the UK: between the usability (CWU) and corporate website favourability (CWF), and attractiveness (CRA) and corporate image (CI); and 2) five links in Russia: visual (CWV) and corporate website favourability (CWF), usability (CWU) and corporate website favourability (CWF), customisation (CWCU) and corporate website favourability (CWF), website credibility (CWCR) and corporate website favourability (CWF), customer Service (CWCS) and corporate website favourability (CWF). In the UK the results indicate the H1 (CWN --> CWF), H2 (CWV --> CWF), H3 (CWI --> CWF), H5 (CWCU --> CWF), H6 (CWS --> CWF), H7 (CWA--> CWF), H8 (CWCR--> CWF), H9 (CWCS --> CWF), H10 (CWCSR --> CWF), H11 (CC--> CWF), H12 (CWF --> CI), H13 (CI --> CR), H14 (CR --> I), H15(I --> L), H16 (CWF --> S), H17 (S --> CI), H18 (CWF --> CRA) hypotheses were statistically significant ($H1 \gamma = .033$, $H2 \gamma = .080$, $H3 \gamma = .298$, $H5 \gamma = -.133$, $H6 \gamma = .139$, $H7 \gamma = .148$, $H8 \gamma =$

.097 , H9 $\gamma = .087$, H10 $\gamma = .219$, H11 $\gamma = .311$, H12 $\gamma = .144$, H13 $\gamma = .456$, H14 $\gamma = .462$, H15 $\gamma = .228$, H16 $\gamma = .156$, H17 $\gamma = .264$, H18 $\gamma = .104$), whereas H4 (CWU --> CWF), and H19 (CRA--> CI) were rejected (H4 $\gamma = .095$, H19 $\gamma = .057$) (Table 6.42). In Russia, the findings show that H1 (CWN --> CWF), H3 (CWI --> CWF), H6 (CWS --> CWF), H7 (CWA--> CWF), H10 (CWCSR --> CWF), H11 (CC --> CWF), H12 (CWF --> CI), H13(CI --> CR), H14 (CR --> I), H15(I --> L), H16 (CWF --> S), H17 (S--> CI), H18 (CWF --> CRA), H19 (CRA --> CI) were statistically significant (H1 $\gamma = .115$, H3 $\gamma = .083$, H6 $\gamma = .112$, H7 $\gamma = .066$, H10 $\gamma = .123$, H11 $\gamma = .400$, H12 $\gamma = .239$, H13 $\gamma = .565$, H14 $\gamma = .603$, H15 $\gamma = .396$, H16 $\gamma = .363$, H17 $\gamma = .329$, H18 $\gamma = .401$, H19 $\gamma = .244$), whereas H2 (CWV --> CWF), H4 (CWU --> CWF), H5 (CWCU --> CWF), H8 (CWCR --> CWF), and H9 (CWCS --> CWF), were rejected (H2 $\gamma = -.065$, H4 $\gamma = .056$, H5 $\gamma = .012$), H8 $\gamma = .097$, H9 $\gamma = .087$ (Table 6.42). In the following section the findings of the research framework are discussed by combining the hypothesis testing outcomes and the qualitative results.

7.3. CORPORATE WEBSITE FAVOURABILITY (FOCAL CONSTRUCT)

This study aimed to develop a measurement scale for corporate website favourability and investigate the main factors that influence corporate website favourability at the consumer-level due to the need for better clarity in this area. Despite the increase in the interest in corporate websites by researchers (Cyr, 2008; Cyr and Head, 2013; Everard and Galletta, 2006; Foroudi et al., 2017; Kim and Stoel, 2004; Melewar et al., 2017; Tarafdar and Zhang, 2008; Wolfenbarger and Gilly, 2003), and favourable corporate websites (Alhudaithy and Kitchen, 2009; Beatty et al., 2001), so far, limited empirical research to capture the true meaning of the concept from consumer perceptions or concerning its antecedents and consequences has been carried out in this area, (Al-Qeisi et al., 2014; Foroudi et al., 2017; Rahimnia and Hassanzadeh, 2013; Melewar et al., 2017; Tarafdar and Zhang, 2008). Thus, this study attempted to create a construct ‘corporate website favourability’ as no measures exist to date for this construct and to examine the main factors that influence corporate website favourability, as well as to see how it influences corporate image, corporate reputation, consumer-company identification and loyalty from the consumer perspective.

This study developed the corporate website favourability definition based on the literature and the empirical study of this research. Thus, corporate website favourability is defined as the extent to which a company projects its corporate identity through the corporate website,

as a primary vehicle of corporate visual identity, to gain positive attitudes from the consumers, by transmitting consistent images and messages about the nature of the organisation to a company's audience that enables a company to build a positive image of itself in the consumer's mind (Abdullah et al., 2013; Booth and Matic, 2011; Braddy et al., 2008; Chen and Wells, 1999; Connolly-Ahern and Broadway, 2007; Dou and Tan, 2002; Foroudi et al., 2017; Gatewood et al., 1993; Haliburto and Ziegfeld, 2009; Hamill, 1997; Melewar and Karaosmanoglu, 2006; Pollach, 2005, 2010; Shin and Huh, 2009; Tarafdar and Zhang, 2008; Winter et al., 2003). 'Corporate website favourability' is discussed in Section 2.3. (Chapter II) and an analysis is provided in Chapter IV.

Corporate website favourability was conceptualised as a multi-dimensional construct. The qualitative research was adopted as the first stage of the study to unfold what surrounds a phenomenon and to determine an appropriate corporate website favourability measurement scale. In addition, in order to confirm the findings of the qualitative research the quantitative research was conducted. The results confirmed the conceptualisation and suggested that the measurement instrument should enable a 'customisation' of the scale. The corporate website favourability measurement scale was established and investigated in Russia in Sberbank and in the UK in HSBC Plc. The research results permitted the measurement scale of corporate website favourability to be modified and simplified.

Thus, the empirically tested measurement scale of corporate website favourability confirmed that 'the corporate website is relevant' (CWF1), 'the company website is functional' (CWF3) (Alhudaithy and Kitchen, 2009; Francis and White, 2002), 'the company website portrays the company's identity' (CWF15) (Bravo et al., 2012; Cornelius et al., 2007; Perry and Bodkin, 2000), 'the company website conveys a socially desirable impression of their company' (CWF18) (White and Raman, 2000) and 'the company website makes it easy for me to build a relationship with the company' (CWF19) (Chen and Wells, 1999) for both countries. An additional item from the corporate website favourability scale was supported in the UK, which is 'the company website achieves the company's goals and objectives' (CWF17) (Chiou et al., 2010). The factor loading results showed that it satisfied the reliability criteria (Churchill, 1979; Hair et al., 2014), in the UK ranging from .779 (CWF15 <-- CWF) to .829 (CWF18 <-- CWF), and, in Russia, it ranged from .720 (CWF18 <-- CWF) to .873 (CWF1 <-- CWF); the Cronbach's alpha indicated .971 in the UK and .937 in Russia.

The section below illustrates the corporate website favourability items that were developed based on the qualitative study and confirmed in the main study. The statements from the interview participants propose that ‘corporate website is relevant’ to consumers, which is supported by the findings (CWF1 <-- CWF). For instance:

“The corporate website can communicate everything about the company. It has become the second face of the company, sometimes even the true face. When people look at the website, they are thinking ‘are you relevant for me and are you trustworthy’. It’s like with any human being. Consumers mainly learn about the company through the website and perceive what the company is about through the website”. (UK.OS)

“In order to be in step with the times, it is vital to be the source of the most engaging and current information, that makes consumers think that the website is relevant, because people judge the company by the website these days. Personally, I think when I am engaged with the content of the website and the visual appeal, the website is relevant for me”. (RUS.EA)

Therefore, ‘the company website is relevant’ (CWF1) is acknowledged as being an item to measure the ‘corporate website favourability’ construct in the UK and Russia based on the empirical investigation and qualitative results (CWF1 <--- CWF).

Another element of corporate website favourability in the present study is functional (CWF3). Alhudaithy and Kitchen (2009) highlighted the importance of the functionality of the website in affecting consumers’ opinion. In addition, an interviewee referred to the functionality of the website: “A well thought, professional looking website that is functional and fulfilling helps to please consumers, deliver the information across and build the brand of the company”. (UK.KH). Thus, ‘the company website is functional’ (CWF3) is recognised as an item to measure the ‘corporate website favourability’ construct in the UK and Russia based on the empirical investigation and qualitative results (CWF3 <-- CWF).

The next element that was supported based on the empirical results was ‘the company website portrays the company’s identity’ (CWF15). This notion is based on the views of marketing scholars (Bravo et al., 2012; Cornelius et al., 2007; Perry and Bodkin, 2000) about the role of the company’s website in building and portraying corporate identity. In addition, the comments of a communication manager also supported this idea, for example:

“The website is an element of identity of the company, that creates a link between the customer and the company. It can help the creation of the company’s identity. The website, as a part of the identity of the company, needs to be supported internally by all the employees. It is very important for the website to be rational and have the feeling of a high quality website”. (UK.KH).

Therefore, ‘the company website portrays the company’s identity’ (CWF15) is acknowledged as being an item to measure the ‘corporate website favourability’ construct in the UK and Russia based on empirical investigation and the qualitative results (CWF15 <--- CWF). Additionally, the notion that ‘the company website achieves the company’s goals and objectives’ (CWF17) was adopted based on Chiou et al. (2010) and supported by the managers’ remarks; for example:

“By looking at the website I judge the company, if the company is efficient, well organised and modern or its outdated and without clear goals. For example, if the website is a mess, I am never going to trust the company”. (RUS.KS)

“The website is of vital importance for the company. When looking at the site each element from the text to the design needs to be planned and help to reach clear business goals, such as sales, constructing email list, sign up for newsletter or a free trial. When I plan the website I imagine when someone visits your website, you have to push them to take action and think about the next step you want them to take. I would call it the rationale of the website”. (UK.PC)

Therefore, ‘the company website achieves the company’s goals and objectives’ (CWF17) is recognised as being an item to measure the ‘corporate website favourability’ construct in the UK based on the empirical investigation and qualitative results (CWF17 <-- CWF), however in Russia this item was not part of the ‘corporate website favourability’ construct. Furthermore, ‘the company’s website conveys a socially desirable impression of their company’ (CWF18), which was adapted from the literature (White and Raman, 2000), was found to represent an item to measure the ‘corporate website favourability’ construct in the UK and Russia based on empirical investigation and the literature overview (CWF18 <-- CWF). Finally, based on the existing item from Chen and Wells (1999) ‘the company website conveys a socially desirable impression of their company’ (CWF19) empirically showed that it is recognised as being an item to measure ‘the corporate website favourability’ (CWF19 <-- CWF) in the UK and Russia.

The corporate website favourability measurement scale highlighted that construction of the favourable corporate website can create a positive impression about the company in the

minds of consumers. Thus, the results confirm that favourable corporate websites can be used to reach the company's goals and objectives, and suggests that they need to be given more importance by managers. As can be seen from the proposed research framework in Figure 6.6, consumers use the factors (navigation, visual, information, usability, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, perceived corporate culture) as cues to predict their impression of corporate website favourability. Based on the literature and the empirical study of this research, an adjusted definition of corporate website favourability can thus be proposed. The following sections examine the findings of the hypothesis testing of the antecedents and consequences of corporate website favourability in relation to the literature and qualitative results.

7.4. DISCUSSION OF THE HYPOTHESIS TESTS

The findings of the hypotheses testing are reviewed to reach the aim of this study and to address the research questions and research objectives. The aim of this study is to identify the features of corporate website favourability, explore its antecedents and see how corporate website favourability contributes to building corporate image, corporate reputation, consumer-company identification and loyalty within the context of the financial setting in the UK and Russia. Based on the aim of this study, the two overall study questions are: 1) what are the factors that contribute to corporate website favourability? and 2) what are the main favourable influences of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty?

Furthermore, the study objectives are: 1) to investigate the notion of corporate website favourability and its features; 2) to examine the antecedents of corporate website favourability. This includes identifying the factors that are most likely to favourably influence corporate website favourability; 3) to develop and empirically evaluate a conceptual framework for the relationships among corporate website favourability, its antecedents and its consequences; 4) to examine the impact of corporate website favourability on corporate image; 5) to examine the impact of corporate image on corporate reputation; 6) to examine the impact of corporate reputation on consumer-company identification; and 7) to investigate the impact of consumer-company identification on loyalty.

After the evaluation of corporate website favourability as a focal construct, the discussion continues with the intention of discovering the relationship between corporate website favourability and how it impacts on corporate image, corporate reputation, consumer-company identification and loyalty. Furthermore, to reach a deeper understanding about the studied phenomena the hypotheses were segregated into a number of relationships to acquire an in-depth exploratory understanding about the impact of corporate website favourability on corporate image, corporate reputation, consumer-company identification, and loyalty.

In the proposed conceptual framework, the total of 19 hypotheses with 19 paths illustrated the relations. As a result of the hypothesis examination most of the hypotheses were supported in the UK (H1, H2, H3, H5, H6, H7, H8, H9, H10, H11, H12, H13, H14, H15, H16, H17, and H18) and Russia (H1, H3, H6, H7, H10, H11, H12, H13, H14, H15, H16, H17, H18, and H19). However, unexpectedly, a number of hypotheses in the UK (H4 and H19) and Russia (H2, H4, H5, H8, and H9) were not supported. The findings suggest that unexpectedly usability was not important to influence corporate website favourability in both the UK and Russia. Furthermore, particularly in Russia, the visual, usability, customisation, website credibility and customer service were not a significant influence on corporate website favourability. Thus, the findings reveal the difference by country of the hypothesis testing results in relation to the antecedents of corporate website favourability.

Next, in the UK, the attractiveness of the company does not mediate between corporate website favourability and corporate image. In addition, the outcome of the hypothesis testing reveals the significance of all the corporate website consequences in both countries. The next section presents a detailed discussion of the hypothesis test results for the antecedents and consequences of corporate website favourability with the support from the literature and the qualitative results.

7.4.1. Corporate website favourability and its antecedents

The research results provided the answer concerning what factors influence corporate website favourability (research question 1), based on the qualitative study, the factors are navigation, visual, information, usability, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, and perceived corporate culture. From the marketing perspective, corporate website favourability is the extent to which a

company projects its corporate identity through the corporate website, as a primary vehicle of corporate visual identity (Abdullah et al., 2013; Booth and Matic, 2011; Melewar and Karaosmanoglu, 2006; Pollach, 2005, 2010; Topalian, 2003; Foroudi et al., 2017), to gain a positive attitude from the consumers by transmitting consistent images and messages about the nature of the organisation to the company's audience, which enables a company to build a positive image of itself in the consumer's mind (Alhudaithy and Kitchen, 2009; Braddy et al., 2008; Connolly-Ahern and Broadway, 2007; Pollach, 2005; Shin and Huh, 2009, Winter et al., 2003).

The corporate website favourability measurement scale was extended and validated based on the qualitative findings. In addition, the proposed factors that influence corporate website favourability (Figure 6.6) all presented a good fit of indices in the measurement model and are represented as latent exogenous variables in the structural model. With respect to the hypothesis testing results, navigation, information, security, availability, perceived corporate social responsibility, and perceived corporate culture factors were found to influence corporate website favourability in both the UK and Russia. Furthermore, the findings showed that the usability factor does not influence corporate website favourability in both countries. Unexpectedly, the visual, customisation, website credibility, and customer service factors were rejected in Russia, but accepted in the UK. The outcomes of the study are connected to the research setting.

The findings unexpectedly provide no support in Russia for the hypothesised antecedents effect of visual, customisation, website credibility, customer service on corporate website favourability; however, in the UK, these factors showed a significant relation to corporate website favourability. The unexpected outcome in Russia might be attributed to a number of reasons, as discussed below. Supphellen and Gronhaug (2003) have identified "important differences between Western and Russian perceptions" (p. 220) by studying Aakers' (1997) brand personality for the first time for the Russian consumers. Overall, consumers in Russia are less developed in regards to the online technologies compared to the Western consumers (awaragroup.com, 2013). Also, Griffin et al. (2004) found differences when conducting a study of the materialism construct among consumers in Russia, Denmark, and France, and concluded that more research should be done to validate the marketing scales across the different nations or develop scales simultaneously in multiple countries. Thus, the differences in the results might be attributed to the differences in the perceptions of the Russian

consumers and the Western consumers.

On the other hand, the differences might be hidden in the context of the company's website itself. The findings can be attributed to the Sberbank's website, in that the Sberbank company started a phase of major re-branding in 2009 (sberbank.ru, 2014), from changing the logo and in regards to the whole company approach. However, the process is still continuing in relation to the website development, where, in 2013, Sberbank officially launched a competition for the development of the new website worth 50 million rubles, where the website was named as a major way to implement the strategy of the company to improve the corporate image (cnews.ru, 2016). The Sberbank website was first created in 1997 and has been renewed twice since then – in 1997 and in 2013-2014 (cnews.ru, 2016).

Towards the end of 2013 the Sberbank launched a beta version, followed by the official launch in February 2014 of the new website and received a number of comments from website design experts (sostav.ru, 2016), such as “Sberbank is the largest bank in Russia, despite the update, it did not look innovative. But for the format, it is to some extent a breakthrough. The site has become easier and more convenient. It fully meets the basic standards in the design of the structure and services of the classic banking site. Yes, it looks very banal. Designers and creative class will not appreciate. Nevertheless, given their specificity and volumes of traffic, the requirements for versioning browsers – I think this is a very reasonable step. In cosmetics interface, complaints may be more. Ridiculous shade, poorly-designed styles of buttons and elements” (Servei Popov, Owner at AIC website Design Company, sostav.ru, 2016).

The “Sberbank site has become clearer, more concise, the information is perceived much easier. Excellent solution – bring in a cap contacts page and ATM addresses. The only thing that reminded me once again the decision – there is an urgent need to personalise the volume of output information, reducing them to a minimum. So far, all the same, even in such a sleek flow to orient the user is difficult” (Anna Belozerova an Art Director at MIS Digital Agency, sostav.ru, 2016). The section below presents the factors in the order shown in the conceptual framework (Figure 6.6).

Factor one – *navigation* – corresponding to H1, was found to significantly influence corporate website favourability in the UK and Russia. Navigation represents one of the most

important elements of the website that can assist in achieving website success (Palmer, 2002) leading to business success for companies by achieving successful business transactions (McCarthy and Aronson, 2000; Wakefield et al., 2004). For the navigation of the website the user-centred approach should be employed by the company to enhance the performance of the website by up to nine times (Nielsen, 2000). The navigation in this research is defined as the extent to which users can navigate the website and represents those characteristics that help users navigate the website better (Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2010; Gefen et al., 2000; Keeney, 1999; Kumar et al., 2014; Tarafdar and Zhang, 2005, 2008).

In terms of the navigation construct, this dimension is vital to influence consumers' perceptions about the organisation as a whole (Kim et al., 2003). Therefore, if the navigation on the website is clear and logical to manage, it forms a positive impression about the organisation as it is perceived that it shows how other practices and policies in the organisation are conducted (Bravo et al., 2008). Items such as CWN1: 'the company's website provides good navigation facilities to information content' (Cyr, 2008; Cyr et al., 2013; Harris and Goode, 2010; Kumar et al., 2014), CWN4: 'when I am navigating the website, I feel that I am in control of what I can do' (Casalo et al., 2008; Flavian et al., 2006), CWN8: 'placement of links/menu is standard throughout the website, so I can easily recognise them' (Chiew and Salim, 2003), CWN9: 'the description of the links on the website is clear' (Tarafdar and Zhang, 2005, 2008), were retained for the UK and Russia, and convey the cohesiveness of the consumer unit. However, CWN3: 'navigation through the website is intuitively logical' (Harris and Goode, 2010; Kumar et al., 2014; Chiew and Salim, 2003) was retained in the UK but not in Russia.

The importance of the navigation factor is emphasised in the communication manager's statement below, which is consistent with the signalling theory that states that by providing cues about the nature of an organisation, corporate websites can influence the perception of the viewers of the organisation (Braddy et al., 2008) and create a positive impression, which is needed to maintain a favourable image (Gatewood et al., 1993):

"Navigation of the website is like a skeleton to the humans...when navigation is clear and consistent I feel that the website is good and I can work with this company. In a way I am associating the qualities of the website to the company itself. For me successful navigation is 'the' factor for the successful website leading to the success of the company". (UK.DZ)

Therefore, in Table 6.42 the SEM shows that the relationship between navigation and corporate website favourability was significant in both countries. CWF's relationship with navigation (H1) was significant in the UK ($\gamma = .033$, t -value = 2.878) and in Russia ($\gamma = .115$, t -value = 2.959). Therefore, it is statistically supported that the more favourably the navigation is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

Factor two – *visual* – illustrated by H2, was found to have a different hypothesis test outcome for consumers in the UK and Russia. The regression path unexpectedly showed that there was no significant relationship between visual and corporate website favourability for the Russian consumers, whereas the UK results showed that there was a significant relationship between visual and corporate website favourability.

The results for the UK consumers confirmed the expectations that the more favourable the visual aspect is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability. The visual design of the website is one of the important elements of a favourable corporate website (Cyr, 2008; Cyr and Head, 2013), which is a pervasive and powerful force (Dreze and Zufryden, 1997). Furthermore, the visual aspects of the website are known to be connected to the 'overall enjoyable user experience' (Tarasewich et al., 2003), which is related to the uniformity of the website overall and emotional appeal (Cyr, 2008; Cyr and Head, 2013). The visual element embraces corporate website features that are linked to both marketing communications and visual identity in order to present an organisation to internal and external stakeholders. In addition, it can provide the companies with a dimension of difference (Melewar et al., 2001).

In this study visual is defined as is the extent to which the company uses their 'graphic design' and 'structure design' to create the overall look and feel of the website for the users (Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2009; Garrett, 2003; Melewar et al., 2001; Wang and Emurian, 2005). Thus, it can be concluded that the visual factor is one of the most important for corporate website favourability. For instance: CWV1: 'the company's website animations are meaningful' (Cyr et al., 2005, 2008, 2013), CWV3: 'the company's website is visually appealing' (Kim and Stoel, 2004), CWV5: 'the company's name on the website is visually appealing' (Dowling, 1994; Melewar, 2001; Melewar and Saunders, 1999; Olins,

1990) and supported by qualitative study, CWV6: ‘the company’s logo on the website is visually appealing’ (Dowling, 1994; Melewar, 2001; Melewar and Saunders, 1999; Olins, 1990), CWV9: ‘the colour scheme on the website is visually appealing’ (Dowling, 1994; Melewar, 2001; Melewar and Saunders, 1999; Olins, 1990) and supported by qualitative study) were found to be part of the visual construct in the UK and Russia. In addition, CWV12: ‘the screen design of the company’s website is harmonious (i.e. colours, boxes, menus, navigation tools, etc.)’ (Cyr et al., 2008; Garrett, 2003), was retained in the UK, however it was deleted from the data in Russia. Additionally, the qualitative results highlighted the significance of the visual aspect of the website:

“I think that the website should have the balance of the written information and visual elements. I found that visual elements help me to remember what was presented on the website and leaves a strong impression. I remember reading somewhere in an article that 94% of the first impression is related to the visual design of the website, meaning that the visual elements create the look and feel of the whole website”. (RUS.FG1)

However, the results in Russia showed an unexpected outcome in that there was no significant relationship between visual and corporate website favourability. This is a rather surprising result, particularly in light of the discussion above. However, the findings can be linked to the Sberbank’s website, where the website experts’ comments about the new Sberbank website included that “it [design of the website] looks very banal’ and ‘ridiculous shade, poorly-designed styles of buttons and elements” (Servei Popov, Owner at AIC website design company, sostav.ru, 2016).

Therefore, in Table 6.42 the SEM shows that the relationship between visual and corporate website favourability was significant in the UK, but not in Russia. CWF’s relationship with visual (H2) was significant in the UK model (UK $\gamma = .080$, t -value= 1.978). In contrast, the results show evidence that there were no significant relationships from the perspective of Russian consumers ($\gamma = -.065$, t -value= -1.522, p. 128).

Factor three – *information* – represented by hypothesis 3, was found to significantly influence corporate website favourability in the UK and Russia. This research refers to the information on the website as the quality of the content, the way it is arranged and how relevant it is to the purpose of the website (Bruce, 1998; Cyr, 2008; Cyr and Head, 2013; Ganguly et al., 2009; Tarafdar and Zhang, 2005, 2008). Furthermore, information is a key feature of the website

(Tarafdar and Zhang, 2008) that can greatly affect the success or failure of the website and can either give the consumer confidence (Cyr, 2008) or be a reason to leave the website (McKinney et al., 2002).

As with the navigation factor, information keeps the initial features albeit with a reduced number of items. For instance, CWI2: ‘the information is sufficient’ (Cyr, 2008; Cyr and Head, 2013), CWI7: ‘the information meaning is clear’ (Tarafdar and Zhang, 2005, 2008), CWI12: ‘the information is applicable to the company’s website activities’ (Tarafdar and Zhang, 2005, 2008), CWI15: ‘in general, the company’s website provides me with high-quality information’ (Kumar et al., 2014) were found to represent the information construct for the UK and Russia. However, CWI6: ‘the information on the company’s website is pretty much what I need to carry out my tasks’ (Kim and Stoel, 2004) was retained in the UK but not in Russia. Thus, it is crucial for managers and researchers to understand the significant influence of information on consumer responses to the website overall, company, and products. This idea is supported by the observation of an interviewee:

“The information on the website should be presented in a clear way without any effort from consumers and be sufficient to achieve what they need. It is important to give the viewers just enough information to be interested but not to overwhelm them”. (UK.OS)

Thus, in Table 6.42, the SEM shows that the relationship between information and corporate website favourability was significant in both countries. CWF’s relationship with information (H3) was significant for both countries (UK $\gamma = .298$, t -value = 6.900; RUS $\gamma = .083$, t -value = 1.967). Therefore, it is statistically supported that the more favourably the information is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

Factor four – *usability* – illustrated by H4, provides no support for the hypothesised antecedent effect of usability on corporate website favourability in both countries (see Chapter IV). This study describes usability as the effort required to use the website, with which the user is capable of learning to manage the system with ease (Casalo et al., 2008; Davis, 1989; Flavian et al., 2006; Nielsen, 1994; Tarafdar and Zhang, 2005, 2008). The findings provide no support for the hypothesised antecedent effect of usability on corporate website favourability in both countries (see Chapter IV). This is a rather surprising result, particularly in light of previous studies (Flavian et al., 2006). Flavian et al. (2006) concluded

that “greater usability favours a better comprehension of the contents and tasks that the consumer must realise to achieve an objective (e.g. make an order)” (p. 2), which is supported by the managers’ comments and focus group participants’ comments:

“...first impression is the last impression. The usability of the website makes a very strong impression about the company”. (UK.AI)

“When the website is fun and exciting it makes me want to engage with the company more. I also found myself relating the functionality of the website to what I think of the company in general”. (RUS.EA)

However, Tarafdar and Zhang (2008) found usability to be a significant determinant of the website reach (measured by the number of unique visitors), but not for the website loyalty (measured by the views per person). As Nielsen (2000), and Tarafdar and Zhang (2008) pointed out, when using the website over a period of time the usability factor becomes ‘less of an issue, than ease of navigation and the ability to customise’ (Tarafdar and Zhang, 2008, p. 21). As stated above, the result might be linked to the explanation of the authors (Nielsen, 2000; Tarafdar and Zhang, 2008) that when consumers were already using the website for a while, the usability factor becomes ‘less of an issue’ than the other factors, thus resulting in the non-significant outcome for both countries. Therefore, the relationship between usability and corporate website (H4) was non-significant in both the UK and Russia (UK $\gamma = .095$, t -value = 1.885, $p = .059$; Russia $\gamma = .056$, t -value = 1.550, $p = .121$) and may not be particularly effective regarding a consumer’s perception.

Factor five – *customisation* – represented by the H5, was accepted in the UK, but unexpectedly rejected in Russia. In this research, customisation is the ability of a website to tailor products, services, and the transactional environment to individual customers (Fan et al., 2013; Kabadayi and Gupta, 2011; Srinivasan et al., 2002; Tarafdar and Zhang, 2005, 2008). Customisation represents the ability of the website to adapt the services, products, as well as the transactional environment to the individual consumers (Kabadayi and Gupta, 2011), which can bring strategic advantages to the company as a point of differentiation (Arora et al., 2008). Scholars (Srinivasan et al., 2002; Tarafdar and Zhang, 2008) have found that website customisation was a significant determinant of loyalty. (Srinivasan et al. (2002) employed e-loyalty as the customer loyalty to the business that does online sells, and Tarafdar and Zhang (2008) used website loyalty as the repeated visits by the same viewer. Similarly, other researchers (Kabadayi and Gupta, 2011) concluded that customisation on the

website has a significant influence on website satisfaction and the revisit intentions of the users.

Thus, if a company can effectively narrow the choice for the individual by using customisation on the website, it can make it appealing for the consumer to visit the website again (Kabadayi and Gupta, 2011; Srinivasan et al., 2002; Tarafdar and Zhang, 2008) as well as signal the high quality of the website (Ostrom and Iaoabucci, 1995). For instance, based on Tarafdar and Zhang (2005, 2008), the CWCU3: ‘the company’s website has personalisation characteristics’, CWCU4: ‘the company’s website offers customised information’, CWCU5: ‘the company’s website has provisions for designing customised products’, items were supported as representing the customisation construct in the UK and in Russia. This notion was supported by the communication manager and focus group participant:

“Customisation is unarguably an important characteristic of the website that can be very beneficial or a potential nightmare for both companies and consumers. It can be beneficial when the companies know exactly who their consumers are and the reasons that they are visiting their website, however if companies don’t study their consumers well it will lead to financial losses and an irritation for consumers. From our experience one of the best ways for easy website customisation is to show consumers what they looked at/bought before, as well as the choices that other consumers made in a similar way to them”. (UK.KH)

“It is vital and crucial. I want to see on the website the things that I am interested in. I want to see which products or services I looked at, what I bought or what I was looking at. Also what other people bought that bought similar things to me. Customising is very important, it just makes your life as a consumer easier”. (UK.FG6)

Thus, in regards to the UK, the more favourably the customisation is perceived by consumers the more favourable the attitude consumers have towards corporate website favourability. The results in Table 6.42 show that H5 was accepted in the UK model ($\gamma = -.133$, $t\text{-value} = -3.323$), and, interestingly, the relationship was rejected in the Russian data ($\gamma = .012$, $t\text{-value} = .271$, p. 789). This is a rather surprising result, particularly in light of previous studies (Kabadayi and Gupta, 2011; Srinivasan et al., 2002; Tarafdar and Zhang, 2008). Thus, it can be explained by the choice of the company’s website in Russia, as mentioned in the discussion above. As the website design experts commented about the Sberbank’s website customisations: there is an urgent need to personalize the volume of output information’ and ‘even in such a sleek flow to orient the user is difficult’ (sostav.ru, 2016).

Thus, in regards to the UK, the H5 was supported, however, the customisation negatively related to corporate website favourability, which is opposite to the hypothesised positive relationships ($\gamma = -.133$, $t\text{-value} = -3.323$). In Russian context, the relationship was rejected ($\gamma = .012$, $t\text{-value} = .271$, $p = .789$). This are unexpected results in both contexts, especially in the light of prior studies (Kabadayi and Gupta, 2011) and discussion above. The rather surprising result could be connected to the business type the case company belongs to. For instance, in relation to Russian context, as the website design experts' commented about the Sberbank's website customisations: "there is an urgent need for to personalise the volume of output information" and "even in such a sleek flow to orient the user is difficult" (sostav.ru, 2016).

Furthermore, Arora et al. (2008) mentioned that customisation on the website can make the choice for consumers a very complex task. Additionally, the adopted scales of measurement from qualitative study and existing literature may create the unpredicted insignificant relationship between customisation and corporate website favourability. The structural model evaluation supports the discriminant validity of the constructs, and confirmed the measures of the constructs are truly distinct in both contexts. Furthermore, one of the reasons for the unexpected outcome can be the recall bias, that could have affected the impact of their attitude because it may have been combined with other affective perceptions.

Factor six – *security* – corresponding to H6, resulted in being a significant influence on corporate website favourability in the UK and Russia. Security refers to the degree to which the website can be perceived as safe and has the necessary provisions for executing secure transactions (Devaraj et al., 2002; Koufaris and Hampton-Sosa, 2004; McKnight et al., 2002; Tarafdar and Zhang, 2005, 2008). Additionally, security on the website was reported as being one of the biggest concerns for consumers (Yoon, 2010), which affects consumers' opinions about the website overall (Tarafdar and Zhang, 2008), and, thus, confidence in the company as well.

In respect of the security construct, as discussed above, this factor has a crucial influence on consumers' perceptions about the company (Harris and Goode, 2010). Therefore, if consumers perceive the website as 'safe' it affects their opinion about the company in a positive way (Harris and Goode, 2010). The following items were found to represent the security construct in the UK and Russia: CWS2: 'The company's website has adequate

security features' (Tarafdar and Zhang, 2005, 2008; Wolfinger and Gilly, 2003), CWS5: 'the company to which the website belongs has a well-known brand' (Tarafdar and Zhang, 2005, 2008), CWS8: 'the company's website shows overall concern about security of transactions over the Internet' (Ranganathan and Ganapathy, 2002). Therefore, it is essential for the managers and scholars to explore the significant impact of security on consumers to the website overall, company, and products. This notion was also mentioned in the observation of an interviewee:

"It is one the most important elements of the website. Because if people are not feeling safe about the website and therefore the company that they are using, they are not going to use the company's services. Personally, I would rather buy from a secure website than to have a better deal on a small website". (RUS.FG4)

Accordingly, in Table 6.42, the SEM results show that security (H6), which explains the relationship between security and corporate website favourability, was found to be significant in the hypothesised direction for both countries (UK $\gamma = .139$, t -value= 3.585; Russia $\gamma = .112$, t -value= .034). Therefore, it is empirically proven that the more favourable the security is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

Factor seven – *availability* – signifying H7, was found to significantly influence corporate website favourability in the UK and Russia. Availability refers to the correct technical performance of the website (Alwi and Ismail, 2013; Parasuraman et al., 2005; Tarafdar and Zhang, 2008). It is an important factor for consumers (Ariely, 2000; Parasuraman et al., 2005), and is vital for continued and sustained use of the website (Keeney, 1999). The subsequent items were found to represent the availability construct for both countries: CWA2: 'The company's website can be accessed at any time' (Alhudaithy and Kitchen, 2009), CWA3: 'The company's website launches and runs right away' (Alwi and Ismail, 2013; Parasuraman et al., 2005), CWA6: 'The company's website is well-maintained so that the information is easy to acquire' (no dead links, for example) (Tarafdar and Zhang, 2008).

Tarafdar and Zhang (2008) warned company managers about the availability factor on the website, in that putting many 'active elements' on the website might influence the availability of the website, thus making consumers quickly leave the website. This is also highlighted by an interviewee: "If the website crashes then you are going to say that the company is a third

class company, which devalues the company and the brand, even if it is a well-known company”. (UK.AN)

The SEM results (see Table 6.42) presented empirical evidence that the path from availability and corporate website favourability (H7) was significant (UK $\gamma = .148$, t -value= 3.898; Russia $\gamma = .066$, t -value= .029) in both models. Therefore, it is statistically supported that the more favourably the availability is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

Factor eight – *website credibility* – represented by H8, showed a significant result for UK, but not for Russia. Website credibility is the degree to which consumers believe in the website expertise and trustworthiness (Goldsmith et al., 2000; Lowery and DeFleur, 1995; Metzger et al., 2003). It was found to influence consumers’ perceptions, attitudes, and behaviours (Dutta-Bergman, 2003; Eysenbach, 2008; Hong, 2006; Rains, 2007; Rains and Karmikel, 2009). The website credibility factor, based on the literature review and qualitative study, shows that it is one of the crucial characteristics that lead to a favourable website. Scholars (Flanagin and Metzger, 2008; Gillmor, 2008; Rains and Karmikel, 2009) have highlighted that with the rise of social media and user-generated content, the notion of website credibility has become significantly important.

Additionally, it can impact on consumers’ perceptions, attitudes, and behaviours (Dutta-Bergman, 2003a; Eysenbach, 2008; Hong, 2006; Rains, 2007; Rains and Karmikel, 2009). For instance, website credibility is represented by CWCR2: ‘the company’s website shows the reputable partners of the company’, CWCR5: ‘the company’s website is credible’ (Bhattacharjee and Sanford, 2006; Li, 2015; Ohanian, 1990), CWCR7: ‘the company’s website reflects experience’ (Bhattacharjee and Sanford, 2006; Li, 2015; Ohanian, 1990), CWCR8: ‘the company’s website is trustworthy’ (Bhattacharjee and Sanford, 2006; Li, 2015; Ohanian, 1990), which are found to characterise the website credibility construct in the UK and in Russia. However, CWCR6: ‘the company’s website appears to be an expert in its field’ (Bhattacharjee and Sanford, 2006; Li, 2015; Ohanian, 1990), was only retained in the UK but not in Russia. Similarly, the importance of this notion was raised by the focus group participant comments:

“The credibility of the website is important for me, as well as the credibility of the company. For example, if I can see the partners of the company on the website that are well known, then I can see from the website that the company is an expert in the field”.
(UK.FG6)

Thus, the SEM result (Table 6.42) showed that website credibility and corporate website favourability are fully supported in the UK model (UK $\gamma = .097$, t -value= 2.495); however, it is rejected because it was not statistically significant in Russia (Russia $\gamma = .006$, t -value= .586, $p = .558$). The unexpected result in Russia can be similarly attributed to the visual, customisation, and customer service factors of the particular company’s website that was studied. In addition, it was noticed that, overall, the Russian consumers perceived the banks and financial institutions as not credible based on the history of the major banking crashes in 1992 and 1998 due to the country defaulting on the domestic debt (ria.ru, 2016) in which all the consumers’ savings turned to almost zero. “Twice in one decade (1992 and 1998), the Russians lost all their savings and most of them kept their dollars at home” (Shlapentokh, 2006, p. 158). Such a shock made the Russian consumers lose trust in the financial system and financial institutions (Shlapentokh, 2006). Therefore, overall, the Russian consumers do not believe that any financial institution is credible or trustworthy, and, thus their website is neither credible nor trustworthy to them. Hence, as consumers do not find the Sberbank trustworthy or credible, they perceive the Sberbank’s website the same way.

Factor nine – *customer service* – represented by H9. The findings provide support for the hypothesised antecedent effect of customer service on corporate website favourability in the UK but not in Russia. The regression path in Russia unexpectedly showed a non-significant relationship between these two variables (Russia $\gamma = .039$, t -value= 1.118, $p = .264$). Customer service can be defined as the degree of how efficient, helpful and willing the service provided to the consumers is (Ding et al., 2011; Kaynama and Black, 2000; Parasuraman et al., 1991; Wolfinbarger and Gilly, 2003). For instance, customer service is represented by CWCS3: ‘the company’s website offers online customer support in real time’ (Chang and Chen, 2009; De Lone and McLean, 1992; Kumar et al., 2014; Parasuraman et al., 2005), CWCS6: ‘the company is willing and ready to respond to customer needs’, (Wolfinbarger and Gilly, 2003), AND CWCS7: ‘overall the customer service offered on the company’s website is very good’ (Chang and Chen, 2009; De Lone and McLean, 1992; Kumar et al., 2014), which are found to characterise the website credibility construct in the UK and in Russia. The focus group

members pointed out the significance of the customer service on the website to construct a favourable website:

“One of the most important parts of an effective website is an efficient customer service. I believe that the live chat is an essential part of it where my enquiries can be dealt with quickly and productively”. (UK. FG6)

“I think, for me personally, customer service is a central thing on the website. Like online chat, where I can see a reply straight away from real people. How quickly the company can solve my problem and provide me the necessary information. It is a great reputational builder, because even if I faced some issue, but the company answered promptly and effectively, I will think highly about that company”. (RUS.FG1)

With regard to hypothesis 9, in Russia, surprisingly, there is no relationship between the customer service used in a company’s website and the attitude that consumers have towards corporate website favourability, particularly in the light of the discussion above. Furthermore, Wolfinbarger and Gilly (2003) found that “customer service is mildly related to quality and attitudes towards the website; the fact that customers do not need customer service in each transaction probably accounts for the mildness of this effect” (pp. 195–196). Thus, one of reasons for this result in Russia might be the fact that consumers did not need to use the customer service in every transaction. On the other hand, it can be seen that the Sberbank website (sberbank.ru) has no online chat available, or the ability to speak to a live person, therefore the customer service on the Sberbank website is very poor. As was mentioned by the focus groups comments above, online (live) chat on the website is crucial for consumers nowadays, and, thus, this could lead to the non-significant results for H9.

The SEM results showed that the relationship between customer service and corporate website favourability was significant in the UK (UK $\gamma = .087$, t -value= 2.561), however, in Russia, the regression path unexpectedly showed a non-significant relationship between these two variables (Russia $\gamma = .039$, t -value= 1.118, p. 264). Therefore, Hypothesis 9 was supported in the UK, but rejected in Russia because it was not statistically significant (p. 264).

Factor ten – *perceived corporate social responsibility* – represented by H10, similar to navigation, information, security, availability, and perceived corporate culture factors was found to significantly influence corporate website favourability in the UK and Russia. Perceived corporate social responsibility is the consumers’ perceptions of the corporate

environmental responsibility, social involvement, responsiveness, and accountability of the companies (Chapple and Moon, 2005; Glavas and Kelley, 2014; Klein and Dawar, 2004). Corporate social responsibility (CSR) is a part of the business-society relationship and is manifested through the corporate communications, such as corporate branding and website reporting (Chapple and Moon, 2005).

The company's corporate social responsibility activities show the identity of the company, which helps consumers identify with the company due to the intercept of their own identities with that of the company (Maignan and Ferrell, 2004; Sen and Bhattacharya, 2001), and the company's website is the best way for this to be communicated (Basil and Erlandson, 2008; Esrock and Leichty, 2000). Thus, a wide range of company activities are associated with CSR; for example, CWCSR1: 'the company protects the environment' (Bravo et al., 2009; Brown and Dacin, 1997; Castelo and Lima, 2006; Martinez and Del Bosque, 2013), CWCSR2: 'the company is transparent' (the qualitative study), CWCSR6: 'the code of ethics can be clearly seen on the website' (the qualitative study), which was found to be part of the CSR construct for both the UK and Russia.

In addition, the following items were found to be part of the perceived corporate social responsibility in Russia, but not in the UK: CWCSR3: 'the company directs part of its budget to donations to social causes' (Bravo et al., 2009; Brown and Dacin, 1997; Castelo and Lima, 2006; Martinez and Del Bosque, 2013), CWCSR4: 'the company provides annual reports on the website' (the qualitative study), CWCSR5: 'the company shows its committed towards society by improving the welfare of the communities in which it operates' (Bravo et al., 2009; Brown and Dacin, 1997; Castelo and Lima, 2006; Martinez and Del Bosque, 2013), CWCSR7: 'contributing to the well-being of the community is a high priority in the company' (Glavas and Kelley, 2014), and CWCSR8: 'environmental issues are integral to the strategy of the company' (Glavas and Kelley, 2014). A company managing director supported this idea:

"Nowadays it is paramount to employ corporate social responsibility activities, but it is even more important what consumers think the company does for society and the environment. This is where the corporate website is 'the' way to do it by providing the separate section of 'corporate social responsibility' with a detailed explanation of what the company does towards it. For instance, our company is supporting a number of charities, our employees are involved in marathons and social campaigns. Also, as a

company, we are training to be transparent and open with what we do in our day-to-day business, as we employ high ethical standards. (RUS. PC)

Thus, Table 6.42 with the SEM results, supports the notion in both countries that the more favourably the perceived corporate social responsibility is perceived by consumers, the more favourable the attitude consumers have towards the corporate website. Hypothesis 10 is fully supported by the significant relation between perceived corporate social responsibility and corporate website favourability (UK $\gamma = .219$, t -value = 6.104; Russia $\gamma = .123$, t -value = 3.479).

Factor eleven – *perceived corporate culture* – described by H11, had a significant influence on corporate website favourability in the UK and Russia. Perceived corporate culture is the consumer's perceptions about the company's values, beliefs and behaviour, running and resulting from the corporate identity that embodies the company's corporate values, corporate philosophy, corporate mission, corporate principles, corporate history, founder of the company, country of origin, and company's subculture (Cui and Hu, 2012; Deshpande and Webster, 1989; Melewar, 2003; Ravasi and Schultz, 2006). The corporate culture is an element of corporate identity (Bernstein, 1986; Balmer and Soenen, 1997; Melewar, 2003) and often communicated through its corporate website (Overbeeke and Snizek, 2005; Want, 2003). It represents the 'what' of a company (Melewar, 2003).

Perceived corporate culture consists of the following constructs: 1) corporate values, 2) corporate philosophy, 3) corporate mission, 4) corporate principles, 5) corporate history, 6) founder of the company, 7) country of origin, and 8) company's subculture (Melewar, 2003). The perceived corporate culture keeps the initial features albeit with a reduced number of items in the constructs it represents. Furthermore, differences were found in the results between the UK and Russia, where the following items were found to represent the corporate culture in both countries: 1) corporate values, 2) corporate philosophy, 3) corporate mission, 4) corporate principles, 5) corporate history, 6) founder of the company, 7) country of origin, and 8) company's subculture. The perceived corporate culture constructs are described below:

Corporate values – characterised by the values of the company that can be identified as a central system of beliefs inside the company, which shape corporate identity (Melewar, 2003; Melewar and Karaosmanoglu, 2006; Van Riel and Balmer, 1997). The following items

represented the corporate value construct for both UK and Russia: CCCV1: ‘the company’s values are concerned with its beliefs’ (Campbell and Yeung, 1991; Gray and Balmer, 1997; Melewar, 2003; Melewar and Karaosmanoglu, 2006; Overbeeke and Snizek, 2005; Van Riel and Balmer, 1997), CCCV2: ‘the company’s values are concerned with its moral principles (Campbell and Yeung, 1991; Gray and Balmer, 1997; Melewar, 2003; Melewar and Karaosmanoglu, 2006; Overbeeke and Snizek, 2005), CCCV3: ‘the company’s values comprise everyday language, ideologies and rituals of personnel’ (Melewar, 2003; Van Riel and Balmer, 1997), CCCV4: ‘the company’s values are aligned with the corporate identity of the company’ (Melewar, 2003; Van Riel and Balmer, 1997). In addition, items CCCV11: ‘the company’s values are consistent with the purpose of the company’ (Qubein, 1999; Sadri and Lees, 2001) and CCCV12: ‘the company’s values are embedded in the mission statement of the company’ (Melewar and Karaosmanoglu, 2006), were part of the corporate value construct only in Russia, but not in the UK.

Corporate philosophy – is a combination of the main values and norms of the organisation that form its corporate culture, which represents the intention of the company to help to build more meaningful relationships (Abratt, 1989; Ind, 1992; Melewar, 2003; Melewar and Karaosmanoglu, 2006). The items below were found to be part of the construct for both the UK and Russia: CCCPH2: ‘the company's philosophy is the guidelines that will be applied to the company’ (Llopis et al., 2010), CCCPH3: ‘the company's philosophy is the business mission and values’ (Balmer, 1995; Melewar, 2003), CCCPH4: ‘the company's philosophy is espoused by the management board’ (Balmer, 1995; Melewar, 2003), CCCPH5: ‘the company’s philosophy is associated with its core values’ (Balmer, 1995; Melewar, 2003), CCCPH6: ‘the company’s philosophy is embedded in the mission statement of the company’ (Abratt, 1989; Ind, 1992; Melewar and Karaosmanoglu, 2006).

Corporate mission – is the reason why the organisation exists and the purpose that differentiates it from its competitors (Abratt, 1989; De Witt and Meyer, 1998; Ind, 1992; Melewar, 2003; Melewar and Karaosmanoglu, 2006). The following items in both countries were part of the construct: CCCM1: ‘the company’s mission is the reason for which the company exists’ (Abratt, 1989; De Witt and Meyer, 1998); Ind, 1992; Melewar, 2003; Melewar and Karaosmanoglu, 2006), CCCM2: ‘the company’s mission is the most important part of its corporate philosophy’ (Abratt, 1989; Ind, 1992; Melewar, 2003; Melewar and Karaosmanoglu, 2006), CCCM3: ‘the company’s mission is setting the company apart from

all other companies' (Abratt, 1989; Melewar, 2003), CCCM4: 'the company's mission strongly influences its corporate culture' (Melewar and Karaosmanoglu, 2006), CCCM5: 'corporate culture is fostered by a mission statement (Melewar and Karaosmanoglu, 2006).

Corporate principles – represent the materialisation and clarification of the values, targets and mission of the organisation, which construct the foundation for all corporate activities (Melewar, 2003; Melewar and Karaosmanoglu, 2006; Schmitt, 1995). The following items in both countries were part of the construct: CCCPR1: 'the company's principles are the mission, targets and values of a company (Melewar, 2003; Melewar and Karaosmanoglu, 2006; Schmidt, 1995), CCCPR2: 'the company's principles form the basis of and standards for all corporate actions' (Melewar, 2003; Melewar and Karaosmanoglu, 2006; Schmidt, 1995), CCCPR6: 'the company's principles are aligned with the corporate identity of the company'.

Corporate history – represents a chronological account of a company's creation and business activities, which influences corporate identity through its connection with the corporate culture (Llopis et al., 2010; Marzec, 2007; Melewar, 2003; Melewar and Karaosmanoglu, 2006). For instance: CCCH1: 'the company's history is aligned with the company's corporate identity' (Melewar and Karaosmanoglu, 2006), CCCH2: 'the company's history strongly influences its corporate culture' (Melewar and Karaosmanoglu, 2006), and CCCH6: 'I like the company's history' were part of the construct in both countries.

Founder of the company – represents the person who brought the company into existence, which makes him inseparable from the identity of the company (Deal and Kennedy, 1985; Melewar, 2003; Olins, 1978; Sadri and Lee, 2001). In both countries, the following items were found to be part of this construct: CCF1: 'the founder of the company has a direct influence on the corporate culture' (Deal and Kennedy, 1952; Sadri and Lee, 2001), CCF2: 'the founder of the company tends to be inseparable from the organisation's identity' (Olins, 1978), and CCF3: 'the founder of the company is directly linked to the corporate success' (Deal and Kennedy, 1985).

Country of origin – is defined as the country where the corporate headquarters of the company marketing the product or brand is located, which can influence the quality of the brand perceived by customers, brand loyalty, brand choice, brand preference perceived by

customers and has a strong link with the corporate identity of the company (Foo and Lowe, 1999; Johansson et al., 1985; Melewar, 2003; Melewar and Karaosmanoglu, 2006; Moradi and Zarei, 2011; Rowlinson and Procter, 1999; Varey and Lewis, 2000). The following items in both countries were part of the country of origin construct: CCCO1: ‘the company’s country of origin has a strong link with the corporate identity of the company’ (Foo and Lowe, 1999; Melewar and Karaosmanoglu, 2006; Rowlinson and Procter, 1999; Varey and Lewis, 2000), CCCO2: ‘the company’s country of origin has a significant influence on the company’s corporate culture’ (Melewar and Karaosmanoglu, 2006), CCCO3: ‘the company’s country of origin is a country where the corporate headquarters of the company marketing the product or brand is located’ (Johansson et al., 1985), CCCO5: ‘the company’s country of origin can influence brand loyalty perceived by customers (Johansson et al., 1985). However, CCCO6: ‘the company’s country of origin can influence brand choice perceived by customers’ (Johansson et al., 1985) only in the UK, and CCCO7: ‘the company’s country of origin can influence brand preference perceived by customers’ (Johansson et al., 1985) only in Russia.

Company’s subculture – refers to the distinct group within that company, which consists of the subsets of organisational members who interact regularly with one another and who employ a common way of thinking that is unique to the group (Bellou, 2008; Harris and Ogbonna, 1998; Hatch, 1997; Melewar, 2003; Melewar and Karaosmanoglu, 2006; Van Maanen, 1991; Van Maanen and Barley, 1985). In both countries the following items were part of this construct: CCS1: ‘the company’s subcultures strongly influence corporate culture’ (Melewar and Karaosmanoglu, 2006), CCS3: ‘the company’s subcultures’ members identify themselves as a distinct group within that company’ (Van Maanen and Barley, 1985), CCS4: ‘the company’s subcultures’ members share the same problems’ (Van Maanen and Barley, 1985), CCS7: ‘the company’s subcultures contain elements of the main culture, such as core values, practices and behaviours’ (Bellou, 2008), and CCS9: ‘the company’s subcultures can influence perceptions, attitudes, and behaviours of employees to a greater extent than the main culture’ (Harris and Ogbonna, 1998).

Therefore, it is essential for managers and researchers to understand the significant influence of perceived corporate culture on consumer responses to the website overall, company, and products. The company managers commented on the importance of the corporate culture, for example:

“The culture of the company is super important; it is two sides of the same coin. The brand is publicly expressed and that’s the way for people to meet the company, and the culture is internal to the company, but the boundaries are blurring more and more nowadays. The culture is ‘values in action’, its organisational structure, processes, models what are the rituals, your employees, what do you do for corporate retreats, how do you conduct the meetings. All of this is important for a future client, partner or investor. The philosophy of co-creation is important and treating people in an equal manner is an important part of the culture. The history of the company is also important, an original story can make the company stand out; the first step in any relationship is establishing trust and report. If I can understand the origin of the business and if it can establish some common ground, I am looking for alignment with the company, based on that I judge do I want to work with that company or not”. (UK.AI)

The focus group members mentioned the significance of the culture in regards to the website:

“The company has to clearly show the culture of the company on the website. Also, the founder of the company is important, which country the company was founded in, and the goals of the company, as well as how they treat their employees. On the website they have sections on corporate culture. Powerful CEOs are a big part of the corporate culture. Positive and realistic values are also very important. If I use the same example – MacDonal’s – Globalisation comes to my mind by looking at their website. I can see that they are established in many countries all over the world, and the number of branches around the world”. (UK.FG3)

The SEM results in Table 6.42 provide the evidence that supports the importance of the perceived corporate culture as a major determinant of corporate website favourability in both countries. H11 is fully supported by the significant relation between perceived corporate culture and corporate website favourability (UK $\gamma = .311$, t -value= 2.622; Russia $\gamma = .400$, t -value= 4.528). Therefore, it provides statistical support as evidence to this claim; the more favourable the perceived corporate culture is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability.

7.4.2. Corporate website favourability and its consequences

The key component for companies to communicate with consumers and its wide audience, which is motivated by the competitive environment and the need to create a distinctive image of themselves (as mentioned in Chapter II), is corporate websites. The literature suggests that corporate website favourability can lead to a number of outcomes. The results reveal the importance of a favourable corporate website in enhancing corporate image (Alhudaithy and

Kitchen, 2009; Braddy et al., 2008; Connolly-Ahern and Broadway, 2007; Foroudi et al., 2017; Okazaki, 2006; Pollach, 2005, 2010; Shin and Huh, 2009; Winter et al., 2003), corporate reputation (Argyriou et al., 2006; Campbell and Beck, 2004; Chun, 2005), leading to consumer-company identification, and, ultimately, to loyalty. The SEM results of consequences of corporate website favourability in both countries produced the same results, with the exception of the attractiveness and corporate image relationships that were supported in Russia but not in the UK. The following section provides the construct of corporate image as a key outcome of corporate website favourability. Additionally, corporate website favourability will be emphasised as a contributing factor to the corporate image, corporate reputation, consumer-company identification, and loyalty.

Consequence – *corporate image* – illustrated by H12, showed that the relationships between corporate website favourability and the corporate image were supported in both the UK and Russia. Corporate image is the overall immediate impression left in the minds of customers in comparison to its competitors and represents an asset, which allows companies to differentiate and increase the chances of success (Balmer et al., 2011; Bravo et al., 2009; Foroudi et al., 2014, 2016; Gray and Balmer, 1998; Karaosmanoglu et al., 2011; Mazursky and Jacoby, 1986; Richard and Zhang, 2012; Williams and Moffit, 1997; Zimmer and Golden, 1988). It shapes customer behaviour (Barich and Kotler, 1991; Boulding, 1956) and provides a competitive advantage (Brown, 1998; Stern et al., 2001).

The findings are consistent with prior studies on corporate visual identity (Foroudi 2012; Foroudi et al., 2014; Henderson and Cote, 1998; Melewar and Saunders, 1998; Van den Bosch et al., 2005; Van Riel et al., 2001), confirming the link of the corporate visual identity elements to the corporate image; therefore, a positive relationship between corporate website favourability and corporate image can be suggested. In line with the studies of corporate visual identity, such as Foroudi et al.'s (2014) study of favourable corporate logo, this research found that a favourable corporate website can lead to an emotional response in the minds of consumers as well as transfer a positive feeling towards the company. Thus, through the corporate website, as a part of the corporate identity management, a company creates and transmits the essence of the brand and its corporate identity, in order to build a favourable image of itself in the minds of the consumers (Abdullah et al., 2013; Bravo et al., 2012). For instance: CI1: 'I like the company' (Brown and Dacin, 1997; Foroudi et al., 2014; Sen and Bhattacharya, 2001; William and Moffit, 1997), CI5: 'the company's website enhances the

company's image' (Argyriou et al, 2006; Berthon et al, 1996; Halliburton and Ziegfeld, 2009; Robbins and Stylianou, 2002), CI6: 'I like the company compared to other companies in the same sector' (Foroudi et al., 2014; Karaosmanoglu et al., 2011; Nguyen and LeBlanc, 2001; William and Moffit, 1997), and CI8: 'the company makes a good impression on me' (Bravo et al., 2009; Karaosmanoglu et al., 2011; Nguyen and LeBlanc, 2001), were found to be part of the corporate image in both the UK and Russia. The findings are also supported by a management consultant:

"The image is a mind beholder. What the company does overall and everything that is connected with the company affects the image of the business in the minds of the people. When the website changes, when the way the company communicates changes that would change the company's image". (RUS.EA)

Additionally, a communication manager commented that:

"For companies to adjust the image, it demands that the elements of the company visual identity should be changed, such as the website and logo". (RUS. LA)

The SEM results showed that hypothesis 12 is statistically supported in the UK and Russia. The standardised regression path between corporate website favourability and corporate image (H12 UK $\gamma = .144$, $t\text{-value} = 4.273$; Russia $\gamma = .239$, $t\text{-value} = 4.778$), and corporate image and corporate reputation (H13 UK $\gamma = .456$, $t\text{-value} = 9.952$; Russia $\gamma = .565$, $t\text{-value} = 14.954$) were statistically significant. Furthermore, there is strong evidence in the qualitative study and the literature on visual studies (Henderson and Cote, 1998; William and Moffitt, 1997; Foroudi et al., 2014) supporting the relationship between corporate website favourability (CWF) and corporate image (CI).

Consequence – *corporate reputation* – represented by H13, showed that a relationship between the corporate image and corporate reputation is supported in the UK and Russia. Corporate image is known to influence corporate reputation (Fombrun and Shanley, 1990; Fombrun, 1996; Foroudi, et al., 2014, Gray and Balmer, 1998) (Chapter II). Corporate image affects corporate reputation (Balmer, 1998; Gotsi and Wilson, 2001), and, hence, it can be concluded that corporate reputation concerns a judgement that results from the reception of direct and indirect experiences and information of a company over time (Alesandri, 2001; Fombrun and Shanley, 1990; Foroudi et al., 2014, 2016; Gotsi and Wilson, 2001; Gray and Balmer, 1998; Herbig et al., 1994; Markwick and Fill, 1997; Ruth and York, 2004; Yoon et

al., 1993). In other words, corporate reputation is constructed from the aggregation of corporate images (Dowling, 1993; Foroudi et al., 2014; Gotsi and Wilson, 2001; Ind, 1997; Kennedy, 1977) and plays a significant role for the company (Chun, 2005). However, it is a challenging notion to comprehend and define (Foroudi et al., 2014; Shultz et al., 2002). Some scholars (Bick et al., 2003; Simoes et al., 2005) have employed the corporate reputation and corporate image notions interchangeably, however this study confirmed these constructs as two separate constructs in line with the findings of Foroudi et al. (2014). In addition, marketing researchers (Brown and Cox, 1997; Brown and Dacin, 1997; Fombrun, 1996; Fombrun and Shanley, 1990; Gray and Balmer, 1998) have asserted the differences between corporate image and corporate reputation.

In respect of the measurement items of the corporate reputation (Appendix 4.5), it is essential to take into account the overall scale rather than look at the individual dimensions. The findings are in line with the studies by other authors (Chun, 2005; Helm, 2007; Fombrun et al., 2000; Foroudi et al., 2014) where corporate reputation is a multidimensional construct. Corporate reputation is associated with the people's expectation from the company (Foroudi et al., 2014). For example, items CR1: 'I have a good feeling about the company', the item (Fombrun et al., 2000; Foroudi et al., 2014), CR2: 'I admire and respect the company' (Fombrun et al., 2000; Foroudi et al., 2014), and CR3: 'I trust the company' (Fombrun et al., 2000; Foroudi et al., 2014) were found to be part of the corporate reputation construct in the UK and Russia. In addition, CR5: 'the company has excellent leadership' (Fombrun et al., 2000; Foroudi et al., 2014; Helm, 2007) was only found to be part of this construct in the UK; however, CR6: 'the company is well managed' (Chun, 2005; Fombrun et al., 2000; Foroudi et al., 2014) was only related to the corporate reputation construct in Russia. In relation to the comments of the focus group participants that supported this idea, an example is given below:

"I think the website is connected to a company's image and reputation. When I visit the website for the first time I make a strong judgement about it. If I like it, I will definitely come back to the website and explore it more, which affects my long term judgement about the company. I believe the first impression is forming the last impression". (UKFG2)

Thus, the findings showed that there is strong evidence that there is a positive relationship among corporate website favourability, corporate image, and corporate reputation. A positive reputation can be constructed and strengthened by a website (Neil, 1998; Srinivasan et al., 2002).

A company's website can influence corporate reputation by attaining the consumers' evaluation in the form of building an impression about the company (corporate image). Figure 6.6 indicates that corporate website favourability has an indirect effect via corporate image on corporate reputation in both countries, which is in line with the Foroudi et al. (2014) study concerning the corporate visual identity element – corporate logo – and its influence on corporate image and reputation. A corporation can improve its corporate reputation when it constructs and communicates its identity to its main stakeholders (Dowling, 2004). Thus, the company enhances its reputation through the visual identity (Fombrun, 1996, Foroudi et al., 2014). In line with the aforementioned, the results suggest that corporate website favourability and corporate reputation are fully mediated by corporate image. According to Srinivasan et al. (2002), a favourable reputation can be constructed with the help of an original and customised website design. Thus, reputation can be strengthened by websites (Neil, 1998) through improving corporate image. Cox and Emmott (2007) observed that reputation is one of the determinants for the provision of websites.

Based on this research, the SEM result in Table 6.42 showing that corporate image has a direct influence on corporate reputation was supported in the hypothesised direction in both countries (H13 UK $\gamma = .456$, t -value = 9.952; Russia $\gamma = .565$, t -value = 14.954). Thus, there is empirical evidence that the relationship between corporate image and corporate reputation (hypothesis 13) was supported in the hypothesised direction, which is in line with the previous research (Chun, 2005; Helm, 2007; Fombrun et al., 2000; Foroudi et al., 2014). Therefore, the more favourable the attitude that consumers have towards a company's corporate image, the more favourable the reputation consumers have towards the company.

Consequence – *consumer-company identification* – illustrated by H14, showed that a relationship between corporate reputation, and consumer-company identification is supported in the UK and Russia. The reputation of the company is an indication of a company's success, in other words, a well-regarded company is considered as being successful (Bhattacharya et al., 1995). Therefore, if consumers perceived the reputation of the company as successful, it can also enhance their positive identification with a brand (Ahearna et al., 2005; Smidts et al., 2001).

In this study, consumer-company identification represents the strong social relationships between the consumer and the company, such that consumers perceive themselves by the same attributes that they believe define the company. (Bhattacharya and Sen, 2003; Dutton et al., 1994; Einwiller et al., 2006; Homburg et al., 2009; Knight and Haslam, 2010; Marin and De Maya, 2013; Rooney et al., 2010). In order to enhance their self-esteem, people tend to associate themselves with a well-regarded brand (Bergami and Bagozzi, 2000). The following items were found to represent the consumer-company identification construct in the UK and Russia: I4: 'the success of the company is my success' (Karaosmanoglu et al., 2011), I5: 'if someone appreciates the company, I feel proud' (Karaosmanoglu et al., 2011). Item I1: 'if someone criticises the company, I feel personally insulted' (Karaosmanoglu et al., 2011; Mael and Ashforth, 1992; Martinez and Del Bosque, 2013), was related to the identification construct in the UK only and item I2: 'I care about what others think about the company' (Karaosmanoglu et al., 2011; Mael and Ashforth, 1992; Martinez and Del Bosque, 2013), only for Russia.

The focus group members' comments supported the literature, as follows: "When I hear good things about the brand and it is considered to be a famous and trusted company, I start to care about the company and its products... when I read positive things about the company online or on their website. I think this company is successful" (UK.FG3). This is consistent with the findings, that when consumers perceive the reputation of the company as successful, it can also enhance their positive identification with a brand (Ahearna et al., 2005; Smidts et al., 2001).

Furthermore, it is noted that the identification proceeds by language and communication (Christensen and Cheney, 2000; Tompkins and Cheney, 1985), as well as is influenced by the communication activities of the company (Christensen and Cheney, 2000; Kim, 2010; Larson and Pepper, 2003; Tompkins and Cheney, 1985). Thus, a favourable corporate website by improving corporate image followed by reputation can lead to enhancing consumers' identification with the company.

The SEM result in Table 6.42 shows that the direct influence between corporate reputation and consumer-company identification was supported in the hypothesised direction in both countries (H14 UK $\gamma = .462$, t -value= 10.351; Russia $\gamma = .603$, t -value= 14.978) and is statistically significant. The finding is in line with previous studies (Ahearn et al., 2005;

Bhattacharya and Sen, 2003; Bhattacharya et al., 1995; Bergami and Bagozzi, 2000; Kuenzel and Halliday, 2010), and this research found that favourable reputation leads to a positive consumer-company identification with a company. Thus, the more favourable the attitude that consumers have towards a company's corporate reputation, the more they identify themselves with that company.

Consequence – *loyalty* – represented by H15, where consumer-company identification was found to significantly influence the loyalty in the UK and Russia. “Loyalty may be defined as a non-random behaviour, expressed over time, which depends on psychological processes and closeness to brand commitment” (Casalo et al., 2008, p. 328). This research defines loyalty as the consumer's psychological attachment and intention to continue doing business with the company, expressed over time, where several alternatives are available (Bergeron, 2001; Gefen, 2002; Jacoby and Kyner, 1973; Liang and Wang, 2008; Melewar et al., 2017; Zeithaml et al., 1996). The development of loyalty is traditionally considered as being one of the main objectives of company managers (Casalo et al., 2008; Andreassen, 1999; Gitelson and Crompton, 1984). Consumers that are loyal to the company are a key factor for business success and sustainability over time (Flavian et al., 2006; Keating et al., 2003).

Loyal consumers benefit a company more than new customers do, since the former are less affected by price changes (Berry and Parasuraman, 1991; Bowen and Shoemaker, 1998; Dowling and Uncle, 1997; Tepeci, 1999). Customer loyalty to a brand makes their switching to a different brand improbable. For instance, the following items were found to be part of the loyalty construct in both the UK and Russia: L2: ‘I seldom consider switching to another company’ (Alwi and Ismail, 2013; Srinivasan et al., 2002), L3: ‘to me the company is the best company to do business with (Alwi and Ismail, 2013; Nguyen and LeBlanc, 2001; Srinivasan et al., 2002), L4: ‘I believe that it is my favourite company’ (Alwi and Ismail, 2013; Casalo et al., 2008; Srinivasan et al., 2002), and L6: ‘I recommend the company to someone who seeks my advice’ (Karaosmanoglu et al., 2011; Parasuraman et al., 2005; Zeithaml et al., 1996). Thus, the notion that loyal consumers are one of the most important goals for the managers can be seen from the comments of a managing director:

“Loyal consumers are the dream of every company, they trust you, they want to use the company again and again. They are proud to be the customer of the company and recommend it to their family and friends”. (UK.KH)

As mentioned in Chapter II, customers that identified themselves with the company tend to stay loyal to that company, reflecting a desire to express a consistent social identity (Dutton et al., 1994). When customers identify themselves with the company they tend to recommend the product more (Ahearn et al., 2005). In order to improve the level of consumer-company identification, companies must work to engage stakeholders and increase the visibility of desirable organisational attributes (Dutton et al., 1994). Businesses are often preoccupied on their website with building customer loyalty (Nielsen and Tahir, 2002). Websites are a great way to engage with stakeholders and promote the visibility of the company. According to scholars, consumer-company identification influences customer loyalty (Bhattacharya and Sen, 2003; Marin et al., 2009, 2013; Perez and Del Bosque, 2015). Therefore, based on the empirical results the managers' comments, consumer identification with the company influences the loyalty, which is in line with the literature (Bhattacharya and Sen, 2003; Marin et al., 2009, 2013; Martinez and Del Bosque, 2013; Perez and Del Bosque, 2015). The notion above is supported by the comments of the focus group respondent:

“I strongly identify with the Apple company and its products. It is really hard to explain the reason why. It just feels right. Each time when the new iPhone launches – I feel proud of the company. I find myself talking about it with my friends over and over again. Getting into arguments with friends who have Samsung or Nokia. Probably there are many reasons why I feel strongly about Apple, the visuals, the simplicity and clarity of the website and purchasing on the website, how quickly and efficiently they deal with my issues. And, the most important – they are, who they claim to be. I call myself a loyal customer”. (RUS. AK)

The SEM results showed that H15 is statistically supported in the UK and Russia. The relationships between consumer-company identification and loyalty (H15) is fully supported in both countries (UK $\gamma = .228$, $t\text{-value} = 5.326$; Russia $\gamma = .396$, $t\text{-value} = 9.468$). This is in line with the findings of Martinez and Del Bosque (2013) and Perez and Del Bosque (2015), that consumer-company identification influences customer loyalty. Thus, the more consumers identify themselves with the company, the more they are loyal to that company.

7.4.2.1. Satisfaction and Attractiveness: consequences of corporate website favourability

The research provided an answer for the second question of the study (what is the main impact of corporate website favourability on corporate image, corporate reputation,

consumer-company identification and loyalty?). In the proposed model (Figure 3.1), it can be implied that satisfaction (S), and attractiveness (CRA), were mediators between corporate website favourability and corporate image. This study empirically showed that there is a mediation and indirect effect between corporate website favourability and corporate image for satisfaction (S) in Russia and the UK. However, in regards to attractiveness (CRA), there is a mediation and indirect effect between corporate website favourability and corporate image in Russia, but not in the UK.

The findings indicated that corporate website favourability results in outcomes such as satisfaction (Casalo et al., 2008; Cyr, 2008) and attractiveness (Braddy et al., 2008). The direct influences of corporate website favourability on satisfaction and attractiveness were examined. The findings in Table 6.42 show that corporate website favourability has a direct influence on satisfaction (S) and attractiveness (CRA). This outcome is supported by prior scholars (Braddy et al., 2008; Casalo et al., 2008; Santouridis et al., 2009), who found that a company's website has a direct and positive influence on customer satisfaction (Casalo et al., 2008; Santouridis et al., 2009) and a company's attractiveness (Braddy et al., 2008). Furthermore, a communication manager comment highlighted the significance of corporate website favourability in enhancing the satisfaction and attractiveness, and added that:

"Websites are quite a fascinating subject. When I am imagining my favourite website, I think that I am fulfilled with it and the overall quality of the website is high, that positive feeling that it gives me after using it ...All of those things definitely make me like a company more, satisfied with the company and attracted to it. However, if I think about the websites that I had a bad experience with and leaving me with a feeling of irritation after using it, I will change my perceptions about the company and not in a good way". (RUS.KS)

The hypotheses testing illustrated that satisfaction (S) mediates between corporate website favourability and corporate image in both countries (which is in line with the qualitative study and theoretical expectation), whereas attractiveness (CRA) mediates between corporate website favourability and corporate image in Russia, but not in the UK.

The relationship between attractiveness (CRA) and corporate image was not supported in the UK. Based on the SEM results, corporate website favourability influences customer satisfaction (S) and company's attractiveness (CRA) in both countries. However, as attractiveness (CRA) was found to have no influence on corporate image in the UK, it cannot

be considered to be a mediator between corporate website favourability and corporate image in the UK.

Furthermore, according to the results presented in Table 6.42, it has been found that H16 (corporate website favourability and satisfaction), H17 (satisfaction and corporate image), and H18 (corporate website and attractiveness) were statistically significant and therefore accepted (H16 – UK $\gamma = .156$, t -value= 5.431; Russia $\gamma = 5.961$, t -value= 9.046; H17 – UK $\gamma = .264$, t -value= 5.006; Russia $\gamma = .329$, t -value= .055; H18 UK $\gamma = .104$, t -value= 2.936; Russia $\gamma = .401$, t -value= 8.372) in both countries. H19 is fully supported by the significant relation between attractiveness and corporate image from Russian consumers' perception ($\gamma = .244$, t -value= 5.208). In contrast, the regression path unexpectedly rejected the relationship between these two variables ($\gamma = .057$, t -value= 1.334, $p = .182$) for the UK consumers. These assumptions were examined and reported in the previous chapter.

Satisfaction – represented by H16 and H17, in which corporate website favourability was found to significantly influence satisfaction (H16) and satisfaction was found to significantly influence corporate image (H17) in the UK and Russia. Satisfaction is defined as the consumers' evaluations of a product or service with regard to their needs and expectations (Anderson and Sullivan, 1993; Flavian et al, 2006; Law and Bai, 2008; Oliver, 1980). The importance of satisfaction has been highlighted in the works of traditional service quality (Bitner et al., 1990; Cronin and Taylor, 1992; Parasuraman et al., 1985; Teas, 1994) as well as in the online context in particular (Santouridis et al., 2009).

In general terms, satisfaction is defined in the work of Flavian et al. (2006) as an affective consumer condition that results from a global evaluation of all the aspects that make up the consumer relationship (Anderson and Sullivan, 1993). Decker and Hoppner (2006) pointed out that satisfaction is one of the main goals of user experience. In addition, according to scholars (Angelis et al., 2005; Bravo et al., 2009), corporate image is closely related to customer satisfaction. Similarly, Nguyen and LeBlanc (1998), and Hu et al. (2009) proposed that customer satisfaction is viewed as having an impact on image construction in the minds of the consumers. Hu et al. (2009) concluded that an overall image of the company is affected by perceived service quality, perceived value and customer satisfaction. Therefore, consumers who believe that they receive superior value from the services or products are satisfied with and attracted to the company, and, thus, are more likely to prefer that company

over others. Furthermore, from the interviews, respondents also described this from their perspective:

“One of the aims of our company is to leave consumers satisfied with their experience about the company and the products / services that the company provides. We implement training for employees with the sole goal in mind being to satisfy our customers. Nowadays, through the company website, we provide a customer service, an easy and simple way for people to find answers to their questions on our website. I think this really helps us to build a good image about us for people and satisfy consumers”. (UK.KH)

In regards to the measurement items (Appendix 4.5): S2: ‘I am satisfied with my decision to use the company’ (Bai et al., 2008; Bravo et al., 2009; Casalo et al., 2008; Fan et al., 2013; Law and Bai, 2008; Lee et al., 2000; Perez and Del Bosque, 2015), S3: ‘I think that I did the right thing when I used the company’ (Bai et al., 2008; Casalo et al., 2008; Cronin et al., 2000; Fan et al., 2013; Law and Bai, 2008; Oliver, 1997), and S4: ‘I feel happy about my decision to choose the company’ (Law and Bai, 2008; Perez and Del Bosque 2015), these were found to be part of the satisfaction construct in the UK and Russia. In addition, S6: ‘using the company is satisfactory overall’ (Casalo et al., 2008; Cyr, 2008; Cyr et al., 2010, 2013) was found to be part of this construct only in the UK, however S1: ‘the company is exactly what I need’ (Bravo et al., 2009; Cronin et al., 2000; Cyr, 2008; Cyr et al., 2010; Oliver, 1997; Perez and Del Bosque, 2015) was only related to the satisfaction construct in Russia.

According to the SEM results presented in Table 6.42, it has been found that H16 (corporate website favourability and satisfaction), H17 (satisfaction and corporate image) were statistically significant and therefore accepted (H16 – UK $\gamma = .156$, t -value= 5.431; Russia $\gamma = 5.961$, t -value= 9.046; H17 – UK $\gamma = .264$, t -value= 5.006; Russia $\gamma = .329$, t -value= .055; in both countries. Thus, the more favourable the attitudes that consumers have towards a company’s corporate website favourability, the more consumers are satisfied with the company. In addition, the more satisfied the consumers are towards a company’s corporate website favourability, the more favourable the image of the company among consumers.

Attractiveness – represented by H18 and H19, where corporate website favourability was found to significantly influence attractiveness (H16) in both countries, and attractiveness was found to significantly influence corporate image (H17) in Russia, but not in the UK.

Attractiveness is defined as how exciting, attractive, appealing, fun and subjectively pleasing the company is in the mind of consumers (Alwi and Ismail, 2013; Cao et al., 2005; Tractinsky et al., 2006). Marketing scholars (Braddy et al., 2003; Braddy et al., 2008; Cober et al., 2003; Williamson et al., 2003; Zusman and Landis, 2002) have highlighted the significance of the relationship between the corporate website, and product and service attractiveness to sustain a competitive advantage in today's competitive global market. Scholars (Braddy et al., 2003; Braddy et al., 2008; Cober et al., 2003; Zusman and Landis, 2002) have concluded that the attractiveness of the organisation was affected by the peoples viewing of corporate websites, especially in terms of looking at the company as a future employer. A high quality corporate website was reported in the focus group participants' comments as a contributing factor towards an attraction for the company and its product, which can result in a favourable corporate image. This notion is supported by the comments of a focus group participant:

"I think a company can become attractive by using the website. A website can quickly create a strong emotional response. It's a perfect tool for the company to create the feeling that the company wants the customer to achieve by looking at the website. When I am pleased by looking at the website, I will be attracted to the company and satisfied with it. This means that I think highly about the company". (UK.FG3)

The measurement items (Appendix 4.5): CRA1: 'the products and services of the company are very attractive', CRA2: 'I am interested in learning more about the company' (Highhouse et al., 2003), and CRA8: 'the company is attractive', were found to be part of the satisfaction construct in the UK and Russia. Furthermore, CRA6: 'the company would be one of my first choices as an employer' (Highhouse et al., 2003; Turban, 2001) was found to be part of this construct only in the UK, however CRA3: 'a job in the company is very appealing to me' (Highhouse et al., 2003) was only related to the attractiveness construct in Russia.

Based on this research, the SEM result in Table 6.42 the hypothesis testing confirmed that there was a relationship between corporate website favourability and attractiveness (H18) (H18 – UK $\gamma = .104$, t -value= 2.936; Russia $\gamma = .401$, t -value= 8.372) in both countries. The hypothesis testing investigation showed that there is a relationship between attractiveness and corporate image (H19) only in Russia ($\gamma = .244$, t -value= 5.208), but not in the UK ($\gamma = .057$, t -value= 1.334, $p = .182$). The result in the UK of the relationships between the attractiveness and corporate image could be contingent on the business type (HSBC Plc.). Thus, in relation

to the UK and Russia the more favourable the attitudes that consumers have towards a company's corporate website favourability, the more consumers are attracted towards the company. However, in regards to Russia but not for UK, the more consumers are attracted towards a company, the more favourable the image of the company among consumers.

7.5. SUMMARY

This chapter has explored and discussed the research findings based on the relationships between corporate website favourability, its antecedents and consequences to theoretical expectations from qualitative and quantitative research. The survey empirical results were presented with the support from the literature and qualitative findings, which aimed to enrich the deeper understanding of the phenomenon under study. The SEM testing based on the previous chapter showed that the conceptual proposed framework was generally supported, with 17 hypotheses in the UK and 14 hypotheses in Russia supported out of the 19 hypotheses.

The findings showed that corporate website favourability directly influences the corporate image. Also, the SEM presented that corporate website favourability directly affect satisfaction and attractiveness, and they are consequences of corporate website favourability in both countries. Furthermore, the mediation effect of satisfaction between corporate website favourability and corporate image was found to be significant in both countries; however, the attractiveness mediation effect of satisfaction between corporate website favourability and corporate image was only found in Russia, and not in the UK. Additionally, the notion that corporate website favourability influences corporate reputation through corporate image was verified. In addition, it was empirically proven that there is a link between corporate reputation and consumer-company identification, as well as between consumer-company identification and loyalty.

In the following chapter the study's conclusions, theoretical and managerial implications, future research limitations and suggestions are noted.

VIII: CONCLUSION AND IMPLICATIONS

8.1. INTRODUCTION

This thesis has investigated the relationship between corporate website favourability, corporate image, corporate reputation, consumer-company identification and loyalty in a financial context from the perspective of consumers in the UK and Russia. This research has filled research gaps mostly by supplying the potential perspective into the antecedents that impact on corporate website favourability and its major consequences. Based on Chapter VII, the outcome of the study provides insights for managers that need to improve or build a favourable corporate website to gain a positive view about the company in the eyes of the consumers by enhancing corporate image, corporate reputation, consumer-company identification and loyalty.

The main research contribution is the construction of a robust model that explains the phenomenon of corporate website favourability. The results of this research also show the main factors that influence the favourability of the corporate website in the UK and Russia (i.e. navigation, visual, information, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, and perceived corporate culture in the UK, and navigation, information, security, availability, perceived corporate social responsibility, and perceived corporate culture in Russia).

Furthermore, corporate website favourability is found to have a direct positive affect on corporate image, satisfaction and attractiveness in both the UK and Russia. Additionally, corporate reputation is directly affected by corporate image, corporate reputation is positively connected with consumer-company identification, and, finally, consumer-company identification is positively related to loyalty. This study employed a survey questionnaire in the quantitative study stage, and focus groups and interviews in the qualitative phase. Therefore, representing a mixed method research design with the more dominant quantitative phase in order to develop measurement scales and test hypotheses.

Based on the outcomes of the study from the qualitative and quantitative research, Section 8.2 reviews the contribution (theoretical, methodological, and managerial) of the research findings. In Section 8.3 the research limitations and further potential directions of research are discussed. Afterwards, the conclusions are provided in Section 8.4.

8.2. RESEARCH CONTRIBUTION

The research contribution is the most important part of a doctoral thesis that focuses on coordinating and aligning the importance of the study phenomenon with the relevant discipline being researched. This study contribution is presented in this section with the theoretical contribution first, followed by the methodological contributions and finishing with the contributions provided for the use of managers.

8.2.1. Theoretical contribution

The aim of this study is to identify the features of corporate website favourability, explore its antecedents and see how corporate website favourability contributes to building corporate image, corporate reputation, consumer-company identification and loyalty within the context of the financial setting in the UK and Russia (Section 1.4). These general goals are attained by more precise objectives, as follows: 1) to investigate the notion of corporate website favourability and its features, 2) to examine the antecedents of corporate website favourability. This includes identifying the factors that are most likely to favourably influence corporate website favourability. 3) to develop and empirically evaluate a conceptual framework for the relationships among corporate website favourability, its antecedents and its consequences. 4) to examine the impact of corporate website favourability on corporate image, 5) to examine the impact of corporate image on corporate reputation, 6) to examine the impact of corporate reputation on consumer-company identification, 7) to investigate the impact of consumer-company identification on loyalty. Given the objectives of this research, its two underlying questions are: 1) what is the impact of the specific antecedents of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty? and 2) what are the main favourable influences of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty? This study offers a significant theoretical

contribution to the literature as 1) an extension of the theory; 2) conceptualisation and measurement, and 3) in theory testing and generalisation.

8.2.1.1. Extending the theory

The research provides a contribution to knowledge in the areas of marketing, corporate identity and corporate visual identity through investigating the hypothesised relationships from the perspective of consumers, as well as offering novel theoretical discoveries. Corporate websites have received the attention of marketing authors (Gardner et al., 2008; Hendricks, 2007; Ranganathan and Ganapathy, 2002; Scheffelmanier and Vinsonhaler, 2002; Shchiglik and Barnes, 2004). This study examines the factors that influence corporate website favourability and the impact of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty.

This research is among the first to examine empirically the proposition provided by scholars (Cox and Emmott, 2007; Hendricks, 2007; Lombard and Hite, 2007; Tarafdar and Zhang, 2008; Taylor et al., 2002) that a favourable corporate website influences corporate image, corporate reputation, consumer-company identification and loyalty. This study firstly contributes to the broader understanding about the phenomenon of the compound effect of websites from the perspective of consumers in the context of the financial setting in the UK and Russia. Although a number of scholars (Abdullah et al., 2013; Alhudaithy and Kitchen, 2009; Braddy et al., 2008; Bravo et al., 2012; Tarafdar and Zhang, 2008; Topalian, 2003; White and Raman, 2000) have recommended that corporate websites are related to corporate image, this connection has rarely been investigated.

This study offers an empirically validated framework that outlines the relationship between the construct of a corporate website favourability and the factors (its antecedents) that influence corporate website favourability and its consequences. Additionally, this study investigates the identified research gaps and addresses the prior calls for examination (Cox and Emmott, 2007; Hendricks, 2007; Lombard and Hite, 2007; Tarafdar and Zhang, 2008; Taylor et al., 2002).

The construction of a multi-disciplinary paradigm (Chapter II) for corporate websites and the creation of the corporate website favourability construct are the main contributions of this research. It thus contributes a holistic perspective to the management of favourable corporate websites. This study concentrates on corporate website favourability, its antecedents and consequences as a key challenge by developing multi-disciplinary views into relationships that were developed into findings and operationalising the concept (Palmer and Bejou, 2006). The study is the first systematic empirical work to incorporate corporate website favourability, corporate image, corporate reputation, consumer-company identification, loyalty, as well as the corporate identity and corporate visual identity to provide a holistic understanding about corporate website favourability.

Moreover, this research adds to the literature on websites, visual identity, corporate identity, helps to create a corporate website favourability scale, and tests the research model. This research sought to revitalise the research on the phenomenon of corporate websites. This study adds to the knowledge in terms of marketing, corporate identity and corporate visual identity by providing the measurement scale that denotes corporate website favourability in relation to the area of research. Despite the significant and positive view of the corporate website, there is a lack of empirical research to attain the true meaning of the concept, as well as a limited investigation of its antecedents and consequences (Al-Qeisi et al., 2014; Foroudi et al., 2017; Rahimnia and Hassanzadeh, 2013; Melewar et al., 2017; Tarafdar and Zhang, 2008). Additionally, this research adopts a more inclusive and methodical approach than previous studies.

In the framework model of this thesis, the main factors influencing corporate website favourability (navigation, visual, information, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, and perceived corporate culture in the UK, and navigation, information, security, availability, perceived corporate social responsibility, and perceived corporate culture in Russia) are identified, as are the main consequences (corporate image, corporate reputation, consumer-company identification, loyalty, satisfaction, attractiveness in the UK and Russia) of a given corporate website (HSBC in the UK and Sberbank in Russia) in the eyes of consumers.

A favourable corporate website is a way to construct the consumer's impression about the company (Alhudaithy and Kitchen, 2009). The study results suggest that the main elements

impacting on corporate website favourability in the UK and Russia are 1) navigation, 2) information, 3) security, 4) availability, 5) perceived corporate social responsibility, and 6) perceived corporate culture. Additionally, elements 7) visual, 8) customisation, 9) website credibility, and 10) customer service were found to influence corporate website favourability in the UK, but not in Russia. The unexpected results in Russia in relation to the visual, customisation, and website credibility elements can be attributed to the type of business to which the case company belongs. However, usability proved to be irrelevant in the consumer context in both countries (Section 6.5.2). The unexpected outcome concerning usability could occur due to the fact that consumers were already using the website for a while and the usability factor became 'less of an issue' than the other factors, thus resulting in the non-significant outcome (Nielsen, 2000; Tarafdar and Zhang, 2008). This research expands prior research in to favourable corporate websites, as well as the antecedents, and consequences from the consumers' point of view. Thus, the results of this study provide the benefits in the context of the financial setting in the UK and Russia. However, the findings require considerable caution when invoking the corporate website favourability model and employing it in a different setting.

Another key gap in the existing body of knowledge concerning corporate websites was the lack of explanatory models, theory building research, comprehensive understanding of favourable corporate website and its relation to corporate image, corporate reputation, consumer-company identification and loyalty. This research offers a validated framework, that identifies some factors (antecedents) and consequences in the UK and Russian context in the financial setting from the perspective of consumers, to address the research gaps and knowledge gaps existing in the previous marketing and design literature. The developed research framework (Chapter III) for evaluating and assessing corporate website favourability (Chapter VI) is a novel aspect of the current PhD research.

8.2.1.2. Conceptualisation and measurement level

In Chapter I, the significance of the corporate website favourability concept was established and the main research questions were constructed: 1) what is the impact of the specific antecedents of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty? and 2) what are the main favourable influences of corporate website favourability on corporate image, corporate reputation,

consumer-company identification and loyalty. The research questions were created to identify the main factors (antecedents) that impact on corporate website favourability to address the reasons for the importance of the relationships, as well as to determine if they have any influence on key business areas. In order to tackle the research questions, the framework was developed (Chapter III, Figure 3.1.) and empirically confirmed (Chapter VI, Figure 6.6, final model for UK and Russia) to evaluate and create the corporate website favourability construct, which is a novel contribution by this study, as well as to examine the relationship among corporate website favourability, its antecedents and main consequences (corporate image, corporate reputation, consumer-company identification and loyalty).

Special attention was given to the measurement scale validation focusing first on corporate website favourability following the objectives of this research (Chapter I, Section 1.5). Furthermore, this PhD study provides a measurement items scale for the factors of corporate website favourability (navigation, visual, information, customisation, usability, security, availability, website credibility, customer service, perceived corporate social responsibility, perceived corporate culture) and the main consequences (corporate image, corporate reputation, consumer-company identification, loyalty, satisfaction, attractiveness) of a given corporate website in the financial setting in the UK and Russian context (HSBC in the UK and Sberbank in Russia) from the perspective of consumers. In other words, this research introduces and operationalises the concept of corporate website favourability, its antecedents and consequences from the perspective of consumers.

By investigating the relevant literature (Chapter II), the results showed that despite the increase in interest in corporate websites by researchers (Alhudaithy and Kitchen, 2009; Argyriou et al., 2006; Beatty et al., 2001; Berthon et al., 1996; Bravo et al., 2012; Chiou et al., 2010; Cornelius et al., 2007; Gardner, 2008; Halliburton and Ziegfeld, 2009; Hendricks, 2007; Park and Gretzel, 2007; Perry and Bodkin, 2000; Ranganathan and Ganapathy, 2002; Robbins and Stylianou, 2002; Scheffelmaier and Vinsonhaler, 2002; White and Raman, 2000), so far, limited empirical research to capture the true meaning of the concept from the consumer perceptions has been carried out in this area, particularly concerning the antecedents and consequences (Cyr, 2008; Cyr and Head, 2013; Everard and Galletta, 2006; Foroudi et al., 2017; Kim and Stoel, 2004; Melewar et al., 2017; Tarafdar and Zhang, 2008; Wolfenbarger and Gilly, 2003).

Thus, the review of the related literature (Chapter II and Chapter III) illustrated that this study is among the first to empirically validate that corporate website favourability leads to a favourable corporate image, corporate reputation, consumer-company identification and loyalty. This study empirically analysed the conceptual framework and the results showed that the corporate website favourability components fit the data fairly well, thereby signifying that the measurements were suitable for representing the concepts and were psychometrically sound. Thus, the research findings add to the literature by developing reliable and validated measurement scales for corporate website favourability and its related constructs, which could be used for further research. Additionally, this research makes a significant contribution to the measurement model by merging the existing and new items in order to provide reliable and validated measurement scales for the constructs of interest by employing exploratory factor analysis (EFA), coefficient alpha and confirmatory factor analysis (CFA). Furthermore, the results of this study suggest that 'corporate website favourability' is certainly a multidimensional construct, which was conceptualised from the perspective of consumers. This research outcome will assist managers in building a favourable corporate website that helps to communicate in the market to build and strengthen a positive corporate image, corporate reputation, consumer-company identification and loyalty (Section 8.2.3).

By computing the structural model, the relative weighting of the factors that impact on corporate website favourability are established. The main factor, which influences corporate website favourability in the UK is perceived to be corporate culture followed by information, perceived corporate social responsibility, availability, security, website credibility, customer service, visual, navigation, customisation, while, in Russia, it is perceived corporate culture, followed by navigation, perceived corporate social responsibility, security, information, availability, and customer service. The results of the study contribute to the managers' knowledge of how to generate a favourable corporate website to communicate in the market that strengthens the corporate image, and thereby leads to improving corporate reputation, consumer-company identification and loyalty with the consumers.

Furthermore, this research is the first to conceptualise and operationalise the concepts of corporate website favourability and its impacts on corporate image, corporate reputation, consumer-company identification and loyalty in the context of the financial setting in the UK and Russia. The framework model (Chapter VI, Figure 6.6, final model for the UK and Russia), which was well-explained and validated by qualitative and quantitative studies,

illustrates that the model can be profitably used in other research contexts. Additionally, this study will assist the investigation of the direct relationship among corporate website favourability and corporate image, satisfaction, and attractiveness (its direct consequences). Therefore, this Phd thesis makes a further contribution by filling the research gaps.

8.2.1.3. Theory testing and generalisation

As discussed above, this study aims to define in the more holistic manner the connection between corporate website favourability, corporate image, corporate reputation, consumer-company identification and loyalty in the contexts of the UK and Russia in the financial setting. By examining the proposed conceptual model of the relationship between corporate website favourability and its antecedents (navigation, visual, information, usability, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, perceived corporate culture) and the main consequences (corporate image, corporate reputation, consumer-company identification, and loyalty) in the UK and Russia, this study contexts is hoped to offer an alternative insights into the existing literature, as well as to contribute to theory testing and generalisation. Even though the UK and Russian consumers can possess distinct features that can influence the outcome of this research, the findings can be generalised across the financial sector (i.e. banking industry) (Aaker, 1997).

This research complements the views of scholars that: 1) there is little research about favourable corporate websites (i.e. corporate website favourability) and the dimensions, antecedents and consequences (Cyr, 2008; Cyr and Head, 2013; Everard and Galletta, 2006; Foroudi et al., 2017; Kim and Stoel, 2004; Melewar et al., 2017; Tarafdar and Zhang, 2008; Wolfinbarger and Gilly, 2003); 2) there is no systematic research concerning the impact of compound websites on consumer evaluations of websites (Al-Qeisi et al., 2014; Foroudi et al., 2017; Rahimnia and Hassanzadeh, 2013; Melewar et al., 2017; Tarafdar and Zhang, 2008); 3) there is limited research of the relationships between corporate website and corporate image (Abdullah et al., 2013; Alhudaithy and Kitchen, 2009; Braddy et al., 2008; Bravo et al., 2012; Tarafdar and Zhang, 2008; Topalian, 2003; White and Raman, 2000). Current research adds to the literature (Al-Qeisi et al., 2014; Foroudi et al., 2017; Rahimnia and Hassanzadeh, 2013; Melewar et al., 2017; Tarafdar and Zhang, 2008) by developing reliable and validated measurement scales for corporate website favourability and its related

constructs, where some new items were adopted from the qualitative study (interviews and focus groups). Therefore, the findings of this research can be generalised to a population (Aaker, 1997; Churchill, 1991).

In summary, the current study is the first to conceptualise and operationalise the comprehensive measurement scale for corporate website favourability. Additionally, it is hoped that the findings of this research would make a substantial managerial contribution to the understanding of marketing and communication managers and website designers regarding the entire association among corporate website favourability, its antecedents and consequence. The theoretical contribution of the current research implies that the generalisability of the results should be adequate.

8.2.2. Methodological contribution of the study

This study adopts a mixed method research design (Chapter IV) consisting of the qualitative stage (focus groups and interviews) and a more dominant quantitative stage (a self-administered questionnaire). Due to the limited understanding of the phenomenon, a pluralistic study approach should be adopted by combining qualitative and quantitative methods (Deshpande, 1983; Zinkhan and Hirschheim, 1992). The first stage uses a qualitative method as it is deemed more appropriate because of the present lack of understanding of ‘corporate website favourability’ and its relationship to favourable corporate image, corporate reputation, consumer-company identification and loyalty.

This study uses the qualitative study to obtain preliminary insights into the study problem, refine the framework model, and to establish an appropriate scale to measure corporate website favourability, which is adopted later in order to test the theories and hypotheses. Although a number of scholars (Abdullah et al., 2013; Alhudaithy and Kitchen, 2009; Braddy et al., 2008; Bravo et al., 2012; Tarafdar and Zhang, 2008; Topalian, 2003; White and Raman, 2000) have recommended that the corporate website is related to corporate image, they have rarely examined this relationship. Thus, this research establishes a new benchmark for future research in this field.

In the second phase, this conceptual model was used to examine consumers’ perceptions of the influence of corporate image, corporate reputation, consumer-company identification and

loyalty in the context of the banking industry in the UK and Russia. In this stage, structural equation modelling (SEM) was employed to validate the conceptual framework and test the research hypotheses (Anderson and Gerbing, 1988; Hair et al., 2014). Structural equation modelling (SEM) was undertaken using Analysis of Moment Structure (AMOS) 21.0, which allows the measurement model and the hypotheses of the research to be tested with several dependent associations between the observable indicators and the latent variable, as well as the inclusion of multiple regression analyses of factors (Hair et al., 2014; Tabachnick and Fidell, 2007).

SEM was used to test the measurement model and the hypotheses of the research to investigate the relationships between corporate website favourability and its associated constructs (Cox and Emmott, 2007; Hendricks, 2007; Lombard and Hite, 2007; Tarafdar and Zhang, 2008; Taylor et al., 2002). Therefore, another main contribution of this study is at the methodological level from the adoption of structural equation modelling (SEM). SEM combines two interrelated models (two-stage approach) that were adopted in this study, consisting of the measurement model and the structural model (Hair et al., 2014).

The unidimensionality, reliability and validity (convergent and discriminant), and modelling fit assessment were tested in the measurement model and the structural model allowed the research hypotheses relationships to be investigated from the standardised estimate and *t*-value (critical ratio). In addition, in line with international researchers (Griffin et al., 2004), this study adopted a convenience sample in order to abolish potential bias in terms of the generalisability and validity of the scales (Churchill, 1999; Foroudi, 2012; Van Riel et al., 1998). Therefore, another main contribution of this study is at the methodological level from the adoption of structural equation modelling (SEM).

The multi-disciplinary approach was employed in two stages, starting with the qualitative (focus groups and interviews) followed by the quantitative (a self-administered questionnaire). In respect of the methodology, this research makes a substantial methodological value-added contribution to knowledge. Thus, the procedures in the data analysis can be adopted as a guideline for further studies, due to the thorough manner in which the investigation was conducted.

8.2.3. Managerial contribution of the study

The empirical and theoretical contributions described in the sections above have a number of implications. This is beneficial for general managers who are very important in shaping company website strategies as they are well placed to take an organisation-wide viewpoint and are aware of the external environment of the organisation. This study is based on a multi-disciplinary approach that illustrates that creating a favourable corporate website that enhances corporate image, corporate reputation perceptions, consumer-company identification and loyalty, and cross-functional efforts is to be preferred to a single-functional approach. The propositions and the conceptual framework present an approach through which a corporation can design and manage a favourable corporate website. This investigation provides significant implications for general managers, website builders, and decision-makers in respect of the corporate website favourability phenomenon, its antecedents, relations and its main consequences. Additionally, the clarification of the phenomenon can assist cross-functional managers and designers to develop corporate websites that can lead to favourable corporate image, corporate reputation, loyalty and consumer-company identification.

Also, company managers face challenges to build a website that addresses consumers' needs: "companies need to do more to engage readers in a dialogue with the company, e.g. by asking them to register with the site or letting them customise their views of the company's web site according to their needs and interests. Companies could then design their sites accordingly and would be able to deliver more useful information to their multiple audiences" (Pollach, 2005, p. 298). According to Louvieris et al. (2003), when building solid relationships with customers, great importance should be given to website design, in particular, to the experience of the website as a whole, where "customer, rather than producer, orientation should be pre-eminent in the site's design" (p. 169). Thus, this study helps managers and decision-makers to build a better relationship with consumers by constructing a favourable website.

In addition, the research findings will contribute to reaching a better understanding among designers and managers (Foroudi et al., 2014, 2015; Walker, 1990). When planning a website, companies have many design concerns, thus companies should learn how to make an effective website to satisfy the expectations of the consumers (Scheffellaier and

Vinsonhaler, 2002). It is essential for managers and designers to communicate in one language and understand each other well (Foroudi et al., 2014, 2015; Henderson et al., 2003; Kohli and Suri, 2002) to reach a mutual goal and achieve success in the marketplace. It is highly costly and demanding for companies to establish a corporate visual identity (e.g. website) (Foroudi, 2012, 2014, 2016; Henderson and Cote, 1998; Melewar et al., 2017); therefore, managers should exert considerable effort to construct a favourable corporate website that communicates the identity of the company in a reliable way.

A company that designs a favourable corporate website will perform well in relation to its rivals. Thus, this study is of extreme significance to marketing managers, since they need to carefully organise the factors that impact on a favourable corporate website. Additionally, this research assists consultants and managers in evaluating whether the corporate website achieves the goals and objectives of the company, portrays the company's identity and builds the right image in the minds of consumers.

As previously mentioned, a corporate website is not merely a combination of hyperlinks and pages, but rather the primary vehicle of corporate visual identity, which, by transmitting consistent images and messages about the nature of the organisation to a company's audience, enables a company to build a positive image of itself in the minds of consumers (Abdullah et al., 2013; Booth and Matic, 2011; Braddy et al., 2008; Chen and Wells, 1999; Connolly-Ahern and Broadway, 2007; Dou and Tan, 2002; Gatewood et al., 1993; Haliburto and Ziegfeld, 2009; Hamill, 1997; Melewar and Karaosmanoglu, 2006; Pollach, 2005, 2010; Shin and Huh, 2009; Tarafdar and Zhang, 2008; Winter et al., 2003). Therefore, the management and creation of a website should be a critical part of the strategic management of the corporate identity of the company as a whole, and one where the managers at different levels should acquire a comprehensive knowledge about it in order to reach the company's goals and objectives.

This study helps various types of decision-maker in the company (company managers) to comprehend the importance of the corporate website by presenting the key factors of corporate website favourability (navigation, visual, information, customisation, security, availability, website credibility, customer service, perceived corporate social responsibility, and perceived corporate culture in the UK, and navigation, information, security, availability, perceived corporate social responsibility, and perceived corporate culture in Russia).

Therefore, this study assists in building a corporate website by producing guidelines for website marketers, designers, and managers, where all parties involved in the process should make sure that the website is aligned with the identity of the company to reach the company's goals and objectives, as well as satisfy and attract consumers. Additionally, this research recommends that the decision-makers try to understand the designers better, and to try to think from their point of view, and, thus, communicate with them accordingly when modifying a website or building it from scratch. Furthermore, this study suggests that decision-makers (company's managers) take a more active approach in the website development process and should follow the corporate website guidelines developed in this research.

Therefore, building and managing a favourable corporate website needs a combined approach from an academic and professional perspective to efficiently communicate with external and internal stakeholders. This study aims to assist consultants and managers by clarifying that a company's website is a crucial element of the corporate identity management (Opoku et al., 2006), which enables communication (Ganguly et al., 2010) and impacts on corporate image, corporate reputation, consumer-company identification and loyalty.

Based on the results of this study, in relation to the development of the measurement scale of corporate website favourability and the connected constructs, companies can use it as a guideline and checklist in order to evaluate the degree of a company's activity. Additionally, the measurement scale can be adopted by the company to evaluate consumers' perceptions.

The research results showed that in order to gain a competitive advantage, companies should achieve a clear comprehension of favourable corporate websites. It was concluded from this study that certain factors influence corporate website favourability. The empirically validated findings of this research established the relative weighting of the antecedent factors that influence corporate website favourability. The main factor that influences corporate website favourability in the UK is perceived corporate culture followed by information, perceived corporate social responsibility, availability, security, website credibility, customer service, visual, navigation, and customisation, while, in Russia, it is perceived corporate culture, followed by navigation, perceived corporate social responsibility, security, information, availability, and customer service. The outcomes of this research will assist managers to ensure that they know that generating a favourable corporate website to communicate in the

market strengthens the corporate image, leading to improving corporate reputation, consumer-company identification and loyalty with the consumers. Thus, this study has important implications for managers, website designers and website programmers when planning, building and modifying a favourable corporate website.

The empirical results showed that navigation, information, security, availability, perceived corporate social responsibility, and perceived corporate culture strongly influence corporate website favourability and contribute to enhancing the perception of consumers in both the UK and Russia. However, the visual, customisation, website credibility, and customer service factors were supported in the UK but not in Russia. This study showed that the main factor that influences corporate website favourability in the UK is perceived corporate culture followed by information, perceived corporate social responsibility, availability, security, website credibility, customer service, visual, navigation, customisation; while, in Russia, the major factors are perceived corporate culture, followed by navigation, perceived corporate social responsibility, security, information, availability, and customer service. Thus, perceived corporate culture is considered to be the main factor that strongly influences corporate website favourability in a unified way for both UK and Russia. However, the order of the other factors differs in regards to the relative weighting of the antecedent factors. In the next section perceived corporate culture will be explained first, as the main factor that influences corporate website favourability in both countries (in regards to the relative weighting of the antecedent factors) followed by the order of the factors in the framework.

Perceived corporate culture is the consumer's perceptions about a company's values, beliefs and behaviour running and resulting from the corporate identity that embodies the company's corporate values, corporate philosophy, corporate mission, corporate principles, corporate history, founder of the company, country of origin, and company's subculture (Cui and Hu, 2012; Deshpande and; Webster, 1989; Melewar, 2003; Ravasi and Schultz, 2006). The corporate culture is an element of corporate identity (Balmer and Soenen, 1997; Bernstein, 1986; Melewar, 2003) and is often communicated through its corporate website (Overbeeke and Snizek, 2005; Want, 2003). This study adopts perceived corporate culture as the major critical factor that impacts on corporate website favourability for both the UK and Russia. According to the general and communication managers, the culture of the company plays an important role in the corporate identity as a whole and also building a favourable corporate website by clearly communicating to the consumers the company's values, philosophy,

mission, principles, history, founder, country of origin, and subculture. The finding this research highlights is that managers should be careful about orchestrating a favourable corporate culture and should monitor the consumers' perceptions of the corporate culture that the company creates by communicating it.

Navigation is another significant factor in both countries that has a favourable influence on corporate website favourability. It represents one of the most important elements of the website that can assist in reaching website success (Palmer, 2002) and thereby leading to business success for companies by achieving successful business transactions (McCarthy and Aronson, 2000; Wakefield et al., 2004). Thus, this study helps managers to improve the website by understanding their consumers' views about the navigation of the website, which is vital for influencing consumers' perceptions about the organisation as a whole (Kim et al., 2003). The navigation of the website impacts on the reactions to the website and the way of communicating with consumers. The outcome of this research highlights that managers and website builders should pay attention to the importance of navigation in terms of consumers' responses to the corporate website.

Visual is another factor that influences corporate website favourability; however, the findings of this study showed that the relationship between visual and corporate website favourability is only supported in the UK, and not in Russia. In Russia, the unexpected result might be linked to the business type to which the case company belongs (for details see Section 7.4.1). The visual aspects of the website are pervasive and a powerful force (Dreze and Zufryden, 1997) that are known to be connected to the 'overall enjoyable user experience' (Tarasewich et al., 2003), which is related to the uniformity of the website overall and the emotional appeal (Cyr, 2008; Cyr and Head, 2013). The findings of this study suggest that managers in the company and website designers should carefully consider all the visual elements, such as the graphics that are put in the website and what they are projecting to the consumer through them, as this provides the companies with a dimension of difference (Melewar et al., 2001).

The findings suggest that the relationship between information and corporate website favourability is supported in both countries. Information plays a key role on the website (Tarafdar and Zhang, 2008); thus, the managers and the marketing team should take great care in handling the information on the website as they are the ones that provide the information about the company and its activities to the website builders. By providing clear,

current, sufficient and high quality information on the website, managers can affect the success of the website and give consumers confidence in the company (Cyr, 2008). Managers should provide information that is applicable to the company's website activities, the right amount of information and in a clear way by choosing the information to put on the website carefully to support strategically valued impressions.

The results showed a significant relationship between customisation on the website and corporate website favourability in the UK, but not in Russia. Furthermore, in regards to the UK, the customisation negatively related to corporate website favourability, which is opposite to the hypothesised positive relationships. This are unexpected results in both contexts, especially in the light of prior studies (Kabadayi and Gupta, 2011). The rather surprising result could be connected to the business type the case company belongs to. Thus, based on the findings of this study, managers should use customisation on the website with a caution. In addition, they should use it carefully to effectively narrow the choice for the individual, which can make it appealing for the consumer to visit the website again (Kabadayi and Gupta, 2011; Srinivasan et al., 2002; Tarafdar and Zhang, 2008) as well as signal the high quality of the website (Ostrom and Iacobucci, 1995).

In this research, security was shown to have a significant influence on corporate website favourability in the UK and Russia, and, thus, is one of the important factors that influences corporate website favourability. The findings of this research suggest that managers should treat the security of the company's website extremely seriously, including the way they communicate that the website is safe to the consumers, as it was reported as being one of the biggest concerns for consumers (Yoon, 2010), which affects consumers' opinions about the website overall (Tarafdar and Zhang, 2008) and influences consumers' perceptions about the company (Harris and Goode, 2010).

This research result, that showed the supported relationship between availability on the website and corporate website favourability in the UK and Russia, suggests that managers need to make sure that websites can be accessed at any time, and that they launch and run immediately. This is one of the important factors for consumers (Ariely, 2000; Parasuraman et al., 2005), which is vital for continued and sustained use of the website (Keeney, 1999). "Managers and website builders should give careful consideration when adding a lot of active elements to the website, as this can affect the speed and influence website performance" and

“inadequate infrastructure in terms of server capacity can impair the availability of the website” (Tarafdar and Zhang, 2008, p. 22), which can irritate consumers and they might leave the website.

The findings of this study showed that the relationship between website credibility and corporate website favourability is only supported in the UK, and not in Russia. Similar to the findings for the visual and customisation factors, the unexpected result might be linked to the business type to which the case company belongs (see in detail in Section 7.4.1). The website credibility became of particular relevance during the rise of the social media and user-generated content (Flanagin and Metzger, 2008; Gillmor, 2008; Rains and Karmikel, 2009). The outcome of this research highlights that managers and website builders should pay attention to the importance of website credibility on consumer responses to the corporate website. Managers and website builders should give careful consideration to how the website looks and feels as it can reflect the company’s experience, and conveys trust.

This research result showed that the relationship between customer service and corporate website favourability is supported in the UK, but not in Russia. Aligned with the results of the visual, customisation and website credibility factors described above the outcome in Russia can be related to the business type to which the case company belongs (see in detail in Section 7.4.1). The findings of this study suggest that managers in the company and website builders should carefully consider the significance of the customer service on the website, particularly in terms of the efficiency, helpfulness and willingness of the service provided to the consumers (Ding et al., 2011; Kaynama and Black, 2000; Parasuraman et al., 1991; Wolfenbarger and Gilly, 2003). Additionally, the results of this study indicated that managers should make sure that the website has live chat, so that consumers’ enquiries are answered promptly.

The outcome of this study illustrated that perceived corporate social responsibility is another significant factor that influences corporate website favourability in both countries. This suggests that managers should invest in business-society relationships by improving consumers’ perceptions of corporation’ social and environmental involvement, transparency and how the company is responsible towards others in the society (Chapple and Moon, 2005; Glavas and Kelley, 2014; Klein and Dawar, 2004), and, in particular, this should be

efficiently communicated on their websites (Basil and Erlandson, 2008; Chapple and Moon, 2005; Esrock and Leichty, 2000).

Additionally, the investigation concluded that corporate website favourability directly influences the satisfaction of the consumers, as well as the attractiveness of the company and corporate image in the UK and Russia. Furthermore, satisfaction was shown to be useful in terms of the corporate image in both countries, however attractiveness was only relevant in Russia. Thus, managers should pay more attention to enhancing consumer satisfaction and company attractiveness in order to improve the image of the company through building a favourable corporate website.

This research found that corporate website favourability influences consumer satisfaction in both countries. Additionally, satisfaction is useful in relation to the corporate image in the UK and Russia. Therefore, consumers who believe that they receive superior value from a favourable corporate website are satisfied with the company, and, thus, are more likely to prefer that company over others. Satisfaction is known to be one of the main goals for the company when building their website with user experience in mind (Decker and Hoppner, 2006). In addition, according to scholars (Angelis et al., 2005; Bravo et al., 2009), corporate image is closely related to customer satisfaction. Similarly, Nguyen and LeBlanc (1998), and Hu et al. (2009) proposed that customer satisfaction is viewed as having an impact on image construction in the minds of the consumers. Hu et al. (2009) concluded that the overall image of the company is affected by customer satisfaction. Thus, the more favourable the attitudes that consumers have towards a company's corporate website favourability, the more consumers are satisfied with the company. In addition, the more satisfied the consumers are in respect of a company's corporate website favourability, the more favourable the image of the company among consumers. This outcome suggests that managers need to give more attention to building a favourable corporate website, as a primary vehicle of corporate visual identity, as it will help the company to achieve consumer satisfaction.

This study concluded that corporate website favourability influences company attractiveness in both countries. However, company attractiveness only influences corporate image in Russia but not in the UK. In the UK, the unexpected result might be attributed to the business type to which the case company belongs (see in detail in Section 7.4.1). Managers are advised to emphasise the building and improving of the corporate website as a tool to attract

good quality employees and to increase the attractiveness of the product and service, as well as the company as a whole. Furthermore, scholars (Braddy et al., 2003; Braddy et al., 2008; Cober et al., 2003; Zusman and Landis, 2002) concluded that the attractiveness of the organisation was affected by the people's opinion of the corporate website, especially in terms of looking at the company as a future employer. Additionally, marketing scholars (Braddy et al., 2003; Braddy et al., 2008; Cober et al., 2003; Williamson et al., 2003; Zusman and Landis, 2002) highlighted the significance of the relationship between the corporate website and the company's product and service attractiveness in terms of sustaining a competitive advantage in the marketplace.

A further conclusion that can be made from this study outcome is that corporate website favourability has a direct influence on the corporate image, as well as through consumer satisfaction and company attractiveness as described above. By improving or building a new favourable corporate website, managers can enhance the image of the company in the eyes of the consumers thereby leading to shaping customer behaviour (Barich and Kotler, 1991; Boulding, 1956) and competitive advantage (Brown, 1998; Stern et al., 2001). Thus, through the corporate website, as a part of the corporate identity management, a company creates and transmits the essence of the brand and its corporate identity, in order to build a favourable image of itself in the minds of the consumers (Abdullah et al., 2013; Bravo et al., 2012).

Finally, this research emphasises that favourable corporate website is influenced by multiple factors in both the UK and Russia: navigation, information, security, availability, perceived corporate social responsibility, and perceived corporate culture in both countries, and visual, customisation, website credibility, and customer service in the UK but not in Russia. This research illustrates a robust grasp of 'corporate website favourability' and its outcomes (consequences) (corporate image, corporate reputation, consumer-company identification, loyalty, satisfaction and attractiveness). As emphasised above, and in Chapter VII, the findings of this research will help managers and those who are financially involved to ensure that they know that generating a favourable corporate website to communicate in the market strengthens the corporate image, leads to improved corporate reputation, consumer-company identification and loyalty with the consumers, as well as enhances consumer satisfaction and company's attractiveness. It can be suggested that the items and the factors discussed can change in regards to consumers' perceptions.

While keeping in mind that any specific company does not apply to entirely signify all sectors, based on the notions discussed above and the concept supported by scholars (Aaker, 1997; Churchill, 1999; Van Riel et al., 1998) that a high externally valid survey based study can be generalised to different sectors and to the population, it can be concluded that the outcome of this study may be generalised across different sectors and industries.

8.3. RESEARCH LIMITATIONS AND FUTURE RESEARCH

This research aimed to acquire rigorous knowledge about the corporate website favourability construct, its antecedents and main consequences. However, as with any research, the outcomes of this study include some limitations that are discussed below in two sections: in Section 8.3.1. the method of sampling/analysis and in Section 8.3.2. the measurement level.

8.3.1. The method of sampling/analysis

This study comprises a method of sampling/analysis for which the limitations should be considered. As with other marketing research (Al-Qeisi et al., 2014), where a probability-based sampling method cannot be performed because of the imposed limitations, such as data protection, the non-probability sampling technique (i.e. convenience sample) is a suitable option. However, non-probability sampling can lead to the generalisability of its statistical results being relatively limited (Denscombe, 2002). The current research is primarily based on a convenience sample, namely, a non-random sampling technique (Section 4.6.1). According to Bryman and Bell (2007), “convenience samples are very common and indeed are more prominent than are samples based on probability sampling” (p. 198). In addition, convenience samples are widely used by international researchers (Griffin et al., 2004). Regardless of the fact that a convenience sample may be used as an appropriate means for theory testing, a probability sampling technique should be adopted to abolish the potential bias in terms of the validity and generalisability of the scales (Churchill, 1999).

Additionally, a larger sample is required to examine the level to which gender or other demographics affect the results of the model, especially in non-Western countries, such as Russia, where it has not been looked at before. Therefore, future research can test the

moderating role of the personal characteristics of consumers, such as age and gender on the research model of this study (Kumar et al., 2014).

The other limitation of this research might be attributed to the context of the study. The research setting of this study is the financial industry in the UK and Russia. However, the results might be different when applied to other countries. Additionally, the websites of two companies from the financial industry (i.e. banking) (HSBC in the UK and Sberbank in Russia) were targeted as the focal companies. Regardless of the fact that some items for the scales were based on the qualitative studies in various settings, the specific features of Sberbank and HSBC could affect some aspects of the research. Additionally, due to the fact that specific companies were assessed in the UK and Russia (i.e. HSBC in the UK and Sberbank in Russia), which both belong to a financial industry, other studies should consider using various companies from different industries to increase the validity and generalisability of the research.

Furthermore, another limitation can be attributed to the design of the research, in that interviews with experts, as well as focus groups with academics were used to generate additional measurement items. Thus, the questions that were used in qualitative research were associated with the study, and, therefore, might restrain the prospects of generalising the measurement items. Moreover, this research adopted a cross-sectional approach by collecting the data at one point in time; thus, to increase the generalisability of the results, longitudinal research (Kumar et al., 2014) can be adopted in further studies to test the research model of this study.

8.3.2. The measurement level

This research is the first attempt to examine the corporate website favourability construct, its benefits (antecedents) and outcomes (consequences), thus future studies should be conducted to enhance the validity of the measurement items. In line with prior marketing studies (Creswell et al., 2003; Foroudi et al., 2014), all the measurement items were based on previous studies, literature review, and qualitative phase results, and thoroughly tested (Section 4.5.2, Chapter IV). Also, the scales were rigorously examined during the data analysis phase (Chapter V). This study was implemented in the financial setting in the UK and Russia, which can limit the generalisability of the study due the use of a single industry.

Thus, to increase the validity, future studies can improve by using the proposed constructs and measurement scales across different industries and/or different countries.

To summarise, even though this study used the mixed method approach from the perspective of consumers by combining the qualitative and quantitative phases, a wider research could enhance the understanding about the phenomenon of corporate website favourability, which might provide a different result. However, even in light of the limitations mentioned above this study is considered to be rigorous, particularly in respect of the limited resources available. The next section looks at the potential future avenues of research.

8.3.3. Future research avenues

This research concentrates on the notion of corporate website favourability its antecedents and consequences (i.e. corporate image, corporate reputation, consumer-company identification and loyalty), which can be developed further in order to advance the knowledge concerning favourable corporate website, corporate visual identity and corporate identity. This research is the first attempt to conceptualise and construct comprehensive measurement scales for the corporate website favourability construct by using the mixed method approach, thus future studies should be implemented in order to enhance the items measurement validity in relation to corporate website favourability.

In respect of the research setting, this study was tested in the financial setting in the UK and Russia. Therefore, scholars who are interested in investigating the financial setting could further examine the reliable and validated measurement scales of this study. However, as the research is conducted in the UK and Russia, when applied in other countries the results might vary, thus, future studies can be undertaken in different countries to further develop the knowledge about the concepts.

This thesis used the corporate websites of the HSBC in the UK and Sberbank in Russia, which belong to the banking industry, in particular the financial setting, and further examination can be conducted with websites belonging to different industries to help the generalisability of the concepts. Additionally, due to the fact that specific companies were assets in the UK and Russia (i.e. HSBC in the UK and Sberbank in Russia), both of which belong to the financial industry, other studies should consider using various companies from

different industries to increase the validity and generalisability of the research. In addition, it might be useful to test the model from the corporate perspective.

This study examined the UK, as one Western country and Russia, as a non-Western country. A fruitful avenue for future research would be to test the framework in other Western and non-Western countries and compare the results.

This research adopted an exploratory study, and thus should be reproduced where the measurement items and relationships of the constructs are investigated in order to achieve greater validity and generalisability. Also, future studies can extend and modify the measurement scales of corporate website favourability and relevant constructs.

This study is the first to illustrate the relationships between corporate website favourability and corporate image, which have been extensively discussed by scholars (Abdullah et al., 2013; Alhudaithy and Kitchen, 2009; Braddy et al., 2008; Bravo et al., 2012; Foroudi et al., 2017; White and Raman, 2000) but not empirically tested. In addition, this research endeavoured to empirically test corporate website favourability, its antecedents and consequences based on a multi-disciplinary approach and mixed method research to investigate and validate a conceptual model using SEM.

The findings of this research showed unexpected results, i.e. visual, customisation, website credibility, and customer service were not found to have a direct relation with corporate website favourability in Russia; however, in the UK a direct effect was found. In addition, attractiveness was not found to influence corporate image in the UK, but had an influence in Russia. This result might be attributed to the type of business to which the case company belongs, and, thus, further research can replicate this study in different industries or countries to investigate generalisability.

8.4. SUMMARY

This PhD research facilitates a thorough grasp of the phenomenon of corporate website favourability, together with its antecedents and consequences (corporate image, corporate reputation, consumer-company identification and loyalty) at the consumer-level and it is the first empirical research in the financial setting of the UK and Russia. This study adopted a

multi-disciplinary approach and mixed method research to investigate and enrich the understanding of the phenomenon under study and to achieve precise findings. The study adopted qualitative research as the first stage, with interviews and focus groups, and quantitative, with self-administered questionnaires, in the second. Subsequently, structural equation modelling analysis was implemented to test the measurement model and the research hypotheses, which resulted in satisfactory psychometric properties.

The results of this study showed that corporate website favourability is represented by the following factors – navigation, information, security, availability, perceived corporate social responsibility, perceived corporate culture in both countries. In addition, visual, customisation, website credibility, and customer service were found to have a strong influence on corporate website favourability in the UK but not in Russia.

However, some relationships that were hypothesised were not supported. In that this research is the first to attempt to create the construct measures for corporate website favourability, there is no theoretical justification available from prior research. Hence, some limitations exist, and future research of the phenomenon is advised. It is suggested that further investigation into the topic should be conducted to validate the measurements and test the relationship among the concepts from various perspectives (for example corporate perspective) and be applied to different sectors and countries.

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APPENDIXES

Appendix 4.1a:

Interview protocol: interview question sheet (research questions, hypotheses, and qualitative questions) (UK)

Introduction: My name is Elena Ageeva and I am currently a Doctoral student at Middlesex University, Hendon, London, United Kingdom.

Aim of the research: This study is about examining the influence of favourable corporate websites. It explores the factors that influence corporate website favourability and whether a favourable corporate website can satisfactorily influence corporate image and lead to corporate reputation, consumer-company identification and loyalty. This study explores consumers' perceptions and practices surrounding the favourable corporate website and the main features influencing the suitability of favourable corporate websites at the consumer-level. The aim is to provide guidelines on the selection or modification of a corporate website to enhance corporate image, corporate reputation perceptions, identification and loyalty.

Your opinion on these issues is very important for me to understand the interplay between favourable corporate websites and corporate image, corporate reputation, consumer- company identification and loyalty. I promise that everything we talk about today will be kept completely confidential. It would be extremely helpful if you could allow me to record our discussion. Whenever you do not feel comfortable about recording something, I can pause the recorder. Whatever issues you may not feel comfortable talking about, we can move on to other issues or topics.

About the interviewee

Title:

Interviewer:

Position

Personal responsibilities:

How long have you been with the company?

In how many different countries does this company currently operate?

Name of company:

Date:

Hypotheses	Major references	Qualitative questions
RQ1 – What are the underlying dimensions that constitute the construct of corporate website favourability?		
H1: The more favourably the navigation is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability	Agarwal and Venkatesh, 2002; Chan, 2001; Cyr, 2008; Nielsen and Tahir, 2002; Palmer, 2002; Gefen et al., 2000; Keeney, 1999; Sterne 1995; Kim et al., 2003; Tarafdar and Zhang, 2005, 2008	To the best of your knowledge, based on the effects to date, what impact has the navigation used in the corporate website had in its implementation? Would you please give an explanation of your company's website navigation? Do you think browsing on the website with ease can communicate what your company stands for? Do you think the company's website navigation should influence the structure of the corporate website?
H2: The more favourably the visual is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability	Cyr, 2008; Cyr and Head, 2013; Cyr et al., 2008; Ganguly et al., 2009	To the best of your knowledge, based on the effects to date, what impact has the visual used in the corporate website had on its implementation? Would you please give an explanation of your company's website visual elements? Do you think your company's website visual appeal can communicate what your company stands for? Will you please explain how much your company's visual influence your website?
H3: The more favourably the information is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability	Bruce, 1998; Cyr, 2008; Cyr and Head, 2013; Cyr et al., 2008; Ganguly et al., 2009; Tarafdar and Zhang, 2005, 2008	To the best of your knowledge, based on effects to date, what impact has the information used in the corporate website had on its implementation? Would you please give an explanation of the information used in your company's website? Do you think the quality and organisation of information used in your company's website can communicate what the company stands for? Will you please explain how much the information used in your company's website influences your website?
H4: The more favourably the usability is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability	Law and Bai, 2008; Casalo et al., 2008; Davis, 1989; Flavian et al., 2006; Lin, 2013; Nielsen, 2005	To the best of your knowledge, based on the effects to date, what impact has the usability used in the corporate website had on its implementation? Would you please give an explanation of the usability used in your company's website? Do you think the effort required to use your

		<p>company's website can communicate what the company stands for?</p> <p>Will you please explain how much the usability in your company's website influences your website?</p>
<p>H5: The more favourably the customisation is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability</p>	<p>Kabadayi and Gupta, 2011; Srinivasan et al., 2002; Tarafdar and Zhang, 2005, 2008</p>	<p>To the best of your knowledge, based on the effects to date, what impact has the customisation used in the corporate website had on its implementation?</p> <p>Would you please give an explanation of the customisation used in your company's website?</p> <p>Do you think the information that is tailor made to your needs used in your company's website can communicate what the company stands for?</p> <p>Will you please explain how much the customisation used in your company's website influences your website?</p>
<p>H6: The more favourably the security is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability</p>	<p>Wolfenbarger and Gilly, 2003; Tarafdar and Zhang, 2005, 2008; Ranganathan and Ganapathy, 2002</p>	<p>To the best of your knowledge, based on the effects to date, what impact has the security used in the corporate website had on its implementation?</p> <p>Would you please give an explanation of the security used in your company's website?</p> <p>Do you think the safe transactions used in your company's website can communicate what the company stands for?</p> <p>Will you please explain how much the security used in your company's website influence your website?</p>
<p>H7: The more favourably the availability is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability</p>	<p>Alwi and Ismail, 2013; Parasuraman et al., 2005; Tarafdar and Zhang, 2008</p>	<p>To the best of your knowledge, based on the effects to date, what impact has the availability used in the corporate website had on its implementation?</p> <p>Would you please give an explanation of the availability used in your company's website?</p> <p>Do you think the accurate technical functionality used in your company's website can communicate what the company stands for?</p> <p>Will you please explain how much the availability used in your company's website influences your website?</p>
<p>H8: The more favourably the corporate culture is perceived by consumers, the more favourable the attitude consumers have towards corporate website favourability</p>	<p>Braddy et al., 2006; Bravo et al., 2012; Overbeeke and Snizek, 2005</p>	<p>To the best of your knowledge, based on the effects to date, what impact has the corporate culture used in the corporate website had on its implementation?</p> <p>Would you please give an explanation of the corporate culture used in your company's</p>

		<p>website?</p> <p>Do you think the core values and beliefs used in your company's website can communicate what the company stands for?</p> <p>Will you please explain how much the corporate culture used in your company's website influences your website?</p>
<p>RQ2 – What are the main influences of corporate website favourability on corporate image, corporate reputation, consumer-company identification, and loyalty?</p>		
<p>H9: The more favourable the attitude that consumers have towards a company's corporate website favourability, the more favourable the image of the company among consumers</p>	<p>Argyriou et al., 2006; Berthon et al., 1996; Halliburton and Ziegfeld, 2009; Robbins and Stylianou, 2002; Tarafdar and Zhang, 2008</p>	<p>What is your general impression of the company?</p> <p>What do you think about what impressions your customers have of the company?</p> <p>Please state your impressions of the company compared to other companies in the same sector.</p> <p>How do you think the company's website communicates information about the company to its customers?</p> <p>How do you think the company's website enhances the company's image?</p>
<p>H10: The more favourable the attitude that consumers have towards a company's corporate image, the more favourable the reputation of the company among consumers</p>	<p>Anson, 1988; Dowling, 1994; Dutton and Dukerich, 1991; Hatch and Schultz, 2001; Henderson and Cote, 1998; Melewar and Saunders, 1998; Olins, 1986, 1989; Omar and Williams, 2006; Pittard et al., 2007; Van den Bosch et al., 2005; Van Riel et al., 2001</p>	<p>How would you describe your company's corporate reputation?</p> <p>How would you describe the reputation the company has with its stakeholders?</p>
<p>H11: The more favourable the attitude that consumers have towards a company's corporate reputation, the more they identify themselves with that company</p>	<p>Ahearn et al., 2005; Bhattacharya et al., 1995; Bhattacharya and Sen, 2003; Bergami and Bagozzi, 2000; Kuenzel and Halliday, 2010</p>	<p>How would you describe your identification with the company?</p> <p>How would you describe the identification that company has with its stakeholders?</p>
<p>H12: The more consumers identify themselves with the company, the more they are loyal to that company</p>	<p>Ahearn et al., 2005; Bhattacharya and Sen, 2003; Marin et al., 2009; Martinez and Del Bosque, 2013; Perez and Del Bosque, 2015; Kuenzel and Halliday, 2010</p>	<p>How would you describe your company's loyalty?</p> <p>How would you describe the loyalty the company has with its stakeholders?</p>

<p>H13: The more favourable the attitudes that consumers have towards a company's corporate website favourability, the more consumers are satisfied with the company</p>	<p>Bitner et al., 1990; Cronin and Taylor, 1992; Parasuraman et al., 1985; Santouridis et al., 2009; Teas, 1994; Vance et al., 2008</p>	<p>Could you please describe your company's product or services?</p> <p>How is the corporate website suggestive of product benefit?</p>
<p>H14: The more satisfied the consumers are towards a company's corporate website favourability, the more favourable the image of the company among consumers</p>	<p>Cyr, 2008; Doll and Torkzadeh, 1988; Jayawardhena and Foley, 2000; Yoon, 2002</p>	<p>Do you think the company's website makes the customers more satisfied with the product and services?</p> <p>Do you think the satisfaction with the company and its product or services can influence consumers' perception?</p>
<p>H15: The more favourable the attitudes that consumers have towards a company's corporate website favourability, the more consumers are attracted towards the company</p>	<p>Braddy et al., 2003; Braddy et al., 2008; Cober et al., 2003; Zusman and Landis, 2002</p>	<p>Do you think the company's website makes the product and services more attractive to the customers?</p> <p>How does the company's website make the company attractive in the mind of consumers?</p>
<p>H16: The more consumers are attracted towards the company, the more favourable the image of the company among consumers</p>	<p>Braddy et al., 2008; Gatewood et al., 1993; Thompson et al., 2008; Tversky and Kahneman, 1973</p>	<p>Do you think the attractiveness of the company and its product or services can influence consumers' perception?</p>

Appendix 4.1b:

Interview protocol: interview question sheet (research questions, hypotheses, and qualitative questions) (Russia)

Протокол интервью: вопросный лист (предметы исследования, гипотезы и показательные вопросы)

Введение: Меня зовут Елена Агеева, в настоящее время я обучаюсь в докторантуре Университета Мидлсекс, Хендон, Лондон, Великобритания.

Цель исследования: Данное исследование посвящено определению значимости корпоративного вебсайта. В ходе исследования рассматриваются факторы, влияющие на благоприятное мнение о вебсайте компании. Кроме того, изучается вопрос, может ли благоприятный вебсайт компании положительно влиять на корпоративный имидж и репутацию, преданность компании и идентификацию клиента с ней. Данное исследование рассматривает общее впечатление клиентов и принцип работы корпоративного вебсайта, а также основные характеристики, влияющие на привлекательность вебсайтов компаний для клиента. Целью является разработка рекомендаций по выбору или оптимизации корпоративного вебсайта для улучшения имиджа компании, восприятия корпоративной репутации, идентификации клиента с компанией и лояльности клиента.

Ваше мнение по данным вопросам является крайне важным для понимания взаимосвязи между вебсайтом компании и корпоративным имиджем, репутацией компании, его идентификацией с компанией и лояльностью клиента. Я гарантирую соблюдение полной конфиденциальности вашего участия в данном опросе. Я буду благодарна, если вы разрешите мне записать наш разговор на диктофон. Если вы будете против записи какого-либо из ваших ответов на диктофон, я выключу его. Если какой-либо вопрос покажется вам неудобным, вы можете не отвечать на него, и мы перейдем к другим вопросам/темам.

Сведения об опрашиваемом лице

Форма обращения:

Интервьюер:

Должность

Непосредственные обязанности:

Как долго вы сотрудничаете с компанией?

В скольких странах данная компания осуществляет свою деятельность в настоящее время?

Название компании:

Дата:

Гипотезы	Основные источники	Показательные вопросы
ПИ1 – Каковы основные критерии, образующие концепцию благоприятного вебсайта компании?		
Г1: Чем благоприятнее клиенты воспринимают навигацию, тем благоприятнее их отношение к благоприятному вебсайту компании	Agarwal and Venkatesh, 2002; Chan, 2001; Cyr, 2008; Nielsen and Tahir, 2002; Palmer, 2002; Gefen et al., 2000; Keeney, 1999; Sterne 1995; Kim et al., 2003; Tarafdar and Zhang, 2005, 2008	<p>Основываясь на знаниях и личном опыте ответьте, какое воздействие оказывает навигация вебсайта компании на его общее оформление?</p> <p>Пожалуйста, прокомментируйте навигацию сайта вашей компании.</p> <p>Считаете ли вы, что удобство просмотра данных на вебсайте может передать основные принципы, которых придерживается компания?</p> <p>Считаете ли вы, что навигация вебсайта компании должна влиять на его структуру?</p>
Г2: Чем благоприятнее клиенты считают визуальные элементы, тем благоприятнее их отношение к благоприятному вебсайту компании	Cyr, 2008; Cyr and Head, 2013; Cyr et al., 2008; Ganguly et al., 2009; Melewar, 2003	<p>Основываясь на знаниях и личном опыте ответьте, какое воздействие оказывает визуальные элементы вебсайта компании на его общее оформление?</p> <p>Пожалуйста, прокомментируйте визуальные элементы вебсайта вашей компании.</p> <p>Считаете ли вы, что визуальная привлекательность вебсайта вашей</p>

		<p>компания может передать основные принципы, которых придерживается компания?</p> <p>Объясните, насколько важным элементом вебсайта вашей компании является визуальные элементы.</p>
<p>Г3: Чем благоприятнее клиенты считают информацию, тем благоприятнее их отношение к благоприятному вебсайту компании</p>	<p>Bruce, 1998; Cyr, 2008; Cyr and Head, 2013; Cyr et al., 2008; Ganguly et al., 2009; Tarafdar and Zhang, 2005, 2008</p>	<p>Основываясь на знаниях и личном опыте ответьте, какую роль оформление информации на сайте компании играет в практической реализации вебсайта?</p> <p>Пожалуйста, прокомментируйте оформление информации на вебсайте вашей компании.</p> <p>Считаете ли вы, что информация на вебсайте вашей компании может передать основные принципы, которых придерживается компания?</p> <p>Объясните, насколько важным элементом вебсайта вашей компании является информация?</p>
<p>Г4: Чем благоприятнее клиенты воспринимают использование сайта (юзабилити), тем благоприятнее их отношение к благоприятному сайту компании</p>	<p>Law and Bai, 2008; Casalo et al., 2008; Davis, 1989; Flavian et al., 2006; Lin, 2013; Nielsen, 2005</p>	<p>Основываясь на знаниях и личном опыте ответьте, какую роль удобство использования вебсайта компании играет в его практической реализации?</p> <p>Пожалуйста, прокомментируйте удобство использования корпоративного вебсайта вашей компании.</p> <p>Считаете ли вы, что усилия, затраченные при использовании вебсайта вашей компании, могут передать основные принципы, которых придерживается компания?</p> <p>Объясните, насколько важным элементом вебсайта вашей компании является удобство его использования.</p>
<p>Г5: Чем благоприятнее клиенты воспринимают индивидуальное оформление сайта компании (кастомизация), тем благоприятнее их отношение к благоприятному сайту компании</p>	<p>Kabadayi and Gupta, 2011; Srinivasan et al., 2002; Tarafdar and Zhang, 2005, 2008</p>	<p>Основываясь на знаниях и личном опыте ответьте, какую роль индивидуальное оформление вебсайта компании играет в его практической реализации?</p> <p>Пожалуйста, прокомментируйте индивидуальное оформление вебсайта вашей компании.</p> <p>Считаете ли вы, что информация, подобранная специально для вас, содержащаяся на вебсайте компании, может передать основные принципы, которых придерживается компания?</p> <p>Объясните, насколько важным элементом вебсайта вашей компании является</p>

		индивидуальное оформление.
Г6: Чем благоприятнее клиенты воспринимают безопасность вебсайта, тем благоприятнее их отношение к благоприятному сайту компании	Wolfinger and Gilly, 2003; Tarafdar and Zhang, 2005, 2008; Ranganathan and Ganapathy, 2002	<p>Основываясь на знаниях и личном опыте ответьте, какую роль безопасность вебсайта компании играет в его практической реализации?</p> <p>Пожалуйста, прокомментируйте меры безопасности, используемые на вебсайте вашей компании.</p> <p>Считаете ли вы, что безопасное проведение операций на вебсайте вашей компании может передать основные принципы, которых придерживается компания?</p> <p>Объясните, насколько важным элементом вебсайта вашей компании является безопасность?</p>
Г7: Чем благоприятнее клиенты воспринимают доступность вебсайта, тем благоприятнее их отношение к благоприятному сайту компании	Alwi and Ismail, 2013; Parasuraman et al., 2005; Tarafdar and Zhang, 2008	<p>Основываясь на знаниях и личном опыте ответьте, какую роль доступность вебсайта компании играет в его практической реализации?</p> <p>Пожалуйста, прокомментируйте доступность вебсайта вашей компании.</p> <p>Считаете ли вы, что грамотный технический функционал вебсайта вашей компании может передать основные принципы, которых придерживается компания?</p> <p>Объясните, насколько важным элементом вебсайта вашей компании является его доступность.</p>
Г8: Чем благоприятнее клиенты воспринимают корпоративную культуру компании, тем благоприятнее их отношение к благоприятному сайту компании	Brady et al., 2006; Bravo et al., 2012; Overbeeke and Snizek, 2005	<p>Основываясь на знаниях и личном опыте ответьте, какую роль корпоративная культура, представленная на вебсайте компании, играет в его практической реализации?</p> <p>Пожалуйста, прокомментируйте, символы корпоративной культуры, отраженные на вебсайте вашей компании.</p> <p>Считаете ли вы, что основные ценности и убеждения, отраженные на корпоративном вебсайте, могут передать основные принципы, которых придерживается компания?</p> <p>Объясните, насколько важным элементом вебсайта вашей компании является корпоративная культура.</p>

ПИ2 – Какова степень влияния благоприятного отношения к благоприятному вебсайту компании на корпоративный имидж, репутацию компании, лояльность и идентификацию клиента с компанией?

<p>Г9: Чем благоприятнее отношение клиентов к благоприятному вебсайту компании, тем лучше имидж компании среди клиентов</p>	<p>Argyriou et al., 2006; Berthon et al., 1996; Halliburton and Ziegfeld, 2009; Robbins and Stylianou, 2002; Tarafdar and Zhang, 2008</p>	<p>Каково ваше общее впечатление о компании?</p> <p>Что на ваш взгляд думают клиенты о компании?</p> <p>Пожалуйста, выразите ваше впечатление о компании в сравнении с другими компаниями этого же сектора.</p> <p>Насколько полно, по вашему мнению, корпоративный вебсайт передает информацию о компании своим клиентам?</p> <p>Как вы считаете, в какой степени вебсайт компании улучшает корпоративный имидж?</p>
<p>Г10: Чем больше клиентам нравится корпоративный имидж компании, тем лучше репутация компании среди клиентов</p>	<p>Anson, 1988; Dowling, 1994; Dutton and Dukerich, 1991; Hatch and Schultz, 2001; Henderson and Cote, 1998; Melewar and Saunders, 1998; Olins, 1986, 1989; Omar and Williams, 2006; Pittard et al., 2007; Van den Bosch et al., 2005; Van Riel et al., 2001</p>	<p>Как бы вы охарактеризовали репутацию своей компании?</p> <p>Как, на ваш взгляд, оценивают работу компании ее ключевые партнеры?</p>
<p>Г11: Чем благоприятнее отношение клиентов к репутации компании, тем больше они идентифицируют себя с компанией</p>	<p>Ahearn et al., 2005; Bhattacharya et al., 1995; Bhattacharya and Sen, 2003; Bergami and Bagozzi, 2000; Kuenzel and Halliday, 2010</p>	<p>Как бы вы описали взаимодействие «клиент-компания», характерное для вашей компании?</p> <p>Как бы вы описали взаимодействие «клиент-компания», которое существует в компании с ключевыми партнерами?</p>
<p>Г12: Чем больше клиенты идентифицируют себя с компанией, тем более преданными компании они являются</p>	<p>Ahearn et al., 2005; Bhattacharya and Sen, 2003; Marin et al., 2009; Martinez and Del Bosque, 2013; Perez and Del Bosque, 2015; Kuenzel and Halliday, 2010</p>	<p>Как вы можете охарактеризовать лояльность вашей компании?</p> <p>Как бы вы охарактеризовали программу лояльности компании по отношению к ее ключевым партнерам?</p>
<p>Г13: Чем благоприятнее отношение клиентов к благоприятному вебсайту компании, тем больше клиенты удовлетворены</p>	<p>Bitner et al., 1990; Cronin and Taylor, 1992; Parasuraman et al., 1985; Santouridis et al., 2009; Teas, 1994;</p>	<p>Опишите продукты/услуги вашей компании.</p> <p>Каким образом вебсайт компании указывает на преимущества продукта?</p>

компаний	Vance et al., 2008	Считаете ли вы, что корпоративный вебсайт компании делает продукты/услуги более привлекательными для клиентов?
Г14: Чем больше клиентов удовлетворены компанией, тем благоприятнее имидж компании среди клиентов	Cyr, 2008; Doll and Torkzadeh, 1988; Jayawardhena and Foley, 2000; Yoon, 2002	Считаете ли вы, что удовлетворенность компанией и ее продуктами/услугами может повлиять на субъективную оценку клиентов?
Г15: Чем благоприятнее отношение клиентов к благоприятному вебсайту компании, тем больше клиенты считают компанию привлекательной	Braddy et al., 2003; Braddy et al., 2008; Cober et al., 2003; Zusman and Landis, 2002	Считаете ли вы, что корпоративный вебсайт делает продукты/услуги компании более привлекательными для клиентов? Каким образом корпоративный вебсайт влияет на визуальную привлекательность компании для клиентов?
Г16: Чем больше клиенты считают компанию привлекательной, тем благоприятнее имидж компании для них	Braddy et al., 2008; Gatewood et al., 1993; Thompson et al., 2008; Tversky and Kahneman, 1973	Считаете ли вы, что привлекательность компании и ее продуктов/услуг может оказать влияние на общее впечатление клиентов?

**Appendix 4.2a:
Focus group protocol (UK)**

Group No:

Description of participants:

1

2

3

4

5

6

Place:

Date:

Length of session:

Moderator:

Questions
Opening questions
<ol style="list-style-type: none"> 1. Will you please introduce yourself to us? (Ask all members) 2. Can you give the name of a global company you recall?
Transition questions
<ol style="list-style-type: none"> 3. How do you decide about what you exactly feel about the company's website? What sort of information affects your decision? 4. Will you please name the components of the company's website? How powerful is a corporate website in your mind? (navigation, visual, information, usability, customisation, security, availability, company's corporate culture).
Key questions
<ol style="list-style-type: none"> 5. If you think of all the elements mentioned now, which of them most attract you while building an image, reputation, consumer-company identification and loyalty of the global company? 6. In which of them do you specifically look for a clue about the company? 7. Let's focus on some particular elements of the corporate website. Will you please explain how much the navigation, visual, information, usability, customisation, security, availability, company's corporate culture, which are used in the company's website, influence your impression of a global company? Why? 8. Will you please explain to what extent a corporate website can influence a company's attractiveness and satisfaction in terms of the product and services, and influence your decision about a global company? Why? 9. How do the other communication sources, such as what you have heard from others, or watched or read in some media, affect your opinion of a company?
Final questions
<ol style="list-style-type: none"> 10. If you are a manager in a global company, who is responsible for the company website and visual identity to create a positive public image? 11. Let's summarise the key points of our discussion (the moderator and assistant moderator give a brief summary of the responses to questions) Does this summary sound complete? Do you have any changes or additions? 12. The goal is to understand the main corporate website elements that are used by global companies and are influential while you are forming an overall image of a global company. If you think we have missed out some points, will you please mention them?

Could you please provide three favourable UK company websites.
--

**Appendix 4.2b:
Focus group protocol (Russia)**

Протокол опроса целевой группы

№ группы:

Описание участников:

1

2

3

4

5

6

Место:

Дата:

Длительность опроса:

Модератор:

Вопросы
Вводные вопросы
1. Представьте, пожалуйста. (Вопрос направлен ко всем участникам)
2. Назовите любую глобальную компанию, известную вам.
Переходные вопросы
3. На основании каких факторов формируется ваше мнение о вебсайте компании? Какой вид информации влияет на ваше решение?
4. Назовите составляющие благоприятного корпоративного вебсайта компании. Как сильно на вас влияет вебсайт компании? (расположение элементов навигации, визуальные элементы, информация, удобство и простота использования, индивидуальное оформление, безопасность, доступность, элементы корпоративной культуры).
Основные вопросы
5. Какой из вышеназванных элементов наиболее привлекателен для вас при определении облика, репутации, признания и верности глобальной компании?
6. Какому из них вы уделяете наибольшее внимание при поиске отличительных особенностей компании?
7. Давайте подробнее остановимся на некоторых отдельных элементах корпоративного вебсайта. Объясните, насколько расположение элементов навигации, визуальные элементы, контент, удобство и простота использования, индивидуальное оформление, безопасность, доступность, элементы корпоративной культуры, используемые на вебсайте компании, влияют на ваше впечатление о глобальной компании? Почему?
8. Объясните, в какой степени корпоративный вебсайт влияет на привлекательность компании и удовлетворенность продуктом и услугами, а также на ваше итоговое мнение о глобальной компании? Почему?
9. В какой степени ваше мнение о компании зависит от иных источников коммуникации, например, общения с другими людьми или информации, полученной из СМИ?
Заключительные вопросы
10. Если бы вы руководили глобальной компанией, кого бы вы назначили ответственным за корпоративный вебсайт и фирменный стиль с целью формирования положительного публичного имиджа?
11. Давайте выделим ключевые аспекты нашей беседы (модератор и его ассистент в краткой форме обобщают ответы участников). Выглядит ли сводный обзор завершенным? Есть ли какие-то изменения или дополнения?
12. Целью опроса является понимание основных составляющих корпоративного вебсайта,

используемых глобальными компаниями и оказывающих значительное влияние на формирование общего впечатления о глобальной компании. Если вы считаете, что мы пропустили какие-либо детали, пожалуйста, перечислите их.

Назовите благоприятные вебсайты трех русских компаний, которые на ваш взгляд являются наиболее удачными.

**Appendix 4.3a:
Questionnaire – HSBC (UK)**



Aim of the research

This research is conducted by Elena Ageeva who is currently a Doctoral student at Middlesex University, Hendon, London, United Kingdom. This study aims to examine the influence of corporate website favourability on corporate image, corporate reputation, consumer-company identification and loyalty.

In this study you will be asked to participate in a survey concerning your thoughts and feelings about a company's corporate website. We would like to thank you for your precious time spent completing this questionnaire as part of this research project.

Your kind co-operation is essential to the completion of this project. The success of this investigation depends entirely on the data contributed by consumers such as you.


Answering the enclosed questionnaire is voluntary. Your participation and any data collected will be anonymous and the responses will only be presented in an aggregated form and no single name will be disclosed. The questionnaire will only take 15 minutes of your time to fill out.

Many thanks in advance for your contribution!

Yours sincerely,
Ms Elena Ageeva
Middlesex University
Hendon
The Burroughs
London NW4 4BT

1. Have you used the **HSBC**  **website?**

Yes No (Finalise the questionnaire)

2. Below are statements about the **HSBC**  website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

<i>The company's website</i>	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree
... is relevant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is functional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is fulfilling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is high quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is favourable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... makes me have positive feelings towards the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is unique	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... portrays the company's identity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... achieves the company's goals and objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... conveys a socially desirable impression of their company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... makes it easy for me to build a relationship with the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Below are statements about the navigation used on the HSBC website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree
The company's website provides good navigation facilities to information content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Navigation through the website is intuitively logical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I am navigating the website, I feel that I am in control of what I can do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The links on the website are well maintained and updated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Placement of links/ menu is standard throughout the website, so I can easily recognise them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The description of the links on the website is clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can easily know where I am on the website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Below are statements about the visual elements used on the HSBC website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

<i>The company's website</i>	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
... animations are meaningful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... displays a visually pleasing design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is visually appealing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The degree of interaction (video, demos selected by the user) offered by the website is sufficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company's name on the website is visually appealing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company's logo on the website is visually appealing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company's typography on the website is visually appealing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company's slogan on the website is visually appealing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The colour scheme on the website is visually appealing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company's website looks professionally designed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The screen design of the company's website is harmonious (i.e. colours, boxes, menus, navigation tools, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The screen design (i.e. colours, images, layout, etc.) is attractive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Below are statements about the information used on the HSBC website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

<i>The information</i>	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
... is sufficient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is detailed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is current	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... on the company's website is pretty much what I need to carry out my tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... meaning is clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is easy to locate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is applicable to the company's website activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... layout is easy to understand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, the website provides me with high-quality information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The range of information is high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Below are statements about the usability of the HSBC website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
The company's website is entertaining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company's website is exciting and interesting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is easy to move within the company's website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company's website is easy to use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The use of multimedia is effective for my tasks on the company's website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In the company's website everything is easy to understand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Below are statements about the customisation of the HSBC website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

<i>The company's website</i>	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree
... makes me feel that I am a unique consumer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... has personalisation characteristics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... offers customised information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... has provisions for designing customised products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Below are statements about the security of the HSBC website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

<i>The company's website</i>	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
... has adequate security features	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... has provisions for user authentication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... has an information policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company to which the website belongs has a well-known brand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... has provision for alternate, non-online models for financial transactions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... has provision to create an individual account with a logon-id and password	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... shows overall concern about security of transactions over the Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Below are statements about the availability of the HSBC website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

<i>The company's website</i>	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
... does not crash	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... can be accessed at any time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... launches and runs right away	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is always available for business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... can be accessed from any location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is well maintained so that the information is easy to acquire (no dead links, for example)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is easy to read off the contents of the company's website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Below are statements about the customer service of the HSBC website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

<i>The company's website</i>	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
... offers the ability to speak to a live person if there is a problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... provides sufficient contact information to reach the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... offers online customer support in real time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enquiries are answered promptly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When you have a problem, the company's website shows a sincere interest in solving it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company is willing and ready to respond to customer needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, the customer service offered on the company's website is very good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Below are statements about the credibility of the HSBC website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

<i>The company's website</i>	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
... provides positive customer reviews	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... shows the reputable partners of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... presents successful case studies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... shows the intellectual property of the company (what they have to offer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is credible	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... appears to be an expert in its field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... reflects experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is trustworthy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Below are statements about the perceived corporate social responsibility of HSBC on its website. Please state your general impressions of this company.

Tick the number that best describes your opinion.

<i>The company</i>	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
... protects the environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is transparent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... directs part of its budget to donations to social causes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... provides annual reports on the website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... shows its committed toward society by improving the welfare of the communities in which it operates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The code of ethics can be clearly seen on the website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contributing to the well-being of the community is a high priority in the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental issues are integral to the strategy of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Below are statements about the perceived corporate culture of HSBC. Please state your general impressions of this company.

Tick the number that best describes your opinion.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
<i>The company's values</i>							
... are concerned with its beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are concerned with its moral principle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... comprise everyday language, ideologies and rituals of personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are aligned with the corporate identity of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are manifested by symbolic devices such as myths	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are shared by the organisational members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are consistent with the purpose of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are embedded in the mission statement of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The company's philosophy</i>							
... is associated with the fundamental values and assumptions of a company created by senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... is the guidelines that will be applied to the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is the business mission and values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is espoused by the management board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
is associated with its core values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is embedded in the mission statement of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The company's mission</i>							
... is the reason the for which the company exists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is the most important part of it's corporate philosophy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is what sets the company apart from all other companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... strongly influence its corporate culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate culture is fostered by a mission statement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The company's principles</i>							
... are the mission, targets and values of a company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... form the basis of and standards for all corporate actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are one of the distinguishing features and crucial success factors of a company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... guide the behaviour of staff in the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are aligned with the corporate identity of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The company's history</i>							
... is aligned with the company's corporate identity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... strongly influence its corporate culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... can be understood as the events which have led the company to the current reality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... builds personal relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... creates an authentic personality of this company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I like the company's history	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The founder of the company</i>							
... has a direct influence on the corporate culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... tends to be inseparable from the organisation's identity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is directly linked to the corporate success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is the person who brought the company into existence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is the heart of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The company's country of origin</i>							
... has a strong link with the corporate identity of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... has a significant influence on the company's corporate culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... is a country where the corporate headquarters of the company marketing the product or brand is located	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... can influence the quality of the brand perceived by customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... can influence brand loyalty perceived by customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... can influence brand choice perceived by customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... can influence brand preference perceived by customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>The company's subcultures</i>							
... strongly influence corporate culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are the subsets of organisational members who interact regularly with one another	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... members identify themselves as a distinct group within that company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... members share the same problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... members employ a common way of thinking that is unique to the group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... contain elements of the main culture, such as core values, practices and behaviours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... can influence perceptions, attitudes, and behaviours of employees to a greater extent than the main culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... are the different cultures belonging to different divisions or departments in an organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Below are statements about HSBC's image. Please state your general impressions of this company.

Tick the number that best describes your opinion.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
I like the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company is honest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company is friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company inspires confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company's website enhances the company's image	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I like the company compared to other companies in the same sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company is aimed at customers like me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company makes a good impression on me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. Below are statements about HSBC's reputation. Please state your general impressions of this company.

Tick the number that best describes your opinion.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree
I have a good feeling about the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I admire and respect the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I trust the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company offers products and services that are good value for money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company has excellent leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company is well managed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, I believe that the company always fulfils the promises it makes to its customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. Below are statements about identification with HSBC. Please state your general impressions of this company.

Tick the number that best describes your opinion.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree
If someone criticises the company, I feel personally insulted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I care about what others think about the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I talk about the company, I say 'we' instead of 'they'	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The success of the company is my success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If someone appreciates the company, I feel proud	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Below are statements about loyalty to HSBC. Please state your general impressions of this company.

Tick the number that best describes your opinion.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
I seldom consider switching to another company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To me, the company is the best company to do business with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe that it is my favourite company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I say positive things about the company to other people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I recommend the company to someone who seeks your advice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I encourage friends and relatives to do business with the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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18. The section below examines your satisfaction. Please indicate your degree of agreement or disagreement with the following statements.

Tick the number that best describes your opinion.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
The company is exactly what I need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with my decision to use the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I think that I did the right thing when I used the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel happy about my decision to choose the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My choice to use the company was a wise one	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using the company is satisfactory overall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. The section below examines attractiveness of HSBC. Please indicate your degree of agreement or disagreement with the following statements.

Tick the number that best describes your opinion.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly Agree
The products and services of the company are very attractive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am interested in learning more about the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A job at the company is very appealing to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For me, the company would be a good place to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would exert a great deal of effort to work for the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This company would be one of my first choices as an employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would definitely accept a job offer from this company if I were offered one	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The company is attractive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. How would you describe the website of HSBC and what it stands for?

.....

21. What do you think the HSBC website means?

.....

22. What does HSBC want to express with its website?

.....

A FEW THINGS ABOUT YOURSELF

In order to get fully understanding about your opinion on the benefit of websites, please answer the following questions. Confidentiality is assured. No individual data will be reported.

How often do you visit HSBC website?

- A few times a week A few times a month A few times year
 Other (please state)

Your gender:

- Female Male

Your age group:

- 19 or less 20-29 30-39 40-49 50-59 60-above

Last degree
earned:

- High school Undergraduate Postgraduate
and above

Are you:

I am currently employed

I am not employed

- | | |
|--|--|
| <input type="checkbox"/> Top executive or manager | <input type="checkbox"/> Student |
| <input type="checkbox"/> Owner of a company | <input type="checkbox"/> House wife/ husband |
| <input type="checkbox"/> Lawyer, dentist or architect etc. | <input type="checkbox"/> Retired |
| <input type="checkbox"/> Office/clerical staffs | |
| <input type="checkbox"/> Worker | |
| <input type="checkbox"/> Civil servant | |
| <input type="checkbox"/> Craftsman | |
| <input type="checkbox"/> Other | |

THIS IS THE END OF THE QUESTIONNAIRE. THANK YOU VERY MUCH FOR YOUR CO-OPERATION.

If you would like a summary of the results of this survey, please attach your business card or provide correspondence details. In order to ensure anonymity, any correspondence details will be detached survey upon receipt. If you prefer you may email your request (email:e.ageeva@mdx.ac.uk).

Appendix 4.3b
Questionnaire - Sberbank (Russia)

Анкета - Сбербанк



Цель исследования

Данное исследование проводится Еленой Агеевой, в настоящее время обучающейся в докторантуре Университета Мидлсекс, Хендон, Лондон, Великобритания (Middlesex University, Hendon, London, United Kingdom). Целью исследования является изучение влияния благоприятного вебсайта компании на корпоративный имидж и репутацию, преданность компании и идентификацию клиента с ней.

В рамках данного исследования предлагаем вам принять участие в опросе, в основу которого положены впечатления о корпоративном вебсайте компании. Мы благодарим вас за уделенное время и участие в научном исследовании.

Ваше участие очень важно для завершения проекта, его успех зависит от мнения каждого из вас.

Участие в данном опросе является добровольным. Мы гарантируем конфиденциальность вашего участия и всей предоставленной информации. Результаты опроса будут представлены в суммарном виде, имена опрошиваемых не будут разглашены. Для заполнения анкеты вам потребуется всего 15 минут.


Заранее благодарю Вас за участие!

Искренне ваша,
Елена Агеева

Университет Мидлсекс
Хендон
Лондон NW4 4BT

1. Пользовались ли вы вебсайтом компании  **SBERBANK**?

Да Нет (завершите заполнение анкеты)

2. Ниже приведены утверждения о вебсайте компании  **SBERBANK**. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

Вебсайт компании	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
... соответствует ожиданиям	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... функционален	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... имеет отзывчивый дизайн (респонсив)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... соответствует потребностям клиентов	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... имеет высокое качество	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... благоприятный	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... вызывает у меня положительные эмоции по отношению к компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... уникален	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... является отражением корпоративной идентификации	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... успешно реализует цели компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... оставляет приятное впечатление о компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... облегчает построение взаимоотношений с компанией	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Ниже приведены утверждения о Навигации на вебсайте Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
Вебсайт компании снабжен удобной навигацией, которая обеспечивает доступ к информационному контенту	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Навигация вебсайта интуитивно понятна	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Когда я пользуюсь вебсайтом я могу контролировать выполняемые действия	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Вебсайта отличает грамотная перелинковка, ссылки своевременно обновляются	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Расположение ссылок/меню стандартно для всех страниц вебсайта и я могу легко их найти	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Описание ссылок на вебсайте	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

понятно							
Я могу легко ориентироваться на вебсайте	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Ниже приведены утверждения о Визуальных элементах, используемых на вебсайте Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

Вебсайт компании	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
... имеет содержательную анимацию	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... характеризуется визуально приятным дизайном	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... визуально привлекателен	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Степень интерактивности вебсайта (видео, демонстрационные программы для пользователя) является достаточной	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Название компании, используемое на вебсайте, выглядит привлекательно	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Логотип компании, используемый на вебсайте, выглядит привлекательно	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Графика компании, используемая на вебсайте, выглядит привлекательно	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Слоган компании, используемый на вебсайте, выглядит привлекательно	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
В разработке вебсайта компании принимали участие профессиональные дизайнеры	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Построение графического интерфейса пользователя на вебсайте компании является гармоничным (в т. ч. цвета, блоки, меню, средства навигации и т.д.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Построение графического интерфейса пользователя (т.е. цвета, изображения, схема размещения и т.д.) является привлекательным	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Ниже приведены утверждения об Информации, используемой на вебсайте Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

Информация является	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
... достаточной	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... полезной	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... подробной	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... актуальной	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Вебсайт содержит то количество информации, которое необходимо для решения моих задач	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... понятной	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... удобно расположенной	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... полезной	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... необходимой для выполнения операций на вебсайте компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Информация на вебсайте чётко структурирована	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
В целом, вебсайт предоставляет мне всю необходимую информацию	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
На вебсайте представлен широкий диапазон контента	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Ниже приведены утверждения об Удобстве (Юзабилити) Использования вебсайта Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

Вебсайт компании	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
... занимательный	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... впечатляющий и интересный	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... прост в использовании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Использование мультимедийных средств на сайте помогает мне выполнять необходимые задачи	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Вебсайт компании имеет простую понятную структуру	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Ниже приведены утверждения о Персонализации вебсайта Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

Вебсайт компании	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
... придает каждому клиенту чувство уникальности	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... обладает индивидуальными характеристиками для каждого	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

клиента							
... содержит информацию, полезную именно для меня	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... обладает опциями выбора услуг, которые разработаны специально для определенного клиента	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Ниже приведены утверждения о Безопасности вебсайта Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

Вебсайт компании	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
... снабжен соответствующими мерами безопасности	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... обладает параметрами аутентификации пользователя	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... придерживается безопасной информационной политики	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Компания, которой принадлежит вебсайт, представляет известный бренд	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... содержит альтернативные офлайн-модели финансовых транзакций	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... предусматривает возможность создания личного кабинета пользователя с логином и паролем	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... гарантирует безопасность интернет-транзакций	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Ниже приведены утверждения о Доступности вебсайта Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

Вебсайт компании	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
... работает без сбоев	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... доступен в любое время	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... моментально загружается и быстро работает	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... всегда доступен для проведения операций	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... доступен из любого местоположения	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... имеет понятную структуру — клиенту легко получить доступ к информации (например, не содержит «битых» ссылок)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Контент вебсайта читается легко	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Ниже приведены утверждения о Клиентском обслуживании на вебсайте Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

Вебсайт компании	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
... предоставляет возможность разговора с сотрудником при возникновении проблемы	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... содержит соответствующую контактную информацию для связи с компанией	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... оснащен платформой для онлайн-обслуживания клиентов	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Запросы клиентов обрабатываются быстро	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Интерфейс вебсайта помогает клиентам решить имеющиеся проблемы	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Сотрудники компании всегда готовы помочь клиентам	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
В целом, вебсайт демонстрирует достойный уровень обслуживания клиентов	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Ниже приведены утверждения о Доверии к вебсайту Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

Вебсайт компании	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
... имеет хорошие отзывы клиентов	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... содержит информацию о партнерах компании, пользующихся хорошей репутацией	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... демонстрирует примеры успешного сотрудничества	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... представляет результаты интеллектуальной деятельности компании (ряд продуктов и услуг)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... выглядит убедительно	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... демонстрирует ведущие экспертные мнения в своей отрасли	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... отражает опыт работы компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... вызывает доверие	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Вклад в благосостояние общества является первоочередной задачей компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Вопросы охраны окружающей среды являются неотъемлемой частью стратегии компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Ниже приведены утверждения о Корпоративной социальной ответственности Сбербанка (сведения, представленные на вебсайте). Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

Компания	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
... защищает окружающую среду	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... является открытой	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... направляет часть своего бюджета на социальные нужды	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... публикует ежегодный отчет на вебсайте	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... демонстрирует свое отношение к обществу путем улучшения состояния окружающей среды на территории расположения	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Этические нормы компании четко изложены на вебсайте	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Ниже приведены утверждения о Восприятии Корпоративной Культуры Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
Ценности компании							
... связаны с ее убеждениями	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... связаны с моральными принципами	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... отражают повседневный стиль общения, идеологию и должностные обязанности персонала	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... формируют корпоративный имидж	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... продиктованы «мифами» о компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... продиктованы «легендами» о компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... разделяются сотрудниками компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... совпадают с целями компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... отражены в описании миссии компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Философия компании							
... связана с фундаментальными ценностями и обязательствами компании, разработанными высшим руководством	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... это ключевой принцип, который соблюдает компания	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

... отражает деятельность и приоритеты компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... продиктована Правлением компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... ассоциируется с основополагающими ценностями компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... отражена в общей концепции деятельности компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Миссия компании							
... это цель, во имя которой существует компания	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... это наиболее важная часть корпоративной философии	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... выделяет компанию из ряда прочих компаний	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... оказывает большое влияние на корпоративную культуру	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Корпоративную культуру поддерживает изложенная миссия компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Принципы компании							
... являются миссией, целью и ценностями компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... формируют основу и стандарты выполнения всех корпоративных действий	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... являются одной из отличительных особенностей и ключевых факторов успеха компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... регулируют поведение коллектива компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... соответствуют корпоративному имиджу компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
История компании							
... соответствует корпоративному имиджу компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... оказывает большое влияние на корпоративную культуру	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... отражает ключевые моменты развития компании вплоть до сегодняшнего дня	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... формирует личные взаимоотношения	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... создает индивидуальность данной компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Мне нравится история компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Основатель компании							
... имеет непосредственное влияние на корпоративную культуру	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... стремится полностью соответствовать корпоративному имиджу компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... неразделимо связан с успехом компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... это человек, который основал	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

компанию							
... это «сердце» компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Страна основания компании							
... тесно связана с корпоративным имиджем компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... имеет значительное влияние на корпоративную культуру	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... это страна, где находится корпоративная штаб-квартира маркетинга продукта или бренда компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... может влиять на качество бренда компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... может влиять на клиентскую преданность бренду	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... может влиять на выбор бренда клиентами	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... может влиять на предпочтение бренда клиентами	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Субкультура компании							
... оказывает большое влияние на корпоративную культуру	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... это подразделения сотрудников компании, которые регулярно взаимодействуют друг с другом	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Участники идентифицируют свое положение в отдельных группах внутри компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Участники имеют одинаковые проблемы	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Участников отличает общий тип мышления, уникальный для каждой группы	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... содержит элементы основной культуры, такие как основополагающие ценности, методы работы и поведенческие принципы	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... может влиять на восприятие, отношение и поведение сотрудников в большей степени, чем основная культура	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... это различные культуры, принадлежащие к разным подразделениям или отделам компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Ниже приведены утверждения об Имидже Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
Мне нравится компания	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Это честная компания	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Это дружелюбная компания	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Компания внушает доверие	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Вебсайт компании дополняет имидж компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Мне нравится компания по сравнению с другими компаниями того же сектора	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Компания нацелена на сотрудничество с такими клиентами, как я	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Компания производит на меня хорошее впечатление	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. Ниже приведены утверждения о Репутации Сбербанка. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
Я хорошо отношусь к компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я восхищаюсь компанией и уважаю её	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я доверяю компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Компания предлагает продукты и услуги в хорошем соотношении «цена-качество»	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
У компании отличное руководство	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Компанию отличает грамотный менеджмент	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
В целом, я считаю, что компания всегда исполняет свои обязательства перед клиентами	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. Ниже приведены утверждения о Преданности Сбербанку. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
Я редко рассматриваю возможность перехода в другую компанию	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Для меня это самая лучшая компания, с которой можно сотрудничать	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я считаю, что это моя самая любимая компания	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я делюсь положительными впечатлениями о компании с другими	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я рекомендую компанию тем, кто советуется со мной	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я предлагаю друзьям и родственникам пользоваться услугами компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Ниже приведены утверждения об Идентификации со Сбербанком. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
Если кто-то критикует компанию, я воспринимаю это как личное оскорбление	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Мне не безразлично мнение других о компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Когда я говорю о компании, я употребляю местоимение «мы», а не «они»	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Успех компании – это мой успех	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Если кому-то нравится компания, я испытываю чувство гордости	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. Ниже приведены утверждения об Удовлетворенности Сбербанком. Пожалуйста, выразите общее впечатление о данной компании.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
Эта компания – именно то, что мне нужно	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я доволен решением воспользоваться услугами компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я думаю, что поступил правильно, выбрав данную компанию	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я счастлив, что выбрал данную компанию	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Выбор данной компании был правильным решением	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Взаимодействие с компанией полностью устраивает меня	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Приведенные ниже вопросы позволяют определить степень Привлекательности Сбербанка для вас. Пожалуйста, выразите свое согласие или несогласие со следующими утверждениями.

Отметьте галочкой пункт, который наиболее точно передает ваше мнение.

	Категорически не согласен	Не согласен	Отчасти не согласен	Оцениваю нейтрально	Отчасти согласен	Согласен	Полностью согласен
Продукты и услуги данной компании являются очень привлекательными	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Мне интересно узнать больше о компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Работа в этой компании очень привлекательна для меня	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Эта компания будет хорошим местом работы для меня	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я приложу большие усилия, чтобы работать в этой компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Эту компанию я выберу в первую очередь в качестве работодателя	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Я наверняка принял бы предложение о работе от этой компании	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Компания привлекательна для меня	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Как бы вы описали вебсайт Сбербанка и его основные задачи?

.....

21. Что, по вашему мнению, символизирует вебсайт Сбербанка?

.....

22. Что, на ваш взгляд, компания стремится донести до клиентов посредством своего вебсайта?

.....

КРАТКАЯ ИНФОРМАЦИЯ О СЕБЕ

Для наилучшего понимания вашей точки зрения о преимуществах вебсайта просим вас ответить на следующие вопросы. Мы гарантируем конфиденциальность предоставленных сведений и неразглашение персональных данных.

Как часто вы заходите на вебсайт Сбербанка?

Несколько раз в неделю Несколько раз в месяц Несколько раз в год

Другое (пожалуйста, уточните)

Ваш пол:

Ж М

Ваш возраст:

19 или младше 20-29 30-39 40-49

50-59 60 и старше

Образование:

Среднее Неоконченное высшее Высшее

В настоящее время я:

Работаю

Не работаю

Руководитель или менеджер высшего звена

Студент

Владелец компании

Домохозяйка/-ин

Юрист, стоматолог,

Пенсионер

архитектор и т.д.

Офисный/канцелярский работник

Рабочий

Гражданский служащий

Квалифицированный рабочий

Другое

ЭТО БЫЛ ПОСЛЕДНИЙ ВОПРОС АНКЕТЫ. БЛАГОДАРИЮ ВАС ЗА УЧАСТИЕ В ОПРОСЕ.

Если вы хотите ознакомиться с суммарными результатами данного опроса, прикрепите к анкете визитную карточку или укажите свои контактные данные. Для соблюдения конфиденциальности все контактные данные будут откреплены от анкет при обработке результатов. Вы также можете отправить запрос по электронной почте (e-mail:e.ageeva@mdx.ac.uk)

Appendix 4.4:
The initial number of items (before qualitative stage)

Construct	Items	Major references
Corporate website favourability		
1	The company's website is rational	Adapted from Alhudaithy and Kitchen (2009)
2	The company's website is functional	Adapted from Alhudaithy and Kitchen (2009)
3	The company's website is favourable	Adapted from Alhudaithy and Kitchen (2009); Beatty et al. (2001); Moore et al. (2005)
4	The company's website is dynamic	Adapted from Alhudaithy and Kitchen (2009); Bravo et al. (2012)
5	The company's website is responsive	Adapted from Park and Gretzel (2007)
6	The company's website is fulfilling	Adapted from Park and Gretzel (2007)
7	The company's website conveys a socially desirable impression of their company	Adapted from White and Raman (2000)
8	The company's website portrays the company's identity	Adapted from Bravo et al. (2012); Cornelius et al. (2007); Perry and Bodkin (2000)
9	The company's website is status symbol for the organisation	Adapted from White and Raman (2000)
10	The company's website achieves companies' goals and objectives	Adapted from Chiou et al. (2010)
11	The company's website is innovative	Adapted from Kim and Stoel (2004)
12	This website makes it easy for me to build a relationship with this company	Chen and Wells (1999)
13	I would like to visit this website again in the future	Chen and Wells (1999)
14	I'm satisfied with the service provided by this website	Chen and Wells (1999)
15	I feel comfortable in surfing this website	Chen and Wells (1999)
16	I feel surfing this website is a good way for me to spend my time	Chen and Wells (1999)
17	Compared with other websites, I would rate this one as (one of the worst-one of the best)	Chen and Wells (1999)
18	This web site is of high quality	Everard and Galletta (2006); Yoo and Donthu (2001)
19	The likely quality of this web site is extremely high	Everard and Galletta (2006); Yoo and Donthu (2001)
20	This web site must be of very good quality	Everard and Galletta (2006); Yoo and Donthu (2001)
21	This web site appears to be of very poor quality [reverse coded]	Everard and Galletta (2006); Yoo and Donthu (2001)
Navigation		
1	This site provides good navigation facilities to information content	Cyr (2008); Cyr et al. (2005, 2013)
2	This retail website provides directions for using the website	Harris and Goode (2010); Kumar et al. (2014)
3	Navigation through this website is intuitively logical	Harris and Goode (2010); Kumar et al. (2014)
4	There are meaningful Hyperlinks	Tarafdar and Zhang (2005, 2008)
5	The links at this website are well maintained and updated	Chiew and Salim (2003)
6	The links are consistent	Tarafdar and Zhang (2005, 2008)
7	Placement of links or menu is standard throughout the website and I can easily recognise them	Chiew and Salim (2003)
8	The description of the links on the website is clear	Tarafdar and Zhang (2005, 2008)
9	I can easily know where I am at this website	Chiew and Salim (2003)

10	I can easily navigate this site	Cyr (2008); Cyr et al. (2005, 2013)
11	I find this website easy to use	Cyr (2008); Cyr et al. (2005, 2013)
12	There are useful navigational aids on this website	Harris and Goode (2010); Kumar et al. (2014)
13	The arrangement of the different links is easy to understand	Tarafdar and Zhang (2005, 2008)
14	The use of redundant hyperlinks makes it easy to navigate the website	Tarafdar and Zhang (2005, 2008)
15	The website does not open too many new browser windows when I am moving around	Chiew and Salim (2003)
16	It is easy to move around at this website by using the links or back button of the browser	Chiew and Salim (2003)
17	This website provides useful cues and links for me to get the desired information	Chiew and Salim (2003)
Visual		
1	The website animations are meaningful	Cyr (2008), Cyr et al. (2005, 2013)
2	The website displays visually pleasing design	Kim and Stoel (2004)
3	The website is visually appealing	Kim and Stoel (2004)
4	The degree of interaction (video, demos selected by the user) offered by the website is sufficient	Cyr (2008); Cyr et al. (2005); Cyr and Head, (2013)
5	The company name on the company's website is visually appealing	Adapted from Dowling (1994); Melewar (2001); Melewar and Saunders (1999); Olins (1990)
6	The company logo on the company's website is visually appealing	Adapted from Dowling (1994); Melewar (2001); Melewar and Saunders (1999); Olins (1990)
7	The typography on the company's website is visually appealing	Adapted from Dowling (1994); Melewar (2001); Melewar and Saunders (1999); Olins (1990)
8	The company slogan on the company's website is visually appealing	Adapted from Dowling (1994); Melewar (2001); Melewar and Saunders (1999); Olins (1990)
9	The colour scheme on the company's website is visually appealing	Adapted from Dowling (1994); Melewar (2001); Melewar and Saunders (1999); Olins (1990)
10	The company's website looks well presented	Adapted from Cyr et al. (2008); Garrett (2003)
11	This website looks professionally designed	Cyr (2008); Cyr et al. (2005); Cyr and Head (2013)
12	The screen design of the company's website (i.e. colours, boxes, menus, navigation tools, etc.) is harmonious.	Adapted from Cyr et al. (2008); Garrett (2003)
13	The screen design (i.e. colours, images, layout, etc.) is attractive	Cyr (2008); Cyr et al. (2005); Cyr and Head (2013)
14	This site allowed me to efficiently tailor the information for my specific needs	Cyr (2008); Cyr et al. (2005); Cyr and Head (2013)
Information		
1	The information provided at this site is complete	Cyr (2008); Cyr and Head (2013)
2	The information provided at this site is sufficient	Cyr (2008); Cyr and Head (2013)
3	The information provided at this site is effective	Cyr (2008); Cyr and Head (2013); Kim and Stoel (2004)
4	The information is detailed	Tarafdar and Zhang (2005, 2008)
5	The information is current	Tarafdar and Zhang (2005, 2008)
6	The information on the website is pretty much what I need to carry out my tasks	Kim and Stoel (2004)
7	The meaning of the information is clear	Tarafdar and Zhang (2005, 2008)
8	The information is accurate	Kumar et al. (2014); Tarafdar and Zhang (2005, 2008)

9	It is easy to locate the Information	Tarafdar and Zhang (2005, 2008)
10	The information is useful	Tarafdar and Zhang (2005, 2008)
11	The information is systematically organised	Tarafdar and Zhang (2005, 2008)
12	The information is applicable to the website's activities	Tarafdar and Zhang (2005, 2008)
13	The layout of the information is easy to understand	Tarafdar and Zhang (2005, 2008)
14	The website adequately meets my information needs	Cyr (2008); Cyr and Head (2013); Kim and Stoel (2004)
15	In general, this retail website provides me with high-quality information	Kumar et al. (2014)
16	The range of information is high	Tarafdar and Zhang (2005, 2008)
17	This retail website produces the most current and up-to-date information	Kumar et al. (2014)
Usability		
1	The website is entertaining (it's fun to use)	Tarafdar and Zhang (2005, 2008)
2	The website is exciting and Interesting	Tarafdar and Zhang (2005, 2008)
3	The website is easy to use	Tarafdar and Zhang (2005, 2008)
4	The use of multimedia is effective for my tasks at the website	Tarafdar and Zhang (2005, 2008)
5	It is easy to move within this website	Casaló et al. (2008); Flavián et al. (2006)
6	In this website everything is easy to understand	Casaló et al. (2008); Flavián et al. (2006)
7	When I am navigating the website, I feel that I am in control of what I can do	Casaló et al. (2008); Flavián et al. (2006)
8	The website has an attractive Layout	Tarafdar and Zhang (2005, 2008)
9	Downloading pages from this website is quick	Flavián et al. (2006)
10	This website is simple to use, even when using it for the first time	Casaló et al. (2008); Flavián et al. (2006)
11	It is easy to find the information I need from this website	Casaló et al. (2008); Flavián et al. (2006)
12	The organisation of the contents of this site makes it easy for me to know where I am when navigating it	Casaló et al. (2008); Flavián et al. (2006)
13	The structure and contents of this website are easy to understand	Casaló et al. (2008); Flavián et al. (2006)
Customisation		
1	This web site customises information to match my needs	Kabadayi and Gupta (2011); Srinivasan et al. (2002)
2	This web site makes me feel that I am a unique consumer	Kabadayi and Gupta (2011); Srinivasan et al. (2002)
3	The website has personalisation characteristics	Tarafdar and Zhang (2005, 2008)
4	The website offers customised Information	Tarafdar and Zhang (2005, 2008)
5	The website has provisions for designing customised products	Tarafdar and Zhang (2005, 2008)
6	This website produces the most current and up-to-date information	Kumar et al. (2014)
7	This web site offers information that is tailor made to my needs	Kabadayi and Gupta (2011); Srinivasan et al. (2002)
8	I believe that this web site is customised to my needs	Kabadayi and Gupta (2011); Srinivasan et al. (2002)
Security		
1	I feel safe in my transactions with this website	Wolfenbarger and Gilly (2003)
2	The website has adequate security features	Wolfenbarger and Gilly (2003)
3	The website has provisions for user authentication	Tarafdar and Zhang (2005, 2008)
4	The website has an information policy	Tarafdar and Zhang (2005, 2008)
5	The company to which the website belongs has a well-known brand	Tarafdar and Zhang (2005, 2008)
6	Provision for alternate, non-online models for financial transactions	Ranganathan and Ganapathy (2002)
7	Opportunity to create individual account with logon-id	Ranganathan and Ganapathy (2002)

	and password	
8	Overall concern about security of transactions over the Internet	Ranganathan and Ganapathy (2002)
9	I feel like my privacy is protected at this site	Wolfenbarger and Gilly (2003)
10	The website has provisions for a secure monetary transaction	Tarafdar and Zhang (2005, 2008)
11	Availability of secure models for transmitting information	Ranganathan and Ganapathy (2002)
Availability		
1	This site does not crash	Alwi and Ismail (2013); Parasuraman et al. (2005)
2	It is easy to read off the contents of the website	Tarafdar and Zhang (2008)
3	The company's website can be accessed at any time	Adapted from Alhudaithy and Kitchen (2009)
4	This site launches and runs right away.	Alwi and Ismail (2013); Parasuraman et al. (2005)
5	This site is always available for business.	Alwi and Ismail (2013); Parasuraman et al. (2005)
6	The website is well-maintained so that the information is easy to acquire (no dead links, for example).	Tarafdar and Zhang (2008)
7	The company's website can be accessed from any location	Adapted from Alhudaithy and Kitchen (2009)
8	Pages at this site do not freeze after I enter my order information.	Alwi and Ismail (2013); Parasuraman et al. (2005)
10	The website is available (that is, it is up)	Tarafdar and Zhang (2008)
Customer service		
1	When you have a problem, the website shows a sincere interest in solving it	Wolfenbarger and Gilly (2003),
2	This website offers online customer support in real time	Kumar et al. (2014)
3	Inquiries are answered promptly	Wolfenbarger and Gilly (2003)
4	The company is willing and ready to respond to customer needs	Wolfenbarger and Gilly (2003)
5	Overall the service quality offered on this retail website is very good	Kumar et al. (2014)
6	The retail website is prompt in responding to my queries	Kumar et al. (2014)
Website credibility		
1	The person providing the training was credible	Bhattacharjee and Sanford (2006)
2	The person providing the training appeared to be an expert on this topic	Bhattacharjee and Sanford (2006)
3	The person providing the training was knowledgeable on this topic	Bhattacharjee and Sanford (2006)
4	The person providing the training was trustworthy	Bhattacharjee and Sanford (2006)
5	The person providing the information system training was trustworthy	Li (2015)
6	The person providing the information system training was credible	Li (2015)
7	The person providing the information system training was experienced	Li (2015)
8	The person providing the information system training appeared to be an expert	Li (2015)

Perceived corporate social responsibility		
1	This company protects the environment	Martinez and del Bosque (2013)
2	This company directs part of its budget to donations to social causes	Martinez and del Bosque (2013)
3	This company shows its committed toward society by improving the welfare of the communities in which it operates	Martinez and del Bosque (2013)
4	Contributing to the well-being of employees is a high priority at my organisation	Glavas and Kelley (2014)
5	Contributing to the well-being of customers is a high priority at my organisation	Glavas and Kelley (2014)
6	Contributing to the well-being of suppliers is a high priority at my organisation	Glavas and Kelley (2014)
7	Contributing to the well-being of the community is a high priority at my organisation	Glavas and Kelley (2014)
8	Environmental issues are integral to the strategy of my organisation	Glavas and Kelley (2014)
9	Addressing environmental issues is integral to the daily operations of my organisation	Glavas and Kelley (2014)
10	My organisation takes great care that our work does not hurt the environment	Glavas and Kelley (2014)
11	My organisation achieves its short-term goals while staying focused on its impact on the environment	Glavas and Kelley (2014)
Perceived corporate culture		
<i>Corporate values</i>		
1	The company's values are concerned with its beliefs	Adapted from Campbell and Yeung (1991); Gray and Balmer (1997); Melewar (2003); Melewar and Karaosmanoglu (2006); Overbeeke and Snizek (2005); Van Riel and Balmer (1997)
2	The company's values are concerned with its moral principles	Adapted from Campbell and Yeung (1991); Gray and Balmer (1997); Melewar (2003); Melewar and Karaosmanoglu (2005); Overbeeke and Snizek (2005)
3	The company's values comprise everyday language, ideologies and rituals of personnel	Adapted from Melewar (2003); Van Riel and Balmer (1997)
4	The company's values are manifested by symbolic devices such as myths	Adapted from Melewar (2003); Van Riel and Balmer (1997)
5	The company's values are manifested by symbolic devices such as rituals	Adapted from Melewar (2003); Van Riel and Balmer (1997)
6	The company's values are manifested by symbolic devices such as stories	Adapted from Melewar (2003); Van Riel and Balmer (1997)
7	The company's values are manifested by symbolic devices such as legends	Adapted from Melewar (2003); Van Riel and Balmer (1997)
8	The company's values are manifested by symbolic devices such as specialised language	Adapted from Melewar (2003); Van Riel and Balmer (1997)
9	The company's values are aligned with the corporate identity of the company	Adapted from Melewar (2003); Van Riel and Balmer (1997)
10	The company's values are shared by the organisational members	Adapted from Bravo et al. (2012); Harris (2002); Llopis et al. (2007); Ogbonna and Wilkinson (1990); Sorensen (2002)
11	The company's values are consistent with the purpose of the company	Adapted from Qubein (1999); Sadri and Lees (2001)
12	The company's values are embedded in the mission statement of the company	Adapted from Melewar and Karaosmanoglu (2006)
<i>Corporate philosophy</i>		
1	The company's philosophy is embedded in the mission statement of the company	Adapted from Abratt (1989); Ind (1992); Melewar and Karaosmanoglu (2006)

2	The company's philosophy is associated with the fundamental values and assumptions of a company created by senior management	Adapted from Abratt (1989); Melewar (2003); Melewar and Karaosmanoglu (2006)
3	The company's philosophy is the guidelines that will be applied to the company	Adapted from Llopis et al. (2010)
4	The company's philosophy is espoused by the management board	Adapted from Balmer (1995); Melewar (2003)
5	The company's philosophy is the business mission and values	Adapted from Balmer (1995); Melewar (2003)
6	The company's philosophy is associated with its core values	Adapted from Balmer (1995); Melewar (2003)
Corporate mission		
1	The company's mission is the reason for which a company exists	Adapted from Abratt (1989); De Witt and Meyer (1998); Ind (1992); Melewar (2003); Melewar and Karaosmanoglu (2006);
2	The company's mission is the most important part of its corporate philosophy	Adapted from Abratt (1989); Ind (1992); Melewar (2003); Melewar and Karaosmanoglu (2006)
3	The company's mission is the company apart from all other companies	Adapted from Abratt (1989); Melewar (2003)
4	The company's mission strongly influences its corporate culture	Adapted from Melewar and Karaosmanoglu (2006)
5	Corporate culture is fostered by a mission statement	Adapted from Melewar and Karaosmanoglu (2006)
Corporate principles		
1	The company's principles are the mission, targets and values of a company	Adapted from Melewar (2003); Melewar and Karaosmanoglu (2006); Schmidt (1995)
2	The company's principles form the basis of and standards for all corporate actions	Adapted from Melewar (2003); Melewar and Karaosmanoglu (2006); Schmidt (1995)
3	The company's principles are one of the distinguishing features and crucial success factors of the company	Adapted from Wilson (1997)
4	The company's principles are embedded in the mission statement of the company	Adapted from Melewar and Karaosmanoglu (2006)
5	The company's principles guide the behaviour of staff in the company	Adapted from Fritz (1999); Melewar (2003)
Corporate history		
1	The company's history is aligned with the company's corporate identity	Adapted from Melewar and Karaosmanoglu (2006)
2	The company's history strongly influences its corporate culture	Adapted from Melewar and Karaosmanoglu (2006)
3	The company's history can be understood as the events which have led the company to the current reality	Adapted from Llopis et al. (2010); Marzec (2007)
Founder of the company		
1	The founder of the company has a direct influence on the corporate culture	Adapted from Deal and Kennedy (1982); Sadri and Lee (2001)
2	The founder of the company tends to be inseparable from the organisation's identity	Adapted from Olins (1978)
3	The founder of the company is directly linked to the corporate success	Adapted from Deal and Kennedy (1982)
4	The founder of the company is the person who brought the company into existence	Adapted from Melewar (2003)
Country of origin		
1	The company's country-of-origin has a strong link with the corporate identity of the company	Adapted from Foo and Lowe (1999); Melewar and Karaosmanoglu (2006);

		Rowlinson and Procter (1999); Varey and Lewis (2000)
2	The company's country-of-origin has a significant influence on the company's corporate culture	Adapted from Melewar and Karaosmanoglu (2006)
3	The company's country-of-origin is a country where the corporate headquarters of the company marketing the product or brand is located	Adapted from Johansson et al. (1985)
4	The company's country-of-origin can influence the quality of the brand perceived by customers	Adapted from Moradi and Zarei (2011)
5	The company's country-of-origin can influence brand loyalty perceived by customers	Adapted from Moradi and Zarei (2011)
6	The company's country-of-origin can influence brand choice perceived by customers	Adapted from Moradi and Zarei (2011)
7	The company's country-of-origin can influence brand preference perceived by customers	Adapted from Moradi and Zarei (2011)
Company's subcultures		
1	The company's subcultures strongly influence corporate culture	Adapted from Melewar and Karaosmanoglu (2006)
2	The company's subcultures are the subsets of organisational members who interact regularly with one another	Adapted from Van Maanen and Barley (1985)
3	The company's subcultures' members identify themselves as a distinct group within that company	Adapted from Van Maanen and Barley (1985)
4	The company's subcultures' members share the same problems	Adapted from Van Maanen and Barley (1985)
5	The company's subcultures' members employ a common way of thinking that is unique to the group	Adapted from Van Maanen and Barley (1985)
6	The company's subcultures are the multiple small cultures existing within the company	Adapted from Hatch (1997)
7	The company's subcultures contain elements of the main culture, such as core values, practices and behaviours	Adapted from Bellou (2008)
8	The company's subcultures have distinctive characteristics, reflecting the particular values of sub-units	Adapted from Bellou (2008)
9	The company's subcultures can influence perceptions, attitudes, and behaviours of employees to a greater extent than the main culture	Adapted from Harris and Ogbonna (1998)
10	The company's subcultures are the different cultures belonging to different divisions or departments in an organisation	Adapted from Melewar (2003); Van Maanen (1991)
Corporate image		
1	I like the company	Foroudi et al. (2014)
2	The company is honest	Adapted from Bravo et al. (2009)
3	The company is friendly	Adapted from Bravo et al. (2009)
4	The company inspires confidence	Adapted from Bravo et al. (2009)
5	The company's website enhances the company's image	Adapted from Argyriou et al (2006); Berthon et al (1996); Halliburton and Ziegfeld (2009); Robbins and Stylianou (2002)
6	I like the company compared to other companies in the same sector	Foroudi et al. (2014)
7	The company is aimed at customers like me	Adapted from Bravo et al. (2009)
8	The company makes a good impression on me	Adapted from Bravo et al. (2009); Karaosmanoglu (2011); Nguyen and LeBlanc (2001)
9	I think other consumers like the company as well	Foroudi et al. (2014)

10	The company's website communicates information about the company to its customers	Adapted from Pollach (2010)
11	The company's logo communicates information about the company to its customers	Foroudi et al. (2014)
12	The company's logo enhances the company's image	Foroudi et al. (2014)
13	Your general impression about Company x	Karaosmanoglu (2011)
14	Other people's impressions about Company x	Karaosmanoglu (2011)
15	Your impression about Company x compared with other companies in the same sector	Karaosmanoglu (2011)
Corporate reputation		
1	I have a good feeling about the company	Foroudi et al. (2014)
2	I admire and respect the company	Foroudi et al. (2014)
3	I trust the company	Foroudi et al. (2014)
4	The company offers products and services that are good value for money	Foroudi et al. (2014)
5	The company has excellent leadership	Foroudi et al. (2014)
6	The company is well managed	Foroudi et al. (2014)
7	I believe the company offers high quality services and products	Foroudi et al. (2014)
8	In general, I believe that x always fulfils the promises it makes to its customers.	Nguyen and LeBlanc (2001)
9	x has a good reputation	Nguyen and LeBlanc (2001)
10	I believe that the reputation of x is better than other companies	Nguyen and LeBlanc (2001)
Consumer-company identification		
1	If someone criticises the company, I feel personally insulted	Karaosmanoglu et al. (2011)
2	I care about what others think about the company	Karaosmanoglu et al. (2011)
3	When I talk about the company I say 'we' instead of 'they'	Karaosmanoglu et al. (2011)
4	The success of the company is my success	Karaosmanoglu et al. (2011)
5	If someone appreciates the company, I feel proud	Karaosmanoglu et al. (2011)
6	If there is bad news about this company in the media, I feel embarrassed	Karaosmanoglu et al. (2011)
7	When someone criticizes x, it feels like a personal insult	Martinez and del Bosque (2013)
8	I am very interested in what others think about x	Martinez and del Bosque (2013)
9	When I talk about x, I usually say 'we' rather than 'they'	Martinez and del Bosque (2013)
10	When someone compliments x then it feels like a personal compliment	Martinez and del Bosque (2013)
Loyalty		
1	When I need to make a purchase, this website is my first choice	Alwi and Ismail (2013); Karaosmanoglu et al. (2011); Nguyen and LeBlanc (2001); Srinivasan et al. (2002); Zeithaml et al. (1996)
2	I seldom consider switching to another website	Alwi and Ismail (2013); Srinivasan et al. (2002)
3	To me this website is the best retail website to do business with	Alwi and Ismail (2013); Nguyen and LeBlanc (2001); Srinivasan et al. (2002)
4	I believe that this is my favourite retail website	Alwi and Ismail (2013); Casalo et al., 2008; Srinivasan et al. (2002)

5	Say positive things about x to other people	Cyr et al. (2010); Nguyen and LeBlanc (2001); Srinivasan et al. (2002); Zeithaml et al. (1996)
6	Recommend x to someone who seeks your advice	Karaosmanoglu et al. (2011); Parasuraman et al., (2005); Zeithaml et al. (1996)
7	Encourage friends and relatives to do business with x	Karaosmanoglu et al. (2011); Parasuraman et al. (2005); Zeithaml et al. (1996)
8	As long as the present service continues, I doubt that I would switch websites	Alwi and Ismail (2013); Srinivasan et al. (2002);
9	I try to use the website whenever I need to make a purchase	Alwi and Ismail (2013); Srinivasan et al. (2002);
10	I like using this website	Alwi and Ismail (2013); Srinivasan et al. (2002)
11	Consider x your first choice to buy services	Zeithaml et al. (1996)
12	Do more business with x in the next few years	Zeithaml et al. (1996)
Satisfaction		
1	My banking company is exactly the banking service provider I need	Perez and del Bosque (2015)
2	I am satisfied with my decision to purchase from this web site	Fan et al. (2013)
3	I think I did the right thing by buying from this web site	Fan et al. (2013)
4	I feel happy about my decision to choose my banking company	Perez and del Bosque (2015)
5	My choice to purchase from this web site was a wise one	Fan et al. (2013)
6	Using this website is satisfactory overall	Cyr and Head (2013)
7	This website appeals to me visually or emotionally	Cyr and Head (2013)
8	The website completely fulfils my needs and expectations	Cyr and Head (2013)
9	This website satisfies my needs well	Cyr et al. (2013)
10	Roughly speaking, I am satisfied with my banking company	Perez and del Bosque (2015)
Attractiveness		
1	I am interested in learning more about this company	Highhouse et al. (2003)
2	A job at this company is very appealing to me	Highhouse et al. (2003)
3	For me, this company would be a good place to work	Highhouse et al. (2003)
4	I would exert a great deal of effort to work for 'company'	Turban (2001)
5	'Company' would be one of my first choices as an employer	Turban (2001)
6	I would definitely accept a job offer from 'company' if I were offered one	Turban (2001)
7	I would not be interested in this company except as a last resort	Highhouse et al. (2003)

Appendix 4.5:
Final items for pilot study and the codes (after qualitative analysis)

Construct	Items	Major references	Codes
Corporate website favourability			
1	The company website is relevant	The qualitative study	CWF1
2	The company website is rational	Adapted from Alhudaithy and Kitchen (2009)	CWF2
3	The company website is functional	Adapted from Alhudaithy and Kitchen (2009) and Francis and White (2002)	CWF3
4	The company website is fresh	The qualitative study	CWF4
5	The company website is dynamic	Adapted from Alhudaithy and Kitchen (2009); Bravo et al. (2012)	CWF5
6	The company website is responsive	Adapted from Park and Gretzel (2007) and also supported by the qualitative study	CWF6
7	The company website is fulfilling	Adapted from Park and Gretzel (2007)	CWF7
8	The company website is high quality	Everard and Galletta (2006); Yoo and Donthu (2001) and also supported by the qualitative study	CWF8
9	The company website is beautiful	The qualitative study	CWF9
10	The company website is a necessity	The qualitative study	CWF10
11	The company website is favourable	Adapted from Alhudaithy and Kitchen (2009); Beatty et al. (2001) Moore et al. (2005)	CWF11
12	The company website makes me have positive feelings towards the company	The qualitative study	CWF12
13	The company website is unique	The qualitative study	CWF13
14	The company website is status symbol for the organisation	Adapted from White and Raman (2000)	CWF14
15	The company website portrays the company's identity	Adapted from Bravo et al. (2012); Cornelius et al. (2007); Perry and Bodkin (2000)	CWF15
16	The company website is innovative	Adapted from Kim and Stoel, 2004	CWF16
17	The company website achieves the company's goals and objectives	Adapted from Chiou et al. (2010) and supported by the qualitative	CWF17
18	The company website conveys a socially desirable impression of their company	Adapted from White and Raman (2000)	CWF18
19	The company website makes it easy for me to build a relationship with the company	Chen and Wells (1999)	CWF19
20	I feel surfing the company website is a good way for me to spend my time	Chen and Wells (1999)	CWF20
Navigation			
1	The company's website provides good navigation facilities to information content	Cyr (2008); Cyr et al. (2005, 2013); Harris and Goode (2010); Kumar et al. (2014)	CWN1
2	The company's website provides directions for using the website	Harris and Goode (2010); Kumar et al. (2014)	CWN2
3	Navigation through the website is intuitively logical	Chiew and Salim (2003); Harris and Goode (2010); Kumar et al. (2014)	CWN3
4	When I am navigating the website, I feel that I am in control of what I can do	Casalo et al. (2008); Flavian et al. (2006)	CWN4
5	There are meaningful links	Tarafdar and Zhang (2005, 2008)	CWN5
6	The links on the website are well maintained and updated	Chiew and Salim (2003)	CWN6
7	The links are consistent	Tarafdar and Zhang (2005, 2008)	CWN7
8	Placement of links/menu is standard throughout the website, so I can easily recognise them	Chiew and Salim (2003); Tarafdar and Zhang (2005, 2008)	CWN8
9	The description of the links on the website	Tarafdar and Zhang (2005, 2008) and	CWN9

	is clear	supported by the qualitative	
10	I can easily know where I am on the website	Chiew and Salim (2003); Cyr 2008; Cyr and Head (2013); Cyr et al. (2005)	CWN10
Visual			
1	The company's website animations are meaningful	Cyr et al. (2005); Cyr et al. (2008, 2013)	CWV1
2	The company's website displays a visually pleasing design	Kim and Stoel (2004)	CWV2
3	The company's website is visually appealing	Kim and Stoel (2004)	CWV3
4	The degree of interaction (video, demos selected by the user) offered by the website is sufficient	Cyr et al. (2005); Cyr et al. (2008, 2013)	CWV4
5	The company's name on the website is visually appealing	Adapted from Dowling (1994); Melewar (2001); Melewar and Saunders (1999); Olins (1990) and supported by qualitative study	CWV5
6	The company's logo on the website is visually appealing	Adapted from Dowling (1994); Melewar (2001); Melewar and Saunders (1999); Olins (1990) and supported by qualitative study	CWV6
7	The company's typography on the website is visually appealing	Adapted from Dowling (1994); Melewar (2001); Melewar and Saunders (1999); Olins (1990) and supported by qualitative study	CWV7
8	The company's slogan on the website is visually appealing	Adapted from Dowling (1994); Melewar (2001); Melewar and Saunders (1999); Olins (1990) and supported by qualitative study	CWV8
9	The colour scheme on the website is visually appealing	Adapted from Dowling (1994); Melewar (2001); Melewar and Saunders (1999); Olins (1990) and supported by qualitative study	CWV9
10	The company's website looks well presented	Adapted from Cyr et al. (2008); Garrett (2003)	CWV10
11	The company's website looks professionally designed	Cyr et al. (2008); Cyr et al. (2005, 2013); Garrett (2003)	CWV11
12	The screen design of the company's website is harmonious (i.e. colours, boxes, menus, navigation tools, etc.)	Cyr et al. (2008); Garrett (2003)	CWV12
13	The screen design (i.e. colours, images, layout, etc.) is attractive	Cyr (2008); Cyr et al. (2005); Cyr and Head, (2013)	CWV13
Information			
1	The information is complete	Cyr (2008); Cyr and Head (2013)	CWI1
2	The information is sufficient	Cyr (2008); Cyr and Head (2013)	CWI2
3	The information is effective	Cyr (2008); Cyr and Head (2013); Kim and Stoel (2004)	CWI3
4	The Information is detailed	Tarafdar and Zhang (2005, 2008)	CWI4
5	The Information is current	Tarafdar and Zhang (2005, 2008)	CWI5
6	The information on the company's website is pretty much what I need to carry out my tasks	Kim and Stoel (2004)	CWI6
7	The information meaning is clear	Tarafdar and Zhang (2005, 2008)	CWI7
8	The information is accurate	Kumar et al. (2014); Tarafdar and Zhang (2005, 2008)	CWI8
9	The information is easy to locate	Tarafdar and Zhang (2005, 2008)	CWI9
10	The information is useful	Tarafdar and Zhang (2005, 2008)	CWI10
11	The information is systematically organised	Tarafdar and Zhang (2005, 2008)	CWI11
12	The information is applicable to the company's website activities	Tarafdar and Zhang (2005, 2008)	CWI12
13	The Information layout is easy to understand	Tarafdar and Zhang (2005, 2008)	CWI13
14	The company's website adequately meets	Cyr (2008); Cyr and Head (2013); Kim and	CWI14

	my information needs	Stoel (2004)	
15	In general, the company's website provides me with high-quality information	Kumar et al. (2014)	CWI15
16	The range of information is high	Tarafdar and Zhang (2005, 2008)	CWI16
Usability			
1	The company's website is entertaining	Tarafdar and Zhang (2005, 2008)	CWU1
2	The company's website is exciting and interesting	Tarafdar and Zhang (2005, 2008)	CWU2
3	It is easy to move within the company's website	Casalo et al. (2008); Flavian et al. (2006)	CWU3
4	The company's website is easy to use	Casalo et al. (2008); Cyr (2008); Cyr et al. (2005); Cyr et al. (2013); Flavian et al. (2006); Tarafdar and Zhang (2005, 2008)	CWU4
5	The use of multimedia is effective for my tasks on the company's website	Tarafdar and Zhang (2005, 2008)	CWU5
6	In the company's website everything is easy to understand	Casalo et al. (2008); Flavian et al. (2006)	CWU6
Customisation			
1	The company's website customises information to match my needs	Srinivasan et al. (2002); Kabadayi and Gupta (2011)	CWCU1
2	The company's website makes me feel that I am a unique consumer	Srinivasan et al. (2002); Kabadayi and Gupta (2011)	CWCU2
3	The company's website has personalisation characteristics	Tarafdar and Zhang (2005, 2008)	CWCU3
4	The company's website offers customised information	Tarafdar and Zhang (2005, 2008)	CWCU4
5	The company's website has provisions for designing customised products	Tarafdar and Zhang (2005, 2008)	CWCU5
Security			
1	I feel safe in my transactions with the company's website	Wolfenbarger and Gilly (2003)	CWS1
2	The company's website has adequate security features	Tarafdar and Zhang (2005, 2008); Wolfenbarger and Gilly (2003)	CWS2
3	The company's website has provisions for user authentication	Tarafdar and Zhang (2005, 2008)	CWS3
4	The company's website has an information policy	Tarafdar and Zhang (2005, 2008)	CWS4
5	The company to which the website belongs has a well-known brand	Tarafdar and Zhang (2005, 2008)	CWS5
6	The company's website has provision for alternate, non-online models for financial transactions	Ranganathan and Ganapathy (2002)	CWS6
7	The company's website has provision to create an individual account with a logon-id and password	Ranganathan and Ganapathy (2002)	CWS7
8	The company's website shows overall concern about security of transactions over the Internet	Ranganathan and Ganapathy (2002)	CWS8
Availability			
1	The company's website does not crash	Alwi and Ismail (2013); Parasuraman et al. (2005)	CWA1
2	The company's website can be accessed at any time	Alhudaithy and Kitchen (2009) and also supported by the qualitative study	CWA2
3	The company's website launches and runs right away	Alwi and Ismail (2013); Parasuraman et al. (2005)	CWA3
4	The company's website is always available for business	Alwi and Ismail (2013); Parasuraman et al. (2005); Tarafdar and Zhang (2008)	CWA4
5	The company's website can be accessed from any location	Alhudaithy and Kitchen (2009) and also supported by the qualitative study	CWA5

6	The company's website is well-maintained so that the information is easy to acquire (no dead links, for example)	Tarafdar and Zhang (2008)	CWA6
7	It is easy to read off the contents of the company's website	Tarafdar and Zhang (2008)	CWA7
Customer service			
1	The company's website offers the ability to speak to a live person if there is a problem	Parasuraman et al. (2005) and also supported by the qualitative study	CWCS1
2	The company's website provides sufficient contact information to reach the company	Parasuraman et al. (2005) and also supported by the qualitative study	CWCS2
3	The company's website offers online customer support in real time	Chang and Chen (2009); De Lone and McLean (1992); Kumar et al. (2014); Parasuraman et al. (2005) and also supported by the qualitative study	CWCS3
4	Enquiries are answered promptly	Chang and Chen (2009); De Lone and McLean (1992); Kumar et al. (2014); Parasuraman et al. (2005); Wolfinbarger and Gilly (2003)	CWCS4
5	When you have a problem, the company's website shows a sincere interest in solving it	Wolfinbarger and Gilly (2003)	CWCS5
6	The company is willing and ready to respond to customer needs	Wolfinbarger and Gilly (2003)	CWCS6
7	Overall, the customer service offered on the company's website is very good	Chang and Chen (2009); De Lone and McLean (1992); Kumar et al. (2014)	CWCS7
Website credibility			
1	The company's website provides customer reviews	The qualitative study	CWCR1
2	The company's website shows the reputable partners of the company	The qualitative study	CWCR2
3	The company's website presents successful case studies	The qualitative study	CWCR3
4	The company's website shows the intellectual property of the company (what they have to offer)	The qualitative study	CWCR4
5	The company's website is credible	Bhattacharjee and Sanford (2006); Li (2015); Ohanian (1990)	CWCR5
6	The company's website appears to be an expert in its field	Bhattacharjee and Sanford (2006); Li (2015); Ohanian (1990)	CWCR6
7	The company's website reflects experience	Bhattacharjee and Sanford (2006); Li (2015); Ohanian (1990)	CWCR7
8	The company's website is trustworthy	Bhattacharjee and Sanford (2006); Li (2015); Ohanian (1990)	CWCR8
9	The company's website appears to be knowledgeable in its field	Bhattacharjee and Sanford (2006); Ohanian (1990)	CWCR9
Perceived corporate social responsibility			
1	The company protects the environment	Bravo et al. (2009); Brown and Dacin (1997); Castelo and Lima (2006); Martinez and Del Bosque (2013)	CWCSR1
2	The company is transparent	The qualitative study	CWCSR2
3	The company directs part of its budget to donations to social causes	Bravo et al. (2009); Brown and Dacin (1997); Castelo and Lima (2006); Martinez and Del Bosque (2013)	CWCSR3
4	The company provides annual reports on the website	The qualitative study	CWCSR4
5	The company shows its committed toward society by improving the welfare of the communities in which it operates	Bravo et al. (2009); Brown and Dacin (1997); Castelo and Lima (2006); Martinez and Del Bosque (2013)	CWCSR5
6	The code of ethics can be clearly seen on the website	The qualitative study	CWCSR6

7	Contributing to the well-being of the community is a high priority in the company	Glavas and Kelley (2014)	CWCSR7
8	Environmental issues are integral to the strategy of the company	Glavas and Kelley (2014)	CWCSR8
Perceived corporate culture			
Corporate values			
1	The company's values are concerned with its beliefs	Adapted from Campbell and Yeung (1991); Gray and Balmer (1997); Melewar (2003); Melewar and Karaosmanoglu (2006); Overbeeke and Snizek (2005); Van Riel and Balmer (1997)	CCCV1
2	The company's values are concerned with its moral principles	Adapted from Campbell and Yeung (1991); Gray and Balmer (1997); Melewar (2003); Melewar and Karaosmanoglu, (2005); Overbeeke and Snizek (2005)	CCCV2
3	The company's values comprise everyday language, ideologies and rituals of personnel	Adapted from Melewar (2003); Van Riel and Balmer (1997)	CCCV3
4	The company's values are aligned with the corporate identity of the company	Adapted from Melewar (2003); Van Riel and Balmer (1997)	CCCV4
5	The company's values are manifested by symbolic devices such as myths	Adapted from Melewar (2003); Van Riel and Balmer (1997)	CCCV5
6	The company's values are manifested by symbolic devices such as rituals	Adapted from Melewar (2003); Van Riel and Balmer (1997)	CCCV6
7	The company's values are manifested by symbolic devices such as stories	Adapted from Melewar (2003); Van Riel and Balmer (1997)	CCCV7
8	The company's values are manifested by symbolic devices such as legends	Adapted from Melewar (2003); Van Riel and Balmer (1997)	CCCV8
9	The company's values are manifested by symbolic devices such as specialised language	Adapted from Melewar (2003); Van Riel and Balmer (1997)	CCCV9
10	The company's values are shared by the organisational members	Adapted from Bravo et al. (2012); Llopis et al., (2007); Ogbonna and Wilkinson (1990); Sorensen (2002)	CCCV10
11	The company's values are consistent with the purpose of the company	Adapted from Qubein (1999); Sadri and Lees (2001)	CCCV11
12	The company's values are embedded in the mission statement of the company	Adapted from Melewar and Karaosmanoglu (2006)	CCCV12
Corporate philosophy			
1	The company's philosophy is associated with the fundamental values and assumptions of a company created by senior management	Adapted from Abratt (1989); Melewar (2003); Melewar and Karaosmanoglu (2006)	CCCPH1
2	The company's philosophy is the guidelines that will be applied to the company	Adapted from Llopis et al. (2010)	CCCPH2
3	The company's philosophy is the business mission and values	Adapted from Balmer (1995); Melewar (2003)	CCCPH3
4	The company's philosophy is espoused by the management board	Adapted from Balmer (1995); Melewar (2003)	CCCPH4
5	The company's philosophy is associated with its core values	Adapted from Balmer (1995); Melewar (2003)	CCCPH5
6	The company's philosophy is embedded in the mission statement of the company	Adapted from Abratt (1989); Ind (1992); Melewar and Karaosmanoglu, (2006)	CCCPH6
Corporate mission			
1	The company's mission is the reason for which the company exists	Adapted from Abratt (1989); De Witt and Meyer (1998); Ind (1992); Melewar (2003); Melewar and Karaosmanoglu (2006)	CCCM1
2	The company's mission is the most important part of its corporate philosophy	Adapted from Abratt (1989); Ind (1992); Melewar (2003); Melewar and	CCCM2

		Karaosmanoglu (2006)	
3	The company's mission is what sets the company apart from all other companies	Adapted from Abratt (1989); Melewar (2003)	CCCM3
4	The company's mission strongly influences its corporate culture	Adapted from Melewar and Karaosmanoglu (2006)	CCCM4
5	Corporate culture is fostered by a mission statement	Adapted from Melewar and Karaosmanoglu (2006)	CCCM5
Corporate principles			
1	The company's principles are the mission, targets and values of the company	Adapted from Melewar (2003); Melewar and Karaosmanoglu (2006); Schmidt (1995)	CCCPR1
2	The company's principles form the basis of and standards for all corporate actions	Adapted from Melewar (2003); Melewar and Karaosmanoglu (2006); Schmidt (1995)	CCCPR2
3	The company's principles are one of the distinguishing features and crucial success factors of the company	Adapted from Wilson (1997)	CCCPR3
4	The company's principles are embedded in the mission statement of the company	Adapted from Melewar and Karaosmanoglu (2006)	CCCPR4
5	The company's principles guide the behaviour of staff in the company	Adapted from Fritz et al. (1999); Melewar (2003)	CCCPR5
6	The company's principles are aligned with the corporate identity of the company	The qualitative study	CCCPR6
Corporate history			
1	The company's history is aligned with the company's corporate identity	Adapted from Melewar and Karaosmanoglu (2006)	CCCH1
2	The company's history strongly influences its corporate culture	Adapted from Melewar and Karaosmanoglu (2006)	CCCH2
3	The company's history can be understood as the events which have led the company to the current reality	Adapted from Llopis et al. (2010); Marzec (2007)	CCCH3
4	The company's history builds personal relationships	The qualitative study	CCCH4
5	The company's history creates an authentic personality of this company	The qualitative study	CCCH5
6	I like the company's history	The qualitative study	CCCH6
Founder of the company			
1	The founder of the company has a direct influence on the corporate culture	Adapted from Deal and Kennedy (1985); Sadri and Lee (2001)	CCF1
2	The founder of the company tends to be inseparable from the organisation's identity	Adapted from Olins (1978)	CCF2
3	The founder of the company is directly linked to the corporate success	Adapted from Deal and Kennedy (1985)	CCF3
4	The founder of the company is the person who brought the company into existence	Adapted from Melewar (2003)	CCF4
5	The founder of the company is the heart of the company	The qualitative study	CCF5
Country of origin			
1	The company's country of origin has a strong link with the corporate identity of the company	Adapted from Foo and Lowe (1999); Melewar and Karaosmanoglu (2006); Rowlinson and Procter (1999); Varey and Lewis (2000)	CCCO1
2	The company's country of origin has a significant influence on the company's corporate culture	Adapted from Melewar and Karaosmanoglu (2006)	CCCO2
3	The company's country of origin is a country where the corporate headquarters of the company marketing the product or brand is located	Adapted from Johansson et al. (1985)	CCCO3
4	The company's country of origin can influence the quality of the brand perceived	Adapted from Moradi and Zarei (2011)	CCCO4

	by customers		
5	The company's country of origin can influence brand loyalty perceived by customers	Adapted from Moradi and Zarei (2011)	CCC05
6	The company's country of origin can influence brand choice perceived by customers	Adapted from Moradi and Zarei (2011)	CCC06
7	The company's country of origin can influence brand preference perceived by customers	Adapted from Moradi and Zarei (2011)	CCC07
Company's subcultures			
1	The company's subcultures strongly influence corporate culture	Adapted from Melewar and Karaosmanoglu (2006)	CCS1
2	The company's subcultures are the subsets of organisational members who interact regularly with one another	Adapted from Van Maanen and Barley (1985)	CCS2
3	The company's subcultures members identify themselves as a distinct group within that company	Adapted from Van Maanen and Barley (1985)	CCS3
4	The company's subcultures' members share the same problems	Adapted from Van Maanen and Barley (1985)	CCS4
5	The company's subcultures' members employ a common way of thinking that is unique to the group	Adapted from Van Maanen and Barley (1985)	CCS5
6	The company's subcultures are the multiple small cultures existing within the company	Adapted from Hatch (1997)	CCS6
7	The company's subcultures' contain elements of the main culture, such as core values, practices and behaviours	Adapted from Bellou (2008)	CCS7
8	The company's subcultures have distinctive characteristics, reflecting the particular values of sub-units	Adapted from Bellou (2008)	CCS8
9	The company's subcultures can influence perceptions, attitudes, and behaviours of employees to a greater extent than the main culture	Adapted from Harris and Ogbonna (1998)	CCS9
10	The company's subcultures are the different cultures belonging to different divisions or departments in the organisation	Adapted from Melewar (2003); Van Maanen (1991)	CCS10
Corporate image			
1	I like the company	Brown and Dacin (1997); Foroudi et al. (2014); Sen and Bhattacharya (2001); William and Moffit (1997)	CI1
2	The company is honest	Bravo et al. (2009) and supported by the qualitative study	CI2
3	The company is friendly	Bravo et al. (2009) and supported by the qualitative study	CI3
4	The company inspires confidence	Bravo et al. (2009) and supported by the qualitative study	CI4
5	The company's website enhances the company's image	Adapted from Argyriou et al (2006); Berthon et al (1996); Halliburton and Ziegfeld (2009); Robbins and Stylianou (2002) and also validated by the qualitative study	CI5
6	I like the company compared to other companies in the same sector	Foroudi et al. (2014); Karaosmanoglu et al. (2011); Nguyen and LeBlanc (2001); William and Moffit (1997)	CI6
7	The company is aimed at customers like me	Bravo et al. (2009) and supported by the qualitative study	CI7

8	The company makes a good impression on me	Bravo et al., (2009); Karaosmanoglu et al. (2011); Nguyen and LeBlanc (2001)	CI8
9	I think other consumers like the company as well	Foroudi et al. (2014); Karaosmanoglu et al. (2011); Nguyen and LeBlanc (2001); William and Moffitt (1997)	CI9
10	The company's website communicates information about the company to its customers	Adapted from Pollach (2010) and supported by the qualitative study	CI10
Corporate reputation			
1	I have a good feeling about the company	Chun (2005); Fombrun et al. (2000); Foroudi et al. (2014)	CR1
2	I admire and respect the company	Chun (2005); Foroudi et al. (2014)	CR2
3	I trust the company	Chun (2005); Fombrun et al. (2000); Foroudi et al. (2014)	CR3
4	The company offers products and services that are good value for money	Chun (2005); Fombrun et al. (2000); Foroudi et al. (2014); Helm (2007)	CR4
5	The company has excellent leadership	Fombrun et al. (2000); Foroudi et al. (2014); Helm (2007)	CR5
6	The company is well managed	Chun (2005); Fombrun et al. (2000); Foroudi et al. (2014)	CR6
7	I believe the company offers high quality services and products	Chun (2005); Foroudi et al. (2014); Helm (2007)	CR7
8	In general, I believe that the company always fulfils the promises it makes to its customers.	Alwi and Ismail (2013); Nguyen and LeBlanc (2001)	CR8
9	The company has a good reputation	Alwi and Ismail (2013); Casalo et al. (2008); Nguyen and LeBlanc (2001)	CR9
10	I believe that the reputation of the company is better than other companies	Nguyen and LeBlanc (2001)	CR10
Consumer-company identification			
1	If someone criticises the company, I feel personally insulted	Karaosmanoglu et al. (2011); Mael and Ashforth (1992); Martinez and Del Bosque (2013)	I1
2	I care about what others think about the company	Karaosmanoglu et al. (2011); Mael and Ashforth (1992); Martinez and Del Bosque (2013)	I2
3	When I talk about the company, I say 'we' instead of 'they'	Karaosmanoglu et al. (2011); Mael and Ashforth (1992); Martinez and Del Bosque (2013)	I3
4	The success of the company is my success	Karaosmanoglu et al. (2011)	I4
5	If someone appreciates the company, I feel proud	Karaosmanoglu et al. (2011)	I5
Loyalty			
1	When I need to make a transaction, the company is my first choice	Alwi and Ismail (2013); Karaosmanoglu et al. (2011); Nguyen and LeBlanc (2001); Srinivasan et al. (2002); Zeithaml et al. (1996)	L1
2	I seldom consider switching to another company	Alwi and Ismail (2013); Srinivasan et al. (2002)	L2
3	To me, the company is the best company to do business with	Alwi and Ismail (2013); Nguyen and LeBlanc (2001); Srinivasan et al. (2002)	L3
4	I believe that it is my favourite company	Alwi and Ismail (2013); Casalo et al., 2008; Srinivasan et al. (2002)	L4
5	I say positive things about the company to other people	Cyr et al. (2010); Nguyen and LeBlanc (2001); Srinivasan et al. (2002); Zeithaml et al. (1996);	L5
6	I recommend the company to someone who seeks my advice	Karaosmanoglu et al. (2011); Parasuraman et al., (2005); Zeithaml et al. (1996)	L6

7	I encourage friends and relatives to do business with the company	Karaosmanoglu et al. (2011); Parasuraman et al., (2005); Zeithaml et al. (1996)	L7
Satisfaction			
1	The company is exactly what I need	Bravo et al. (2009); Cronin et al. (2000); Cyr (2008); Cyr et al. (2010); Oliver (1997); Perez and Del Bosque (2015)	S1
2	I am satisfied with my decision to use the company	Bai et al. (2008); Bravo et al. (2009); Casalo et al. (2008); Fan et al. (2013); Law and Bai (2008); Lee et al. (2000); Perez and Del Bosque (2015)	S2
3	I think that I did the right thing when I used the company	Bai et al. (2008); Casalo et al. (2008); Cronin et al. (2000); Fan et al. (2013); Law and Bai (2008); Oliver (1997)	S3
4	I feel happy about my decision to choose the company	Law and Bai (2008); Perez and Del Bosque (2015)	S4
5	My choice to use the company was a wise one	Bravo et al. (2009); Chiou et al. (2002); Cronin et al. (2000); Fan et al. (2013); Oliver (1997); Perez and Del Bosque (2015)	S5
6	Using the company is satisfactory overall	Casalo et al. (2008); Cyr (2008); Cyr et al. (2010, 2013)	S6
Attractiveness			
1	The products and services of the company are very attractive	The qualitative study	CRA1
2	I am interested in learning more about the company	Highhouse et al. (2003)	CRA2
3	A job in the company is very appealing to me	Highhouse et al. (2003)	CRA3
4	For me, the company would be a good place to work	Highhouse et al. (2003)	CRA4
5	I would exert a great deal of effort to work for the company	Turban (2001)	CRA5
6	The company would be one of my first choices as an employer	Highhouse et al. (2003); Turban (2001)	CRA6
7	I would definitely accept a job offer from the company if I were offered one	Turban (2001)	CRA7
8	The company is attractive	The qualitative study	CRA8

Appendix 6.1:
Missing data examination at item-level

	UK							Russia						
	N	Mean	Std. Deviation	Missing		No. of Extremes(a)		N	Mean	Std. Deviation	Missing		No. of Extremes(a)	
				High	Percent	Low	High				Count	Percent	Low	High
Corporate website favourability														
CWF1	555	5.33	1.640	0	.0	46	0	563	5.29	1.597	0	.0	43	0
CWF3	555	5.42	1.632	0	.0	38	0	563	5.25	1.606	0	.0	40	0
CWF6	555	5.29	1.544	0	.0	35	0	563	5.18	1.563	0	.0	39	0
CWF7	555	5.45	1.475	0	.0	24	0	563	5.39	1.509	0	.0	28	0
CWF8	555	5.30	1.559	0	.0	31	0	563	5.26	1.567	0	.0	31	0
CWF11	555	5.41	1.517	0	.0	33	0	563	5.34	1.529	0	.0	36	0
CWF12	555	5.37	1.516	0	.0	30	0	563	5.31	1.534	0	.0	32	0
CWF13	555	5.57	1.411	0	.0	19	0	563	5.49	1.458	0	.0	23	0
CWF15	555	5.07	1.679	0	.0	23	0	563	5.43	1.535	0	.0	30	0
CWF17	555	5.42	1.566	0	.0	35	0	561	5.27	1.698	2	.4	26	0
CWF18	555	5.51	1.533	0	.0	31	0	563	5.22	1.691	0	.0	29	0
CWF19	555	5.40	1.597	0	.0	35	0	563	5.36	1.627	0	.0	42	0
Navigation														
CWN1	555	5.41	1.446	0	.0	28	0	563	5.34	1.551	0	.0	29	0
CWN3	555	5.42	1.458	0	.0	22	0	561	5.39	1.415	2	.4	26	0
CWN4	555	5.40	1.485	0	.0	26	0	563	5.32	1.586	0	.0	33	0
CWN6	555	5.53	1.494	0	.0	27	0	561	5.56	1.450	2	.4	23	0
CWN8	555	5.40	1.497	0	.0	34	0	563	5.31	1.612	0	.0	44	0
CWN9	555	5.45	1.470	0	.0	29	0	563	5.37	1.574	0	.0	37	0
CWN10	555	5.52	1.518	0	.0	31	0	563	5.54	1.489	0	.0	29	0
Visual														
CWV1	555	5.46	1.490	0	.0	20	0	563	5.39	1.609	0	.0	32	0
CWV2	555	5.37	1.468	0	.0	25	0	563	5.34	1.518	0	.0	32	0
CWV3	555	5.48	1.400	0	.0	14	0	563	5.42	1.517	0	.0	25	0
CWV4	555	5.45	1.482	0	.0	22	0	563	5.42	1.512	0	.0	25	0
CWV5	555	5.45	1.449	0	.0	13	0	563	5.38	1.565	0	.0	24	0
CWV6	555	5.43	1.501	0	.0	21	0	563	5.34	1.629	0	.0	35	0

CWV7	555	5.41	1.538	0	.0	27	0	563	5.37	1.593	0	.0	33	0
CWV8	555	5.42	1.419	0	.0	18	0	563	5.40	1.440	0	.0	20	0
CWV9	555	5.51	1.413	0	.0	12	0	563	5.38	1.527	0	.0	22	0
CWV11	555	5.43	1.472	0	.0	26	0	563	5.41	1.526	0	.0	30	0
CWV12	555	5.43	1.389	0	.0	9	0	563	4.99	1.608	0	.0	27	0
CWV13	555	5.33	1.458	0	.0	24	0	563	5.31	1.483	0	.0	27	0
Information														
CWI2	555	5.03	1.514	0	.0	31	0	563	4.98	1.543	0	.0	22	0
CWI3	555	5.11	1.557	0	.0	14	0	563	5.05	1.561	0	.0	14	0
CWI4	555	5.40	1.532	0	.0	36	0	563	5.36	1.511	0	.0	35	0
CWI5	555	5.32	1.455	0	.0	21	0	563	5.28	1.451	0	.0	21	0
CWI6	555	5.01	1.558	0	.0	14	0	563	4.94	1.587	0	.0	17	0
CWI7	555	4.94	1.564	0	.0	19	0	563	4.93	1.628	0	.0	29	0
CWI9	555	5.44	1.466	0	.0	26	0	563	5.37	1.462	0	.0	27	0
CWI10	555	5.44	1.475	0	.0	24	0	563	5.39	1.477	0	.0	24	0
CWI12	555	5.07	1.552	0	.0	14	0	563	5.04	1.624	0	.0	24	0
CWI13	555	5.25	1.593	0	.0	34	0	563	5.18	1.598	0	.0	14	0
CWI15	555	5.06	1.575	0	.0	14	0	563	5.03	1.659	0	.0	24	0
CWI16	555	5.34	1.415	0	.0	16	0	563	5.28	1.411	0	.0	16	0
Usability														
CWU1	555	5.58	1.380	0	.0	20	0	563	5.45	1.485	0	.0	27	0
CWU2	555	5.58	1.455	0	.0	25	0	563	5.44	1.669	0	.0	43	0
CWU3	555	5.79	1.365	0	.0	31	0	563	5.68	1.481	0	.0	26	0
CWU4	555	5.77	1.406	0	.0	22	0	563	5.60	1.636	0	.0	40	0
CWU5	555	5.23	1.408	0	.0	23	0	563	5.15	1.479	0	.0	29	0
CWU6	555	5.51	1.483	0	.0	28	0	563	5.39	1.671	0	.0	44	0
Customisation														
CWCU2	555	5.60	1.511	0	.0	29	0	563	5.51	1.594	0	.0	38	0
CWCU3	555	5.60	1.445	0	.0	20	0	563	5.56	1.556	0	.0	29	0
CWCU4	555	5.45	1.527	0	.0	25	0	563	5.45	1.600	0	.0	29	0
CWCU5	555	5.38	1.364	0	.0	10	0	563	5.39	1.476	0	.0	18	0
Security														
CWS2	555	5.52	1.558	0	.0	30	0	563	5.48	1.800	0	.0	38	0
CWS3	555	5.50	1.498	0	.0	27	0	563	5.39	1.552	0	.0	33	0
CWS4	555	5.59	1.514	0	.0	30	0	563	5.44	1.558	0	.0	31	0
CWS5	555	5.60	1.622	0	.0	36	0	563	5.37	1.786	0	.0	31	0
CWS6	555	5.54	1.478	0	.0	26	0	563	5.41	1.534	0	.0	29	0

CWS7	555	5.46	1.520	0	.0	25	0	563	5.35	1.577	0	.0	30	0
CWS8	555	5.55	1.624	0	.0	35	0	563	5.45	1.798	0	.0	35	0
Availability														
CWA1	555	5.44	1.596	0	.0	39	0	563	5.34	1.630	0	.0	43	0
CWA2	555	5.11	1.726	0	.0	30	0	563	4.92	1.899	0	.0	46	0
CWA3	555	5.25	1.812	0	.0	36	0	563	5.06	1.971	0	.0	52	0
CWA4	555	5.29	1.802	0	.0	35	0	563	5.24	1.851	0	.0	42	0
CWA5	555	5.58	1.651	0	.0	41	0	563	5.44	1.712	0	.0	48	0
CWA6	555	5.21	1.729	0	.0	30	0	563	5.03	1.899	0	.0	47	0
CWA7	555	5.22	1.737	0	.0	31	0	563	5.16	1.792	0	.0	38	0
Customer service														
CWCS1	555	5.69	1.381	0	.0	19	0	563	5.65	1.393	0	.0	20	0
CWCS2	555	5.67	1.400	0	.0	20	0	563	5.65	1.403	0	.0	19	0
CWCS3	555	5.18	1.728	0	.0	32	0	563	5.12	1.830	0	.0	42	0
CWCS4	555	5.45	1.406	0	.0	16	0	563	5.40	1.397	0	.0	16	0
CWCS5	555	5.75	1.405	0	.0	18	0	563	5.76	1.399	0	.0	18	0
CWCS6	555	5.23	1.732	0	.0	31	0	563	5.15	1.849	0	.0	42	0
CWCS7	555	5.05	1.821	0	.0	41	0	563	5.05	1.908	0	.0	50	0
Website Credibility														
CWCR1	555	5.12	1.621	0	.0	24	0	563	5.03	1.644	0	.0	25	0
CWCR2	555	5.33	1.631	0	.0	45	0	563	5.25	1.758	0	.0	22	0
CWCR3	555	4.90	1.642	0	.0	24	0	563	4.86	1.619	0	.0	23	0
CWCR4	555	5.19	1.588	0	.0	38	0	563	5.15	1.578	0	.0	23	0
CWCR5	555	5.42	1.651	0	.0	47	0	563	5.33	1.781	0	.0	22	0
CWCR6	555	5.42	1.601	0	.0	38	0	563	5.39	1.630	0	.0	43	0
CWCR7	555	5.29	1.654	0	.0	16	0	563	5.21	1.790	0	.0	28	0
CWCR8	555	5.38	1.673	0	.0	47	0	563	5.26	1.829	0	.0	27	0
Perceived corporate social responsibility														
CWCSR1	555	5.15	1.749	0	.0	42	0	563	5.09	1.875	0	.0	56	0
CWCSR2	555	5.10	1.755	0	.0	37	0	563	5.03	1.886	0	.0	51	0
CWCSR3	555	5.59	1.516	0	.0	31	0	563	5.63	1.494	0	.0	30	0
CWCSR4	555	5.56	1.512	0	.0	29	0	563	5.56	1.508	0	.0	29	0
CWCSR5	555	5.54	1.496	0	.0	27	0	563	5.52	1.495	0	.0	27	0
CWCSR6	555	5.19	1.689	0	.0	32	0	563	5.12	1.816	0	.0	45	0
CWCSR7	555	5.54	1.556	0	.0	31	0	563	5.48	1.579	0	.0	34	0

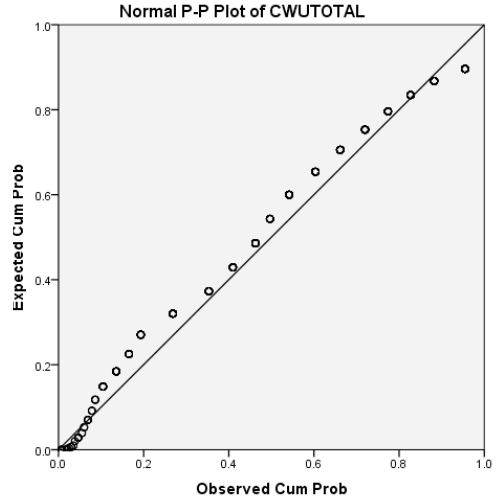
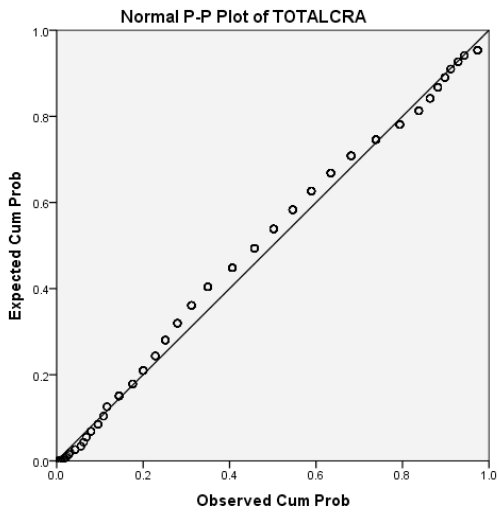
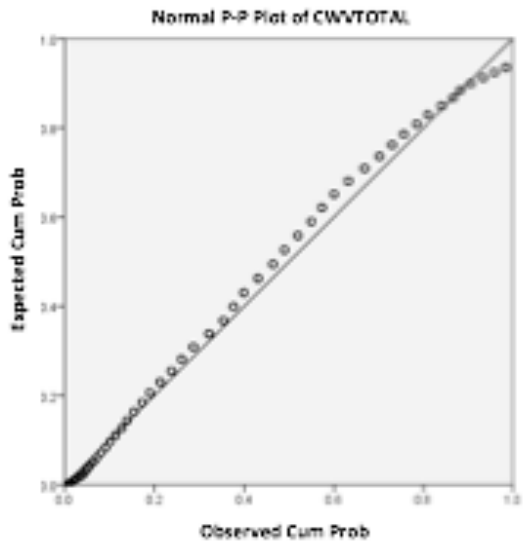
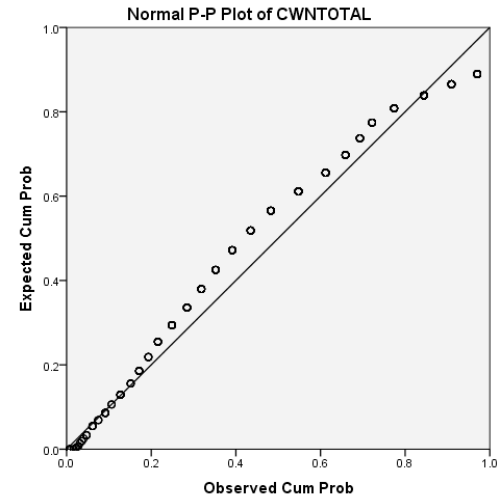
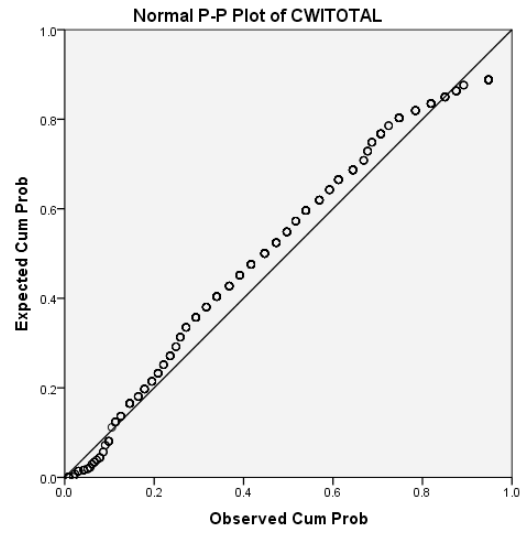
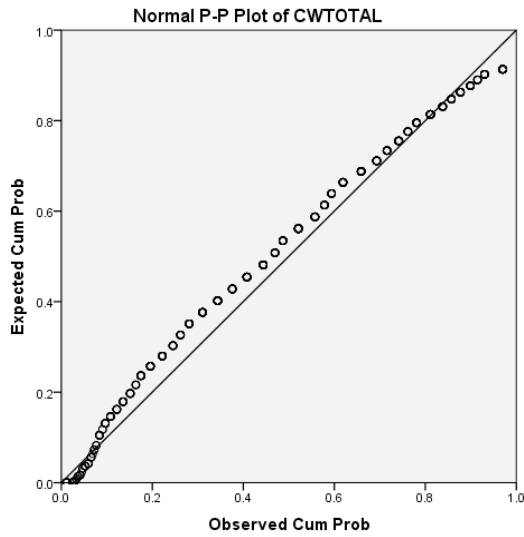
CWCSR8	555	5.45	1.571	0	.0	37	0	563	5.45	1.567	0	.0	39	0
Perceived corporate culture														
<i>Corporate values</i>														
CCCV1	555	5.39	1.837	0	.0	42	0	563	5.34	1.930	0	.0	54	0
CCCV2	555	5.26	1.848	0	.0	43	0	563	5.18	1.923	0	.0	55	0
CCCV3	555	5.32	1.862	0	.0	44	0	563	5.27	1.957	0	.0	56	0
CCCV4	555	5.31	1.886	0	.0	45	0	563	5.24	1.980	0	.0	58	0
CCCV5	555	5.35	1.767	0	.0	34	0	563	5.31	1.775	0	.0	37	0
CCCV10	555	5.40	1.776	0	.0	35	0	563	5.39	1.795	0	.0	38	0
CCCV11	555	5.27	1.858	0	.0	44	0	563	5.19	1.955	0	.0	57	0
CCCV12	555	5.35	1.784	0	.0	36	0	563	5.26	1.894	0	.0	50	0
<i>Corporate philosophy</i>														
CCCPH1	555	5.46	1.691	0	.0	48	0	563	5.37	1.746	0	.0	23	0
CCCPH2	555	5.46	1.724	0	.0	50	0	563	5.34	1.850	0	.0	36	0
CCCPH3	555	5.53	1.720	0	.0	51	0	563	5.40	1.853	0	.0	36	0
CCCPH4	555	5.55	1.681	0	.0	45	0	563	5.40	1.830	0	.0	34	0
CCCPH5	555	5.46	1.718	0	.0	46	0	563	5.32	1.846	0	.0	37	0
CCCPH6	555	5.51	1.719	0	.0	49	0	563	5.37	1.843	0	.0	37	0
<i>Corporate mission</i>														
CCCM1	555	5.55	1.616	0	.0	36	0	563	5.45	1.753	0	.0	36	0
CCCM2	555	5.65	1.602	0	.0	36	0	563	5.50	1.763	0	.0	38	0
CCCM3	555	5.49	1.656	0	.0	43	0	563	5.35	1.804	0	.0	37	0
CCCM4	555	5.52	1.590	0	.0	38	0	563	5.40	1.739	0	.0	40	0
CCCM5	555	5.63	1.613	0	.0	37	0	563	5.52	1.764	0	.0	40	0
<i>Corporate principles</i>														
CCCPR1	555	5.41	1.576	0	.0	30	0	563	5.35	1.651	0	.0	39	0
CCCPR2	555	5.44	1.491	0	.0	27	0	563	5.36	1.574	0	.0	37	0
CCCPR3	555	5.39	1.579	0	.0	35	0	563	5.33	1.595	0	.0	36	0
CCCPR5	555	5.43	1.437	0	.0	24	0	563	5.39	1.426	0	.0	25	0
CCCPR6	555	5.43	1.538	0	.0	29	0	563	5.41	1.585	0	.0	35	0
<i>Corporate history</i>														
CCCH1	555	4.99	1.786	0	.0	43	0	563	4.93	1.863	0	.0	52	0
CCCH2	555	4.98	1.753	0	.0	41	0	563	4.93	1.819	0	.0	50	0
CCCH3	555	4.97	1.682	0	.0	33	0	563	4.93	1.663	0	.0	33	0
CCCH4	555	5.08	1.702	0	.0	33	0	563	5.04	1.692	0	.0	33	0
CCCH5	555	5.21	1.673	0	.0	31	0	563	5.14	1.735	0	.0	37	0

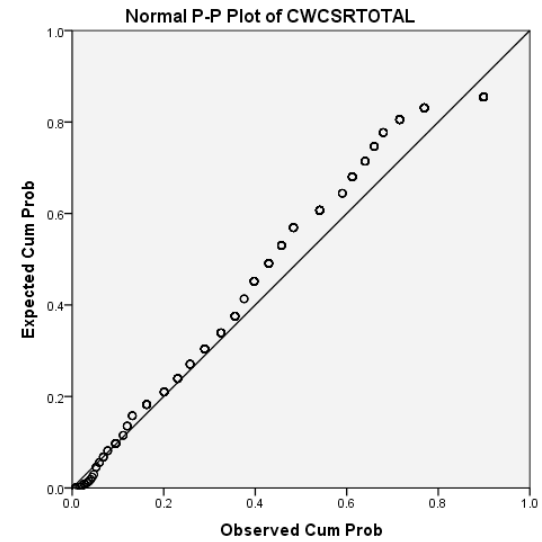
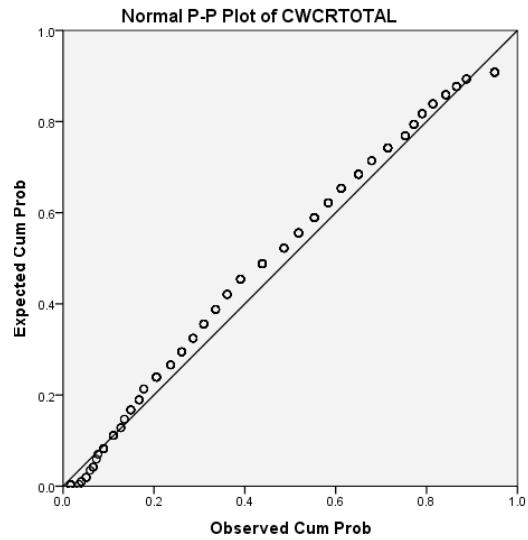
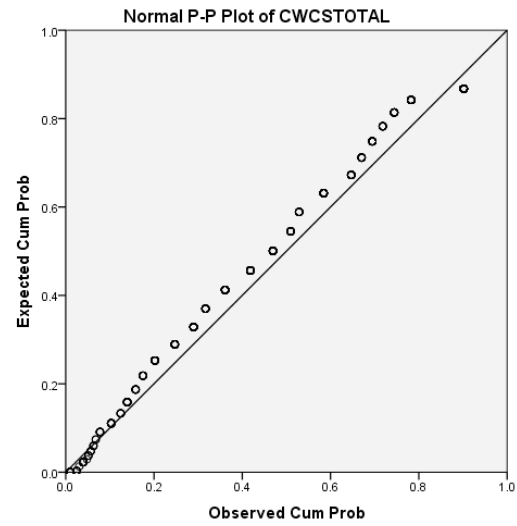
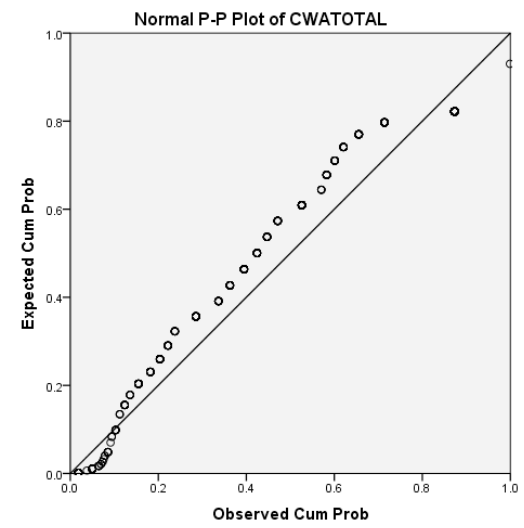
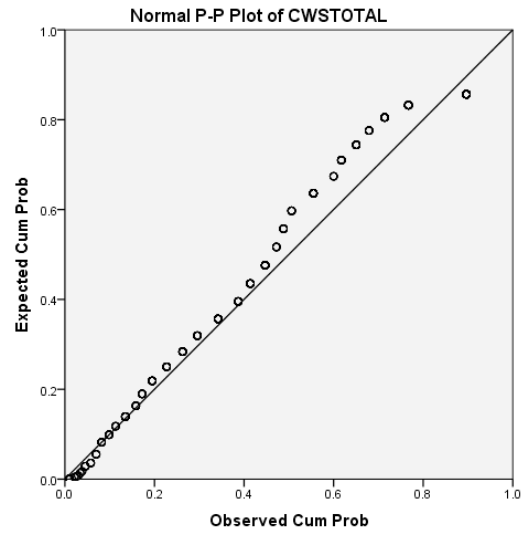
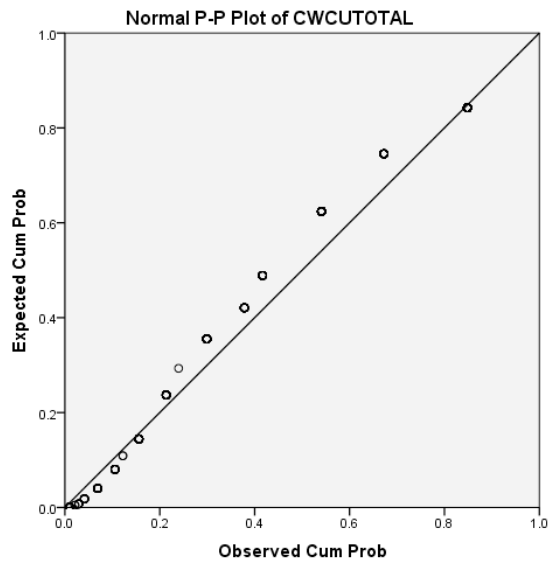
CCCH6	555	5.09	1.779	0	.0	41	0	563	5.02	1.852	0	.0	50	0
Founder of the company														
CCF1	555	5.49	1.686	0	.0	35	0	563	5.31	1.848	0	.0	40	0
CCF2	555	5.50	1.626	0	.0	31	0	563	5.33	1.781	0	.0	38	0
CCF3	555	5.46	1.664	0	.0	33	0	563	5.31	1.810	0	.0	38	0
CCF4	555	5.49	1.629	0	.0	33	0	563	5.42	1.636	0	.0	36	0
CCF5	555	5.45	1.608	0	.0	31	0	563	5.39	1.611	0	.0	34	0
Country-of-origin														
CCCO1	555	5.44	1.791	0	.0	41	0	563	5.39	1.896	0	.0	51	0
CCCO2	555	5.36	1.747	0	.0	37	0	563	5.30	1.855	0	.0	45	0
CCCO3	555	5.40	1.697	0	.0	50	0	563	5.38	1.779	0	.0	41	0
CCCO4	555	5.39	1.678	0	.0	41	0	563	5.33	1.731	0	.0	32	0
CCCO5	555	5.33	1.736	0	.0	37	0	563	5.31	1.817	0	.0	44	0
CCCO6	555	5.32	1.763	0	.0	37	0	563	5.29	1.771	0	.0	37	0
CCCO7	555	5.34	1.704	0	.0	30	0	563	5.28	1.818	0	.0	41	0
Company's subcultures														
CCS1	555	5.54	1.575	0	.0	31	0	563	5.39	1.693	0	.0	41	0
CCS2	555	5.63	1.414	0	.0	18	0	563	5.51	1.465	0	.0	20	0
CCS3	555	5.41	1.683	0	.0	39	0	563	5.22	1.795	0	.0	35	0
CCS4	555	5.68	1.548	0	.0	29	0	563	5.60	1.661	0	.0	38	0
CCS5	555	5.74	1.403	0	.0	18	0	563	5.70	1.448	0	.0	20	0
CCS7	555	5.63	1.573	0	.0	32	0	563	5.55	1.686	0	.0	42	0
CCS9	555	5.57	1.627	0	.0	34	0	563	5.49	1.738	0	.0	45	0
CCS10	555	5.39	1.679	0	.0	44	0	563	5.30	1.712	0	.0	30	0
Corporate image														
CI1	555	5.43	1.326	0	.0	9	0	563	5.38	1.450	0	.0	20	0
CI2	555	5.59	1.406	0	.0	24	0	563	5.54	1.433	0	.0	24	0
CI3	555	5.51	1.355	0	.0	19	0	563	5.47	1.368	0	.0	20	0
CI4	555	5.77	1.369	0	.0	32	0	563	5.71	1.366	0	.0	21	0
CI5	555	5.47	1.337	0	.0	12	0	563	5.40	1.485	0	.0	25	0
CI6	555	5.36	1.432	0	.0	25	0	563	5.33	1.532	0	.0	34	0
CI7	555	5.48	1.439	0	.0	29	0	563	5.42	1.452	0	.0	28	0
CI8	555	5.38	1.393	0	.0	16	0	563	5.34	1.495	0	.0	26	0
Corporate reputation														
CR1	555	5.46	1.383	0	.0	9	0	563	5.37	1.506	0	.0	21	0
CR2	555	5.45	1.431	0	.0	14	0	563	5.32	1.573	0	.0	29	0
CR3	555	5.41	1.455	0	.0	15	0	563	5.28	1.576	0	.0	27	0

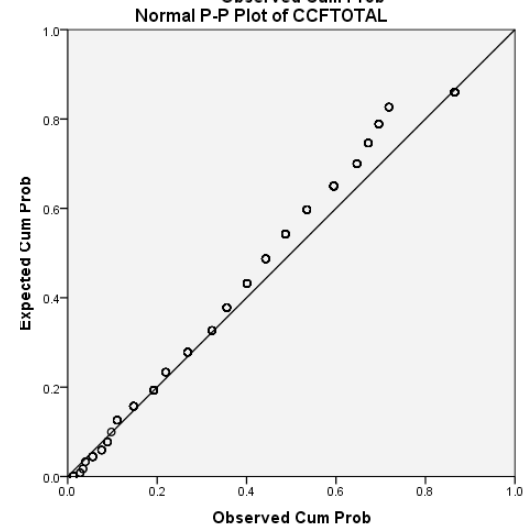
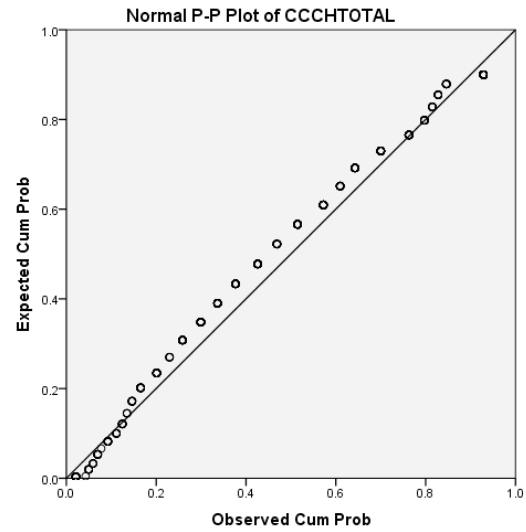
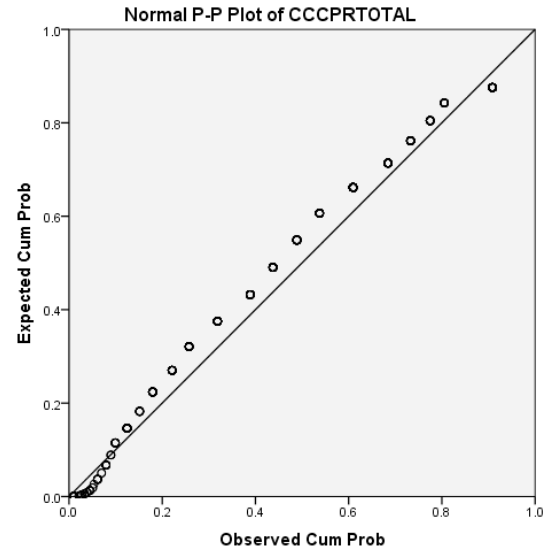
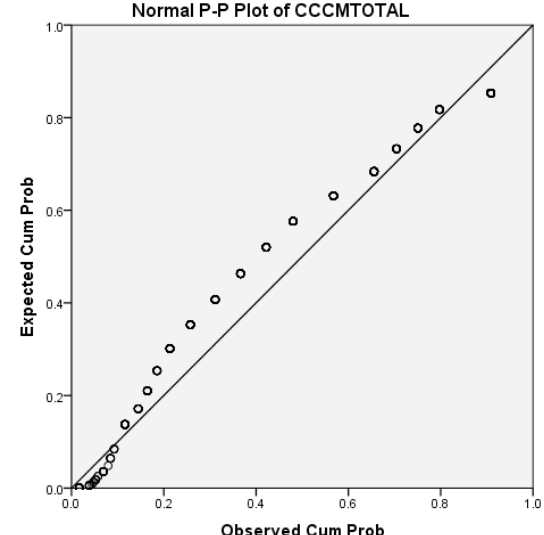
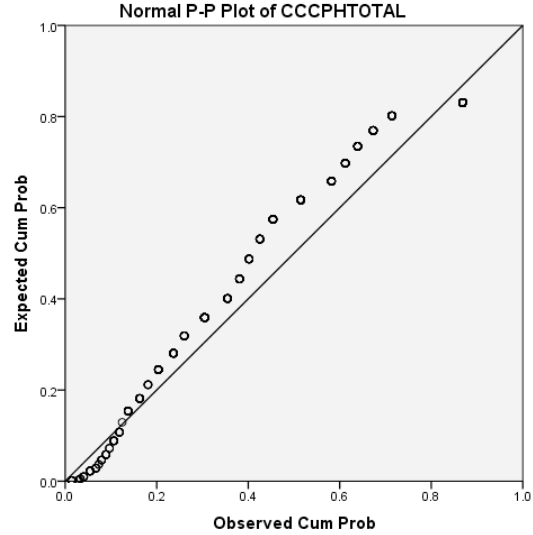
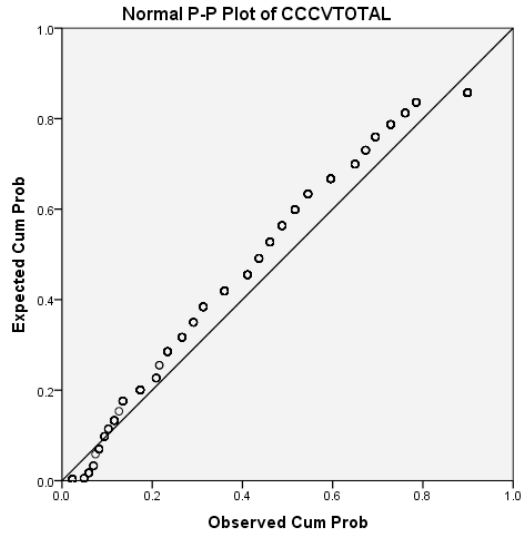
CR4	555	5.31	1.632	0	.0	41	0	563	5.21	1.672	0	.0	30	0
CR5	555	5.25	1.683	0	.0	31	0	563	5.16	1.723	0	.0	35	0
CR6	555	5.50	1.339	0	.0	9	0	563	5.39	1.465	0	.0	21	0
CR8	555	5.38	1.699	0	.0	27	0	563	5.32	1.718	0	.0	28	0
Consumer company Identification														
I1	555	5.51	1.487	0	.0	21	0	563	5.36	1.617	0	.0	32	0
I2	555	5.49	1.446	0	.0	18	0	563	5.43	1.477	0	.0	24	0
I3	555	5.46	1.454	0	.0	17	0	563	5.40	1.475	0	.0	22	0
I4	555	5.61	1.365	0	.0	14	0	563	5.47	1.521	0	.0	27	0
I5	555	5.53	1.532	0	.0	23	0	563	5.41	1.641	0	.0	34	0
Loyalty														
L2	555	5.56	1.486	0	.0	21	0	563	5.43	1.601	0	.0	33	0
L3	555	5.49	1.568	0	.0	36	0	563	5.36	1.665	0	.0	47	0
L4	555	5.46	1.584	0	.0	24	0	563	5.31	1.699	0	.0	25	0
L5	555	4.96	1.582	0	.0	21	0	563	4.93	1.596	0	.0	23	0
L6	555	5.47	1.466	0	.0	19	0	563	5.34	1.581	0	.0	30	0
L7	555	5.42	1.452	0	.0	25	0	563	5.37	1.468	0	.0	27	0
Satisfaction														
S1	555	5.42	1.492	0	.0	23	0	563	5.32	1.503	0	.0	24	0
S2	555	5.67	1.404	0	.0	19	0	563	5.55	1.570	0	.0	32	0
S3	555	5.43	1.392	0	.0	17	0	563	5.26	1.568	0	.0	33	0
S4	555	5.45	1.411	0	.0	21	0	563	5.28	1.572	0	.0	37	0
S5	555	5.50	1.518	0	.0	28	0	563	5.40	1.566	0	.0	33	0
S6	555	5.57	1.262	0	.0	25	0	563	5.44	1.398	0	.0	21	0
Attractiveness														
CRA1	555	5.23	1.437	0	.0	22	0	563	5.21	1.526	0	.0	30	0
CRA2	555	5.26	1.465	0	.0	21	0	563	5.24	1.533	0	.0	28	0
CRA3	555	5.02	1.469	0	.0	34	0	563	5.01	1.560	0	.0	28	0
CRA4	555	5.01	1.429	0	.0	37	0	563	4.97	1.402	0	.0	36	0
CRA5	555	5.05	1.460	0	.0	33	0	563	4.99	1.456	0	.0	34	0
CRA6	555	5.28	1.468	0	.0	26	0	563	5.28	1.463	0	.0	26	0
CRA7	555	5.07	1.418	0	.0	32	0	563	5.05	1.422	0	.0	32	0
CRA8	555	5.23	1.491	0	.0	28	0	563	5.19	1.585	0	.0	37	0

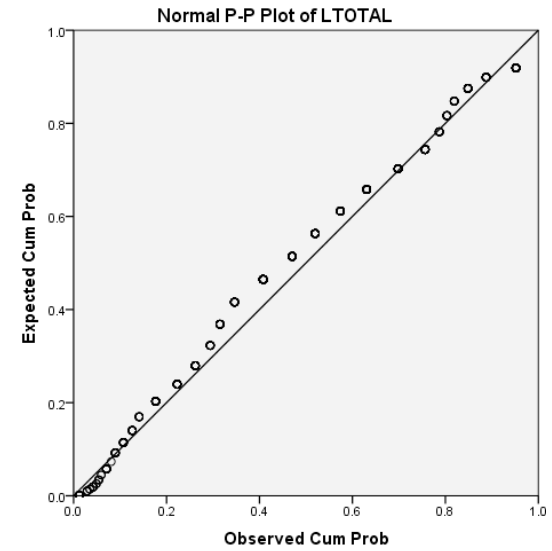
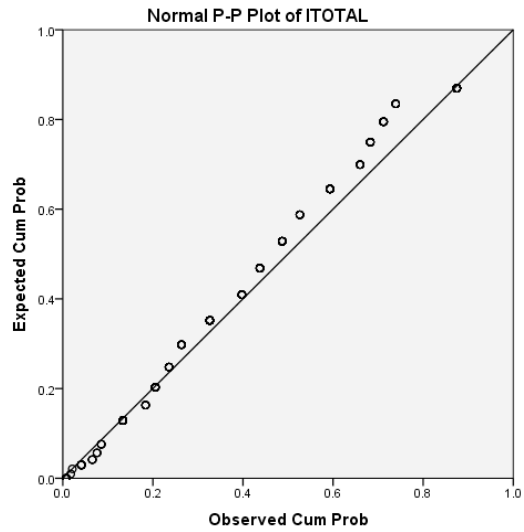
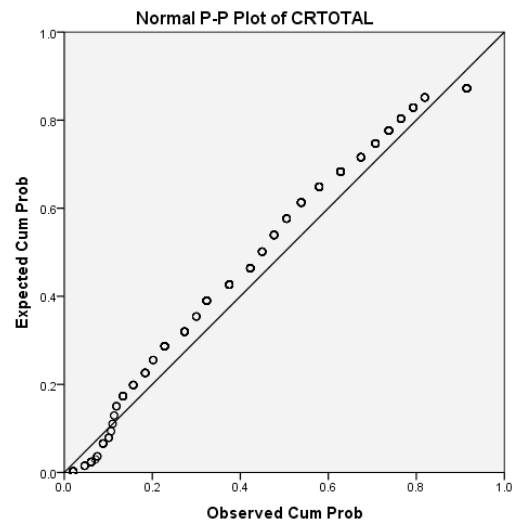
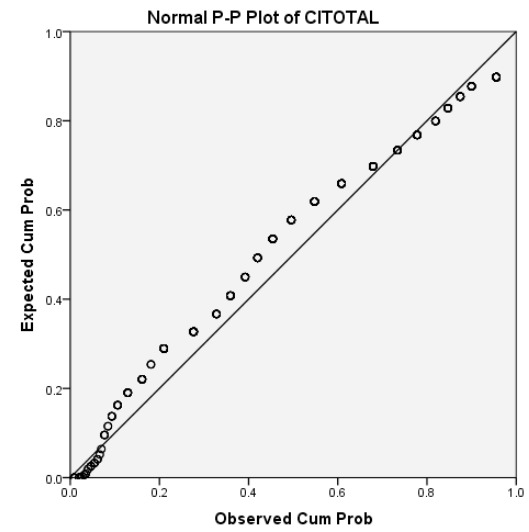
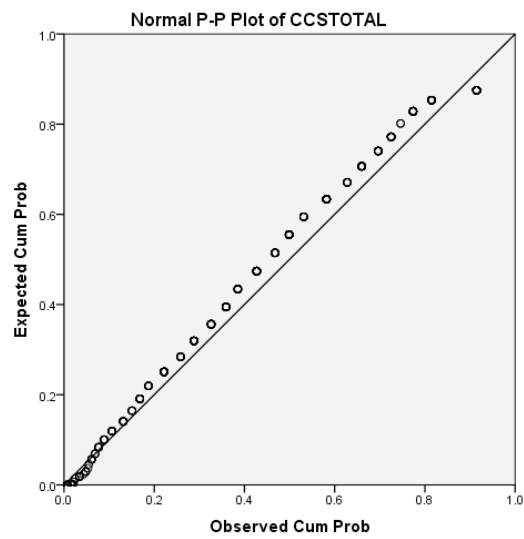
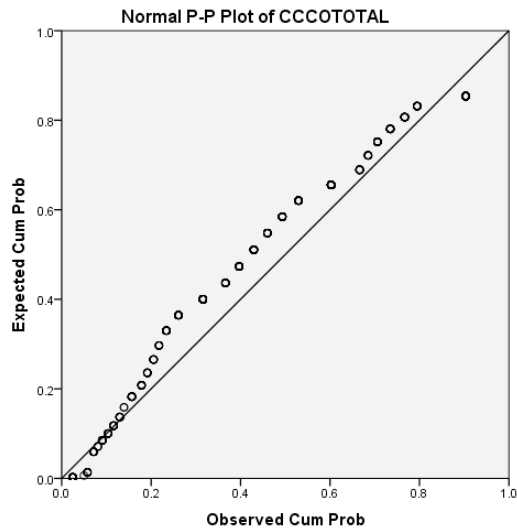
a. Number of cases outside the range (Mean - 2*SD, Mean + 2*SD).

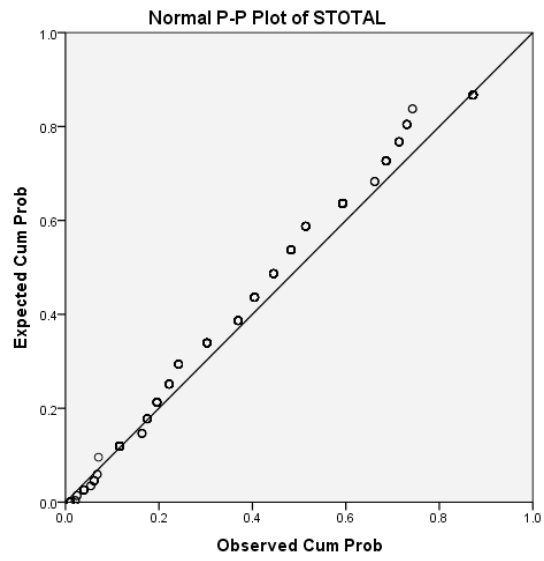
Appendix 6.2a:
Normal probability P-P Plot (UK)



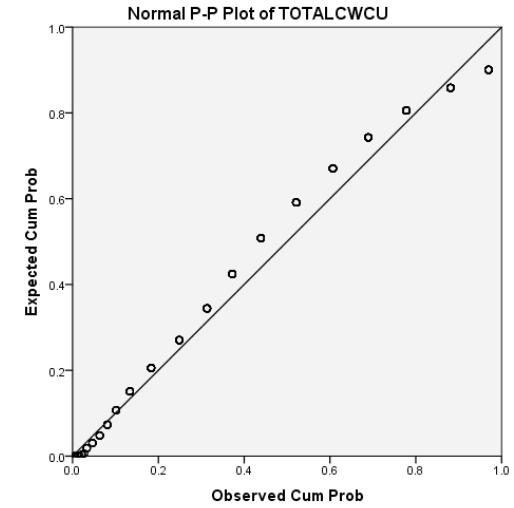
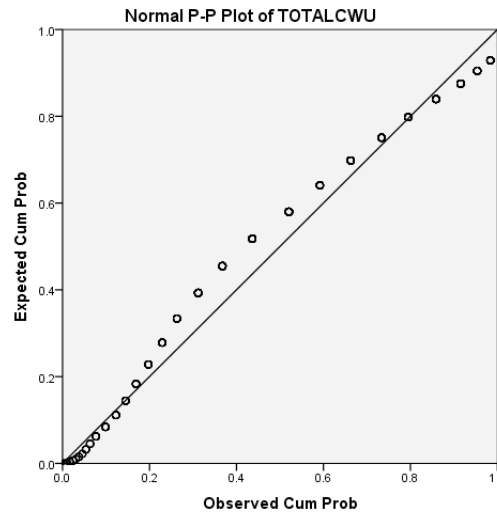
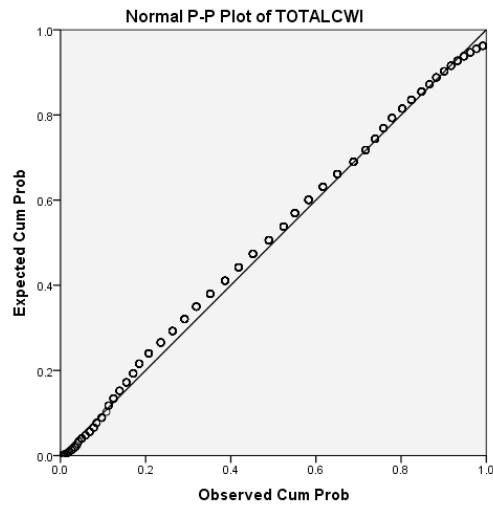
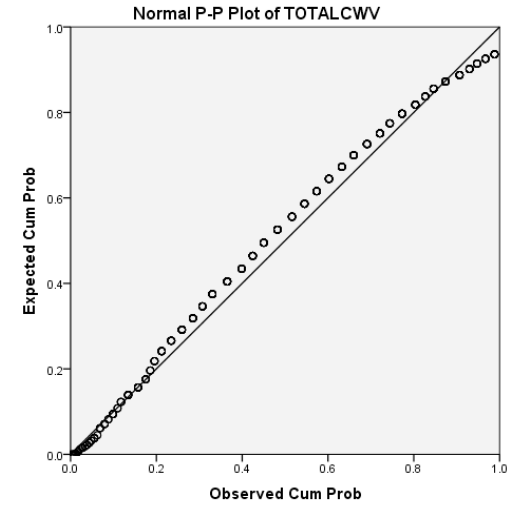
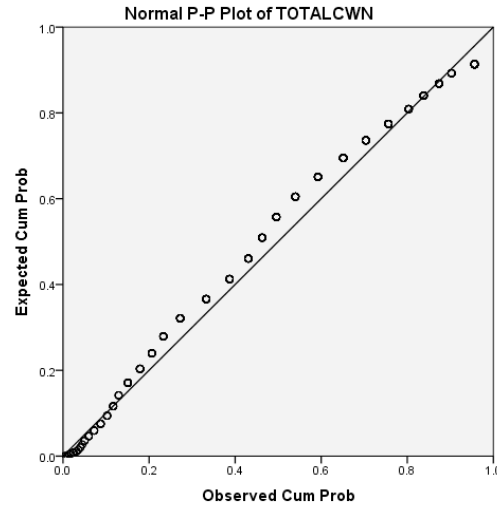
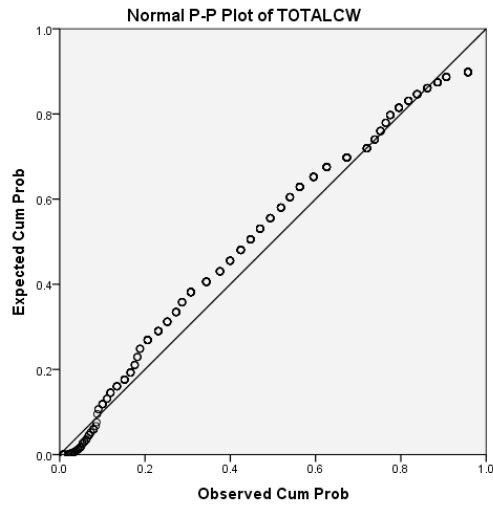


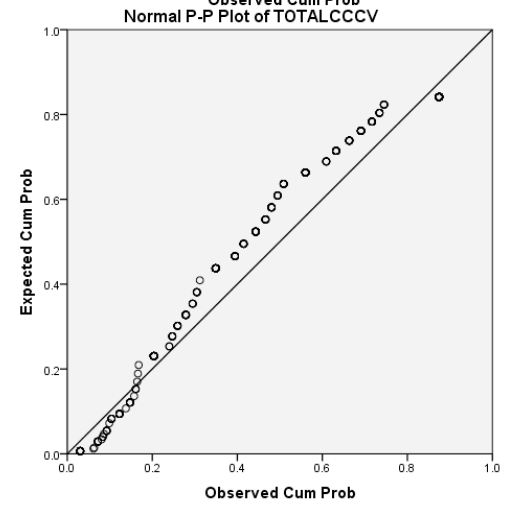
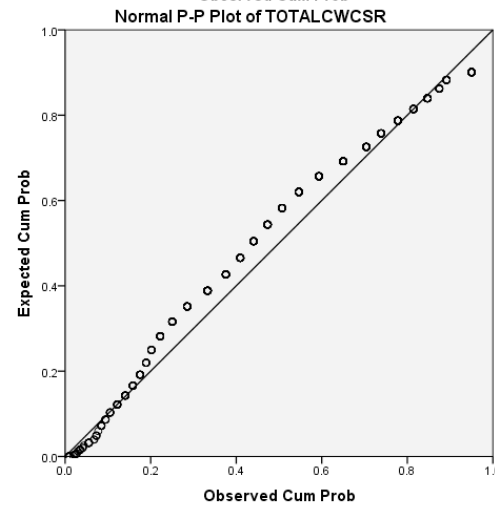
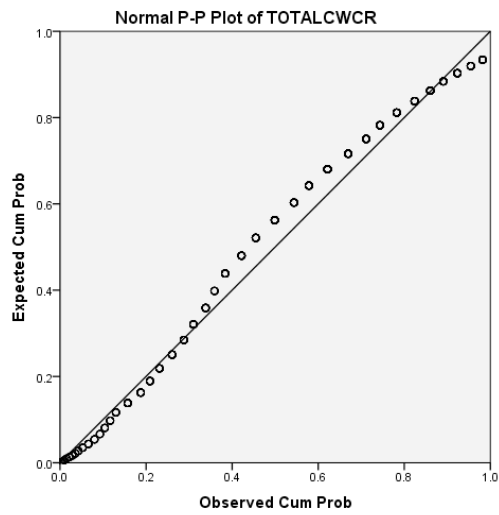
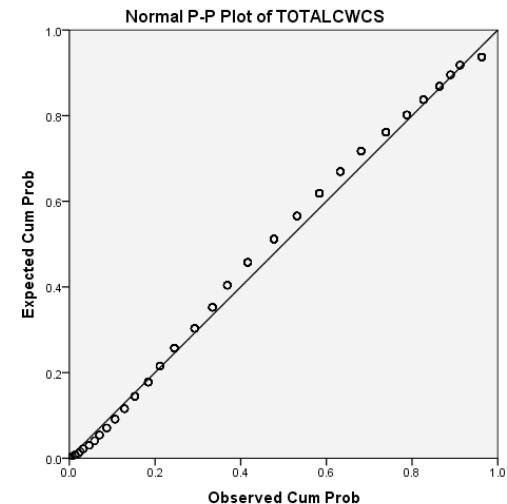
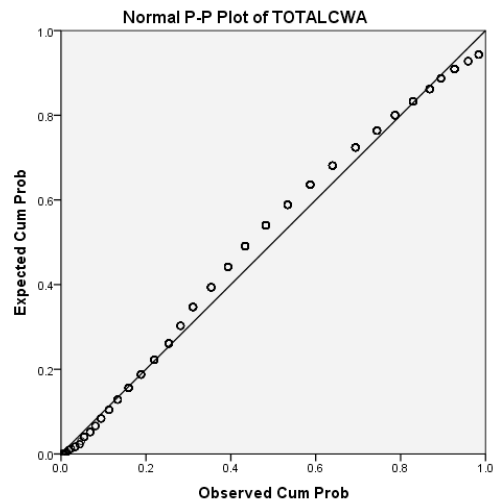
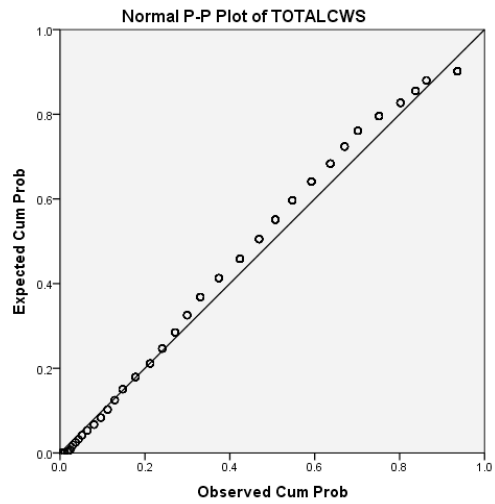


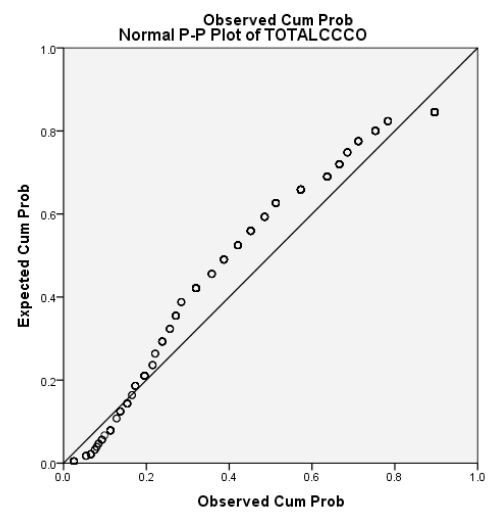
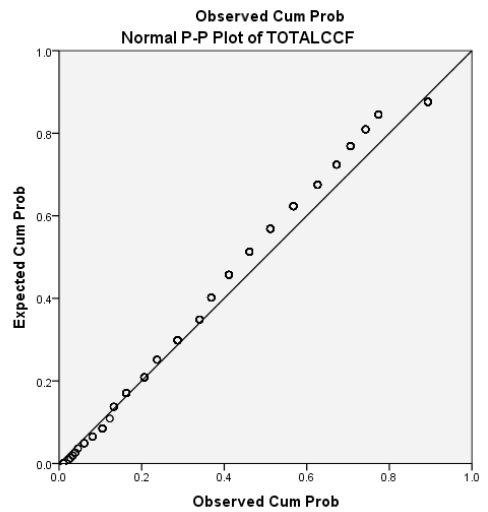
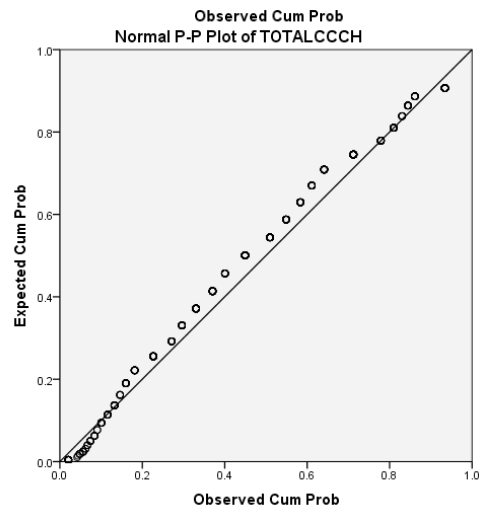
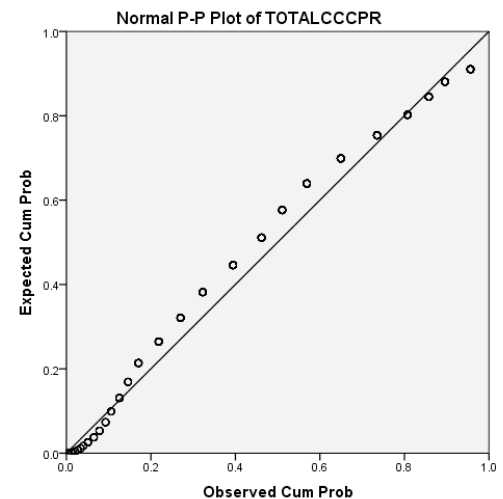
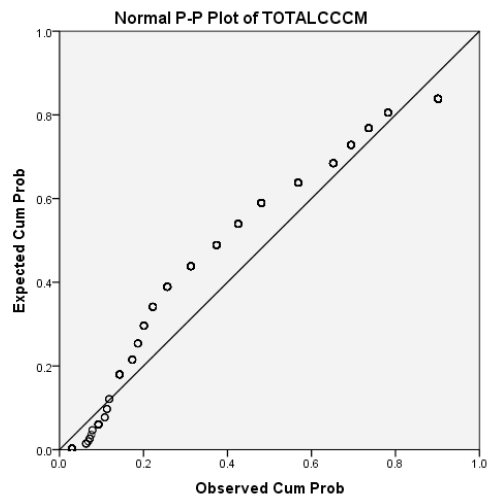
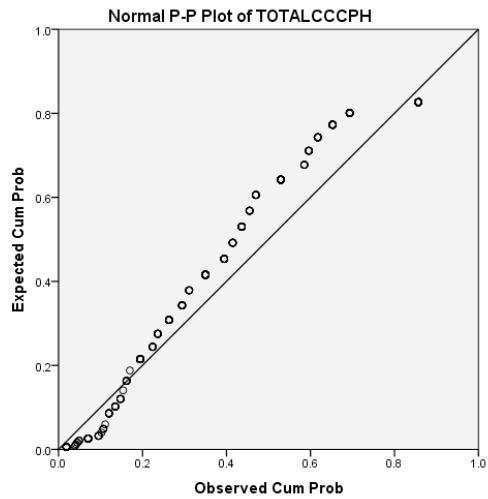


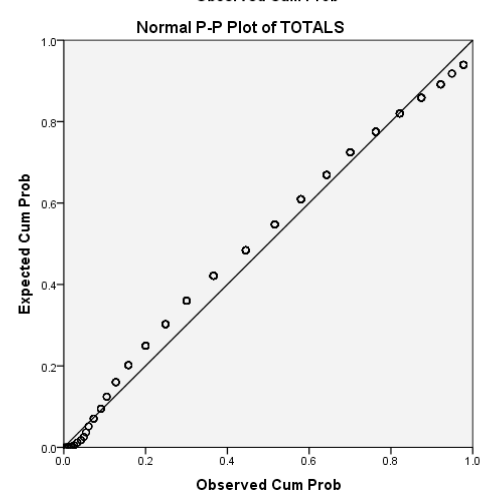
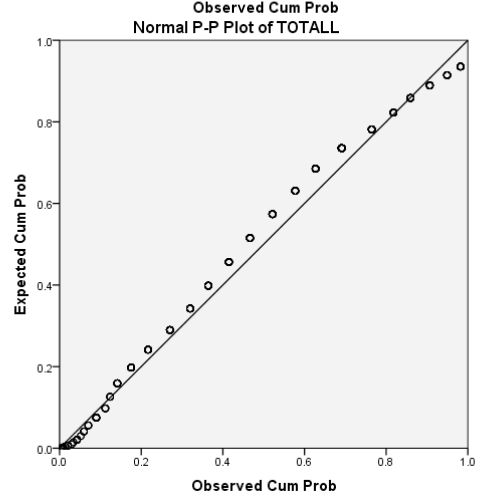
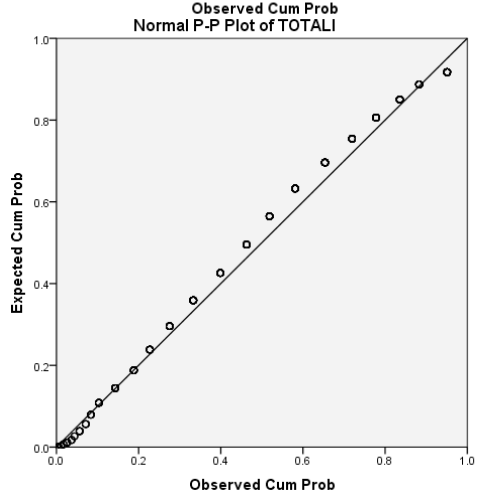
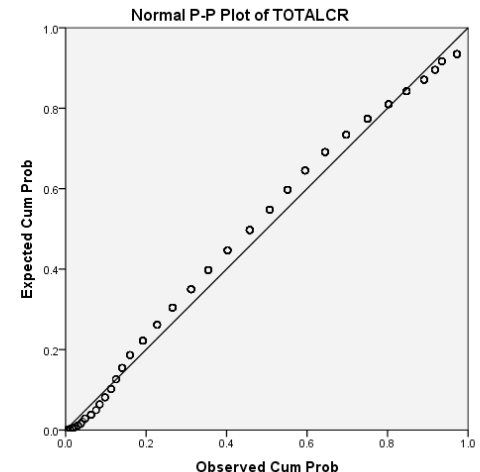
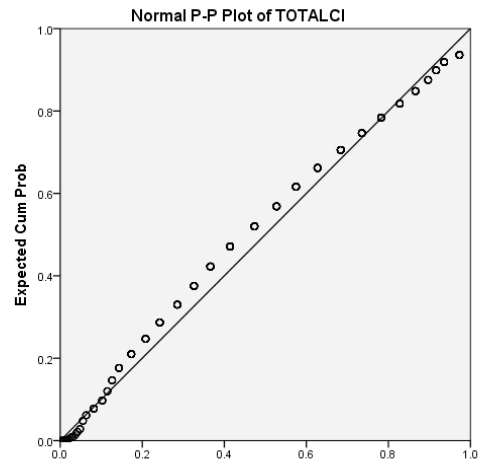
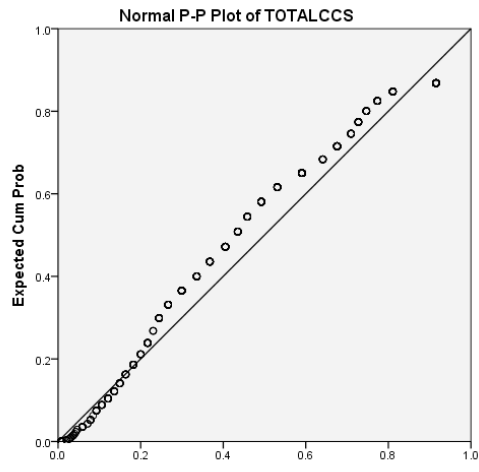


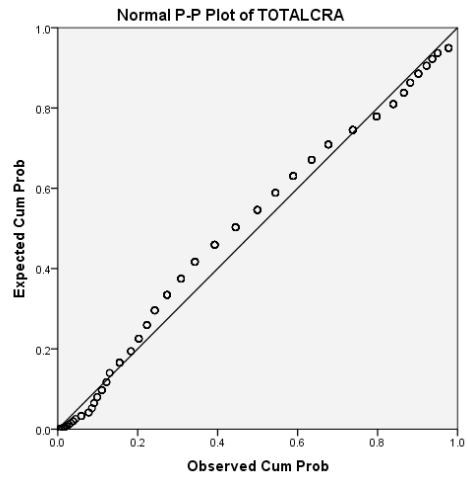
Appendix 6.2b:
Normal probability P-P Plot (Russia)



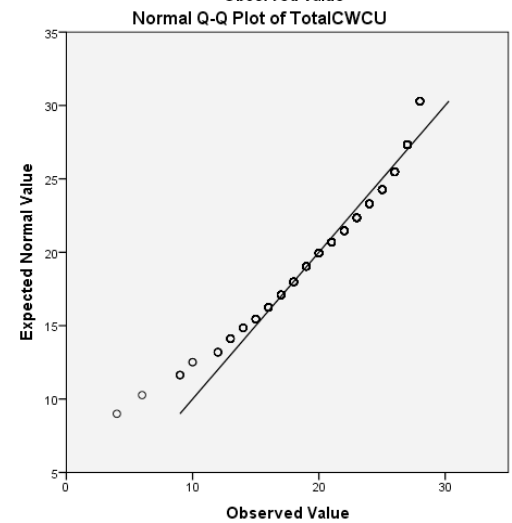
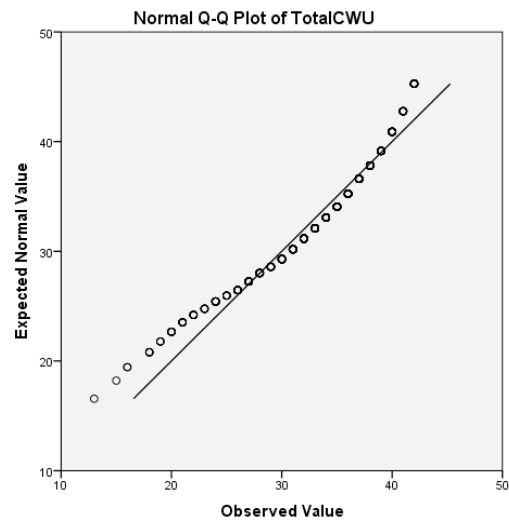
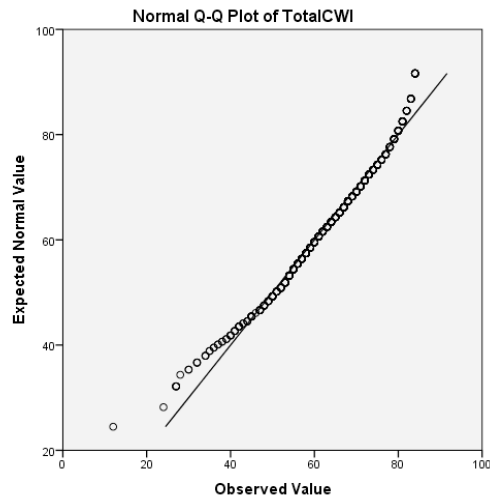
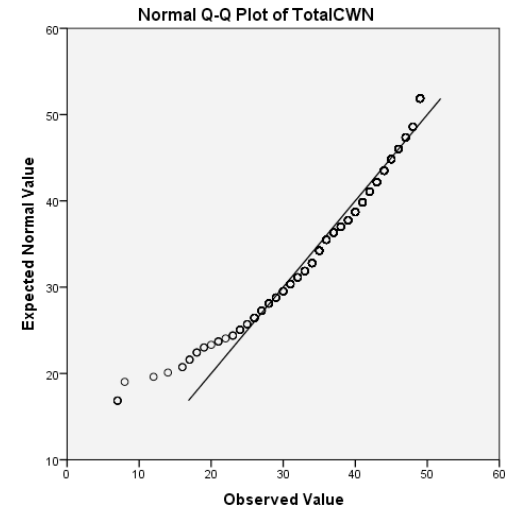
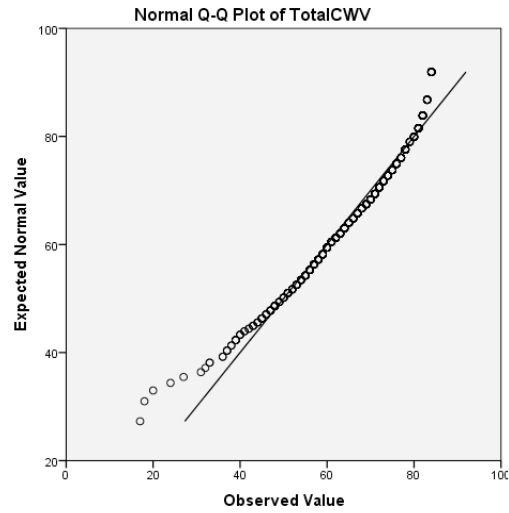
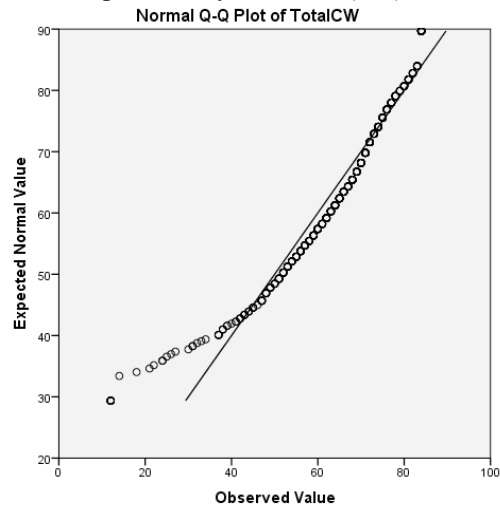


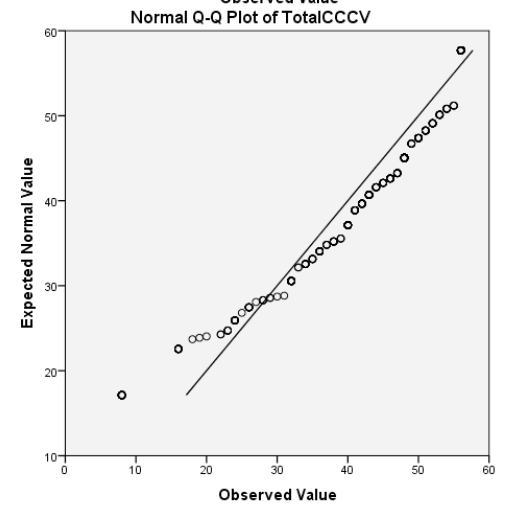
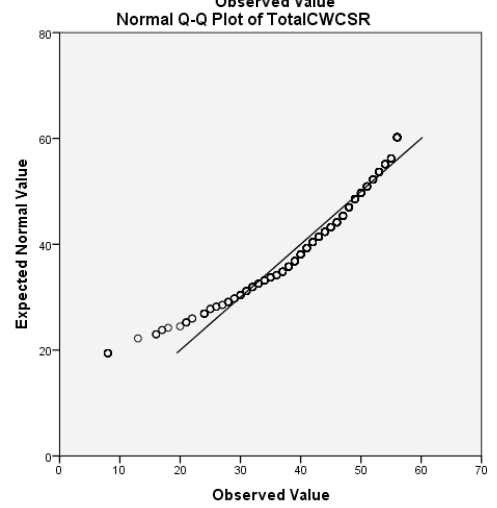
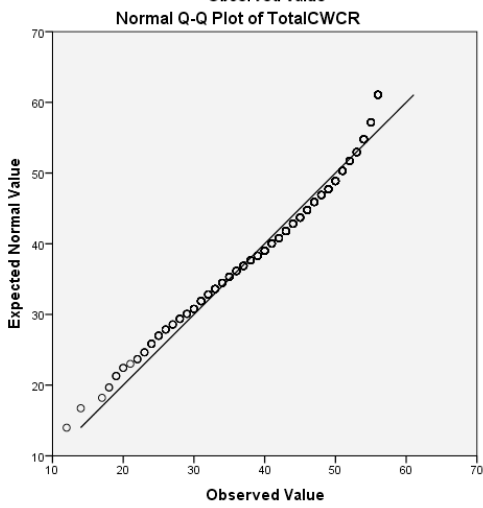
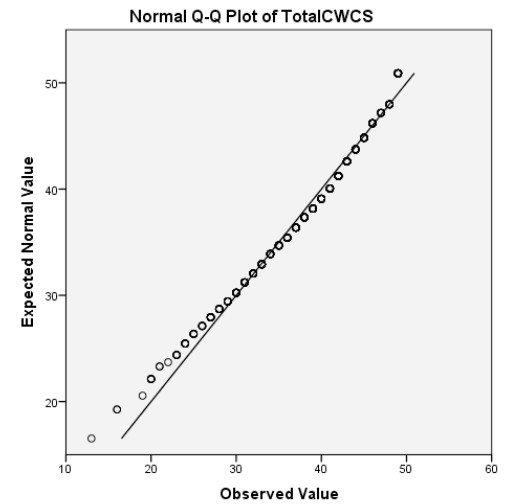
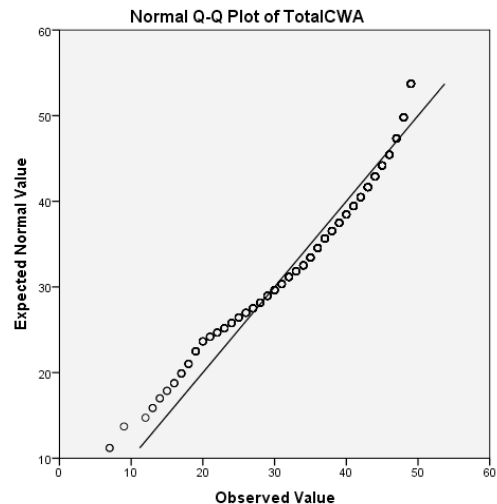
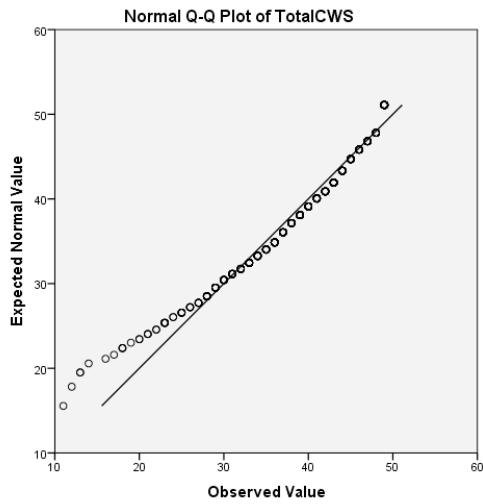


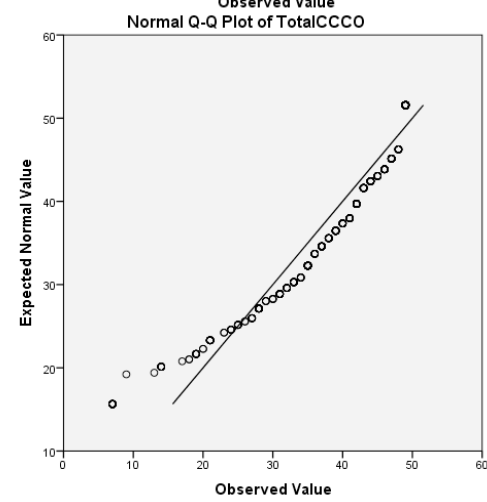
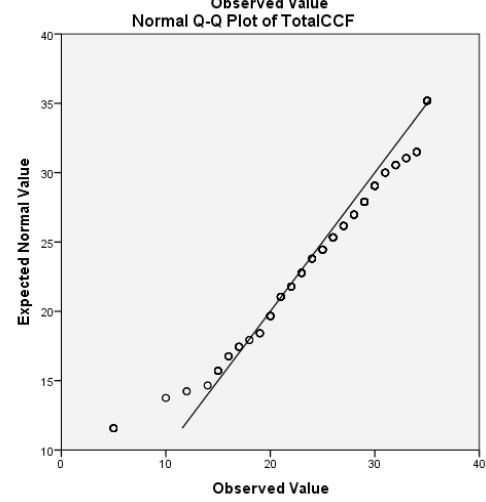
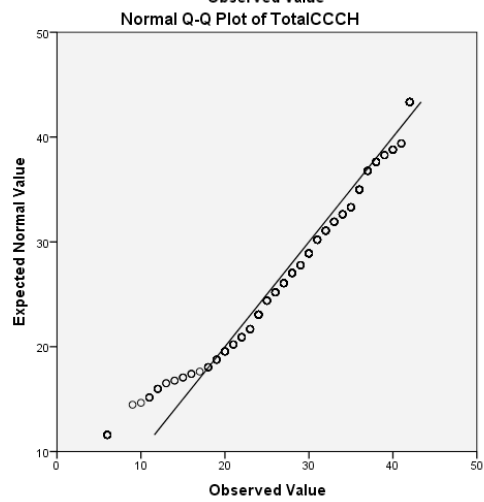
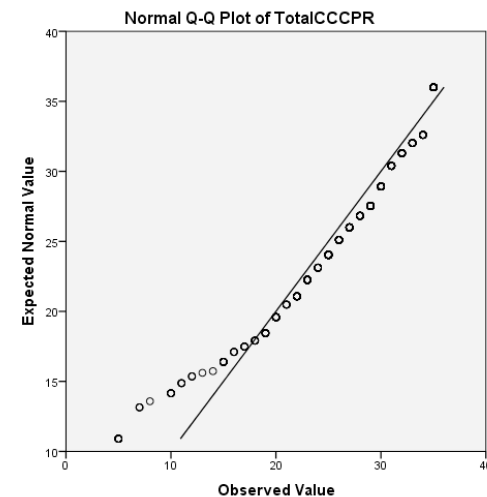
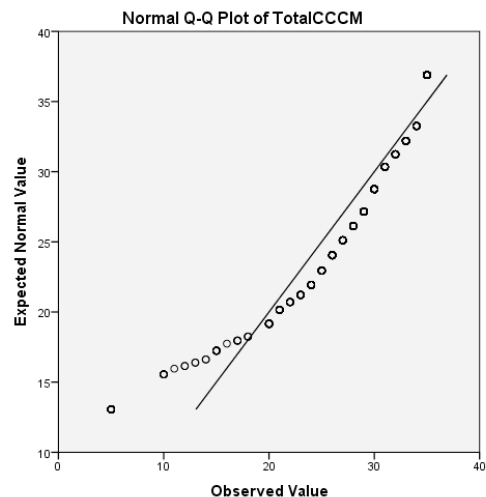
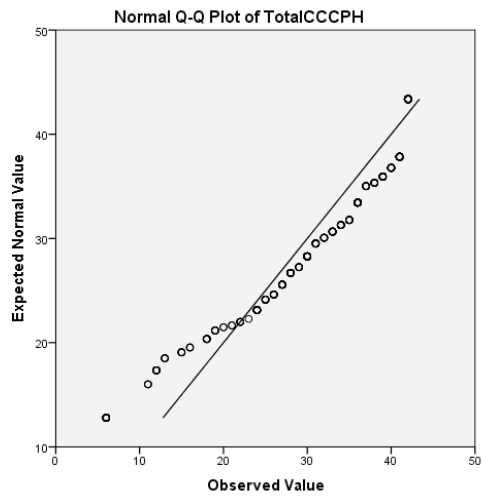


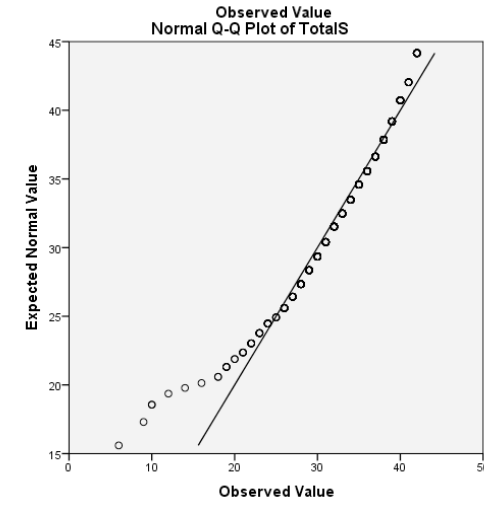
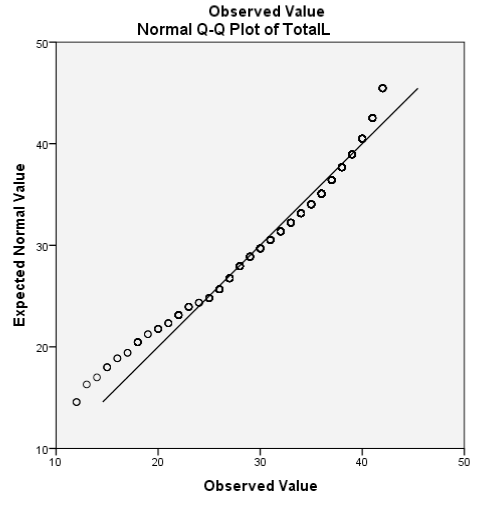
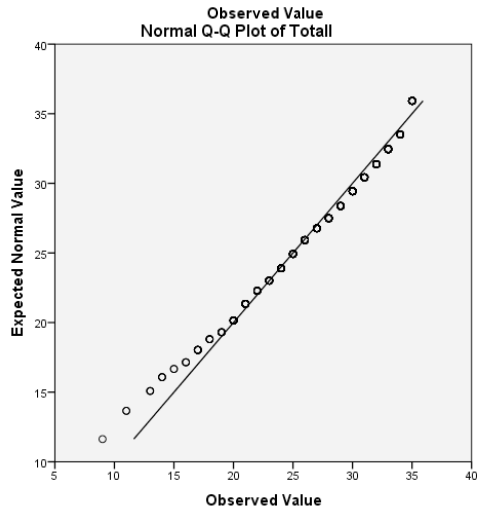
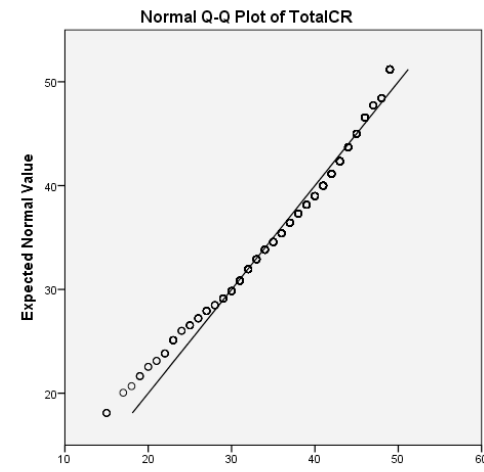
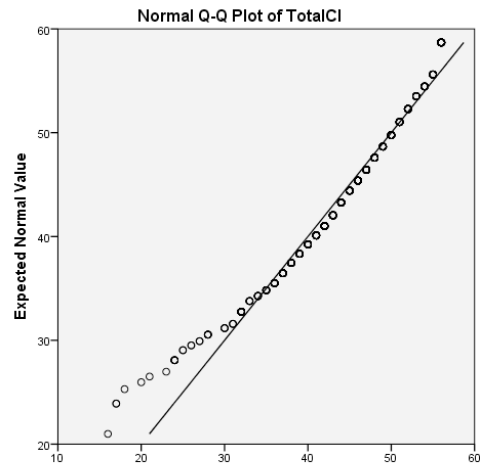
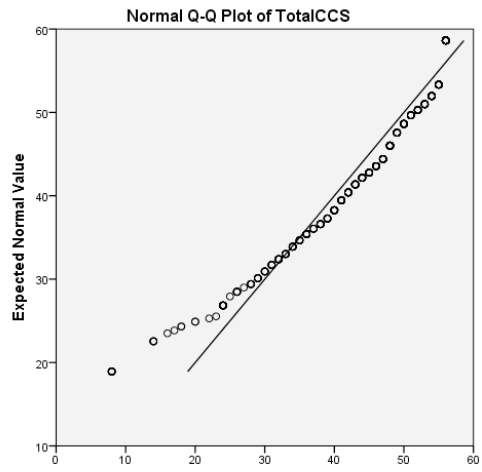


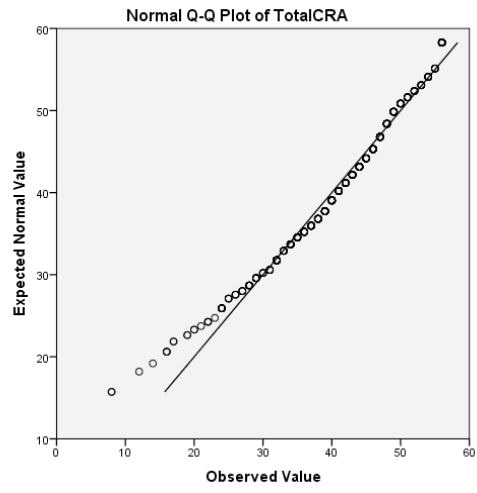
**Appendix 6.3a:
Normal probability Q-Q Plot (UK)**



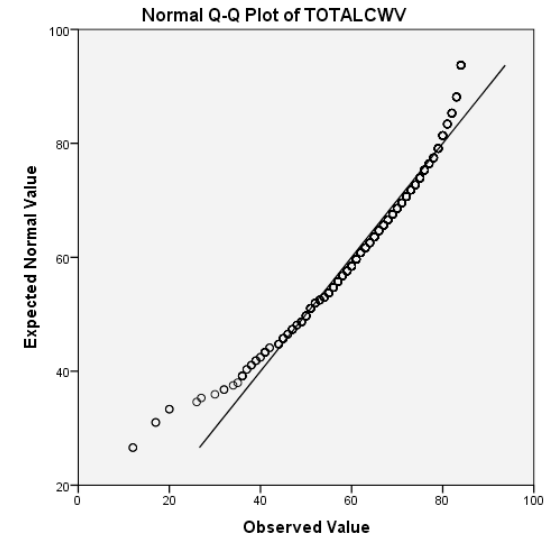
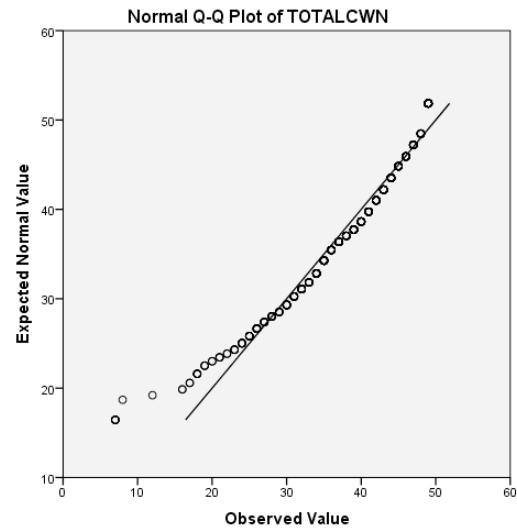
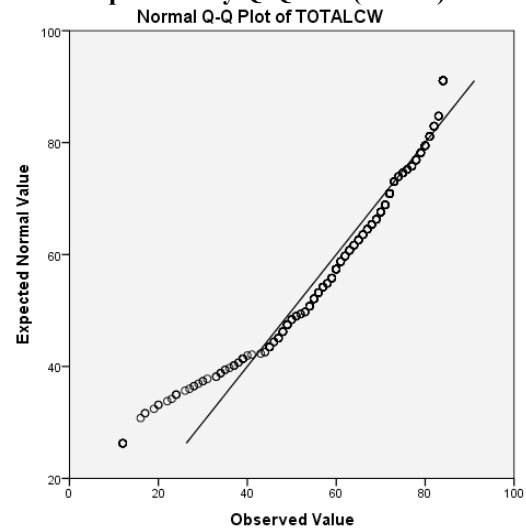


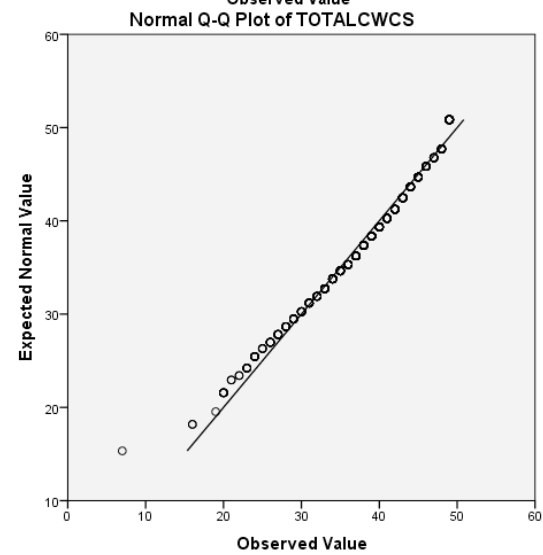
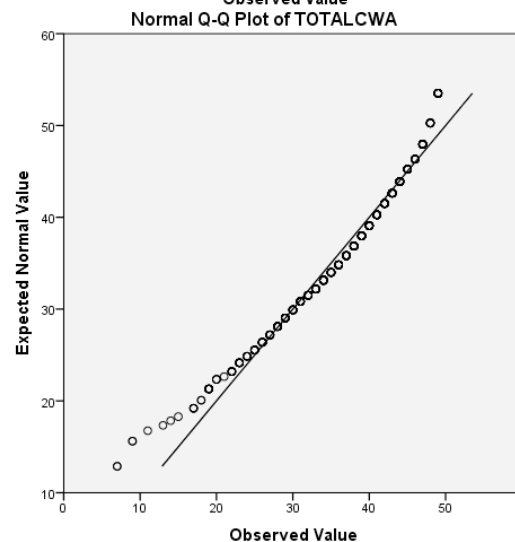
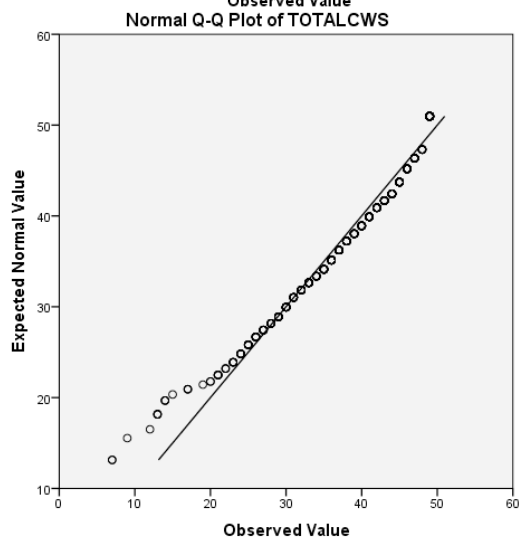
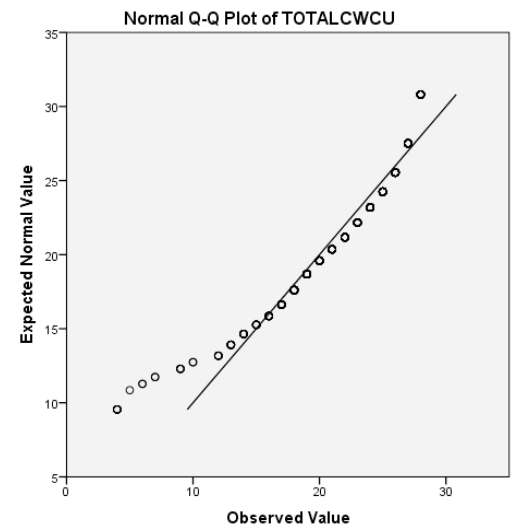
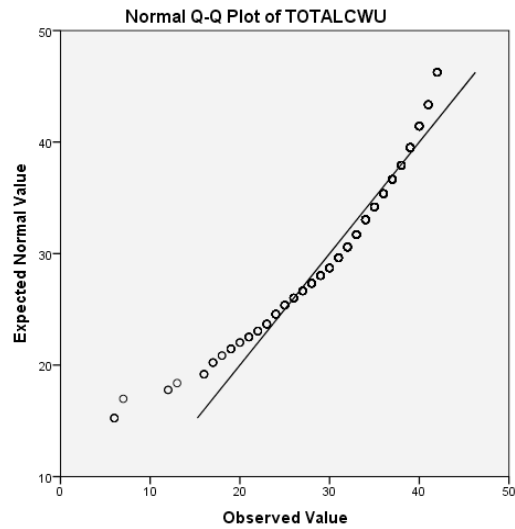
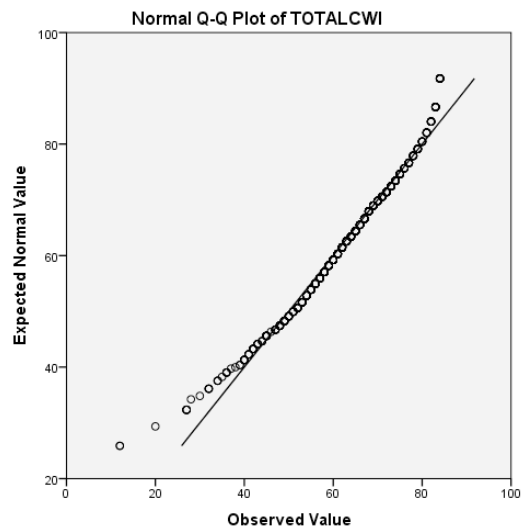


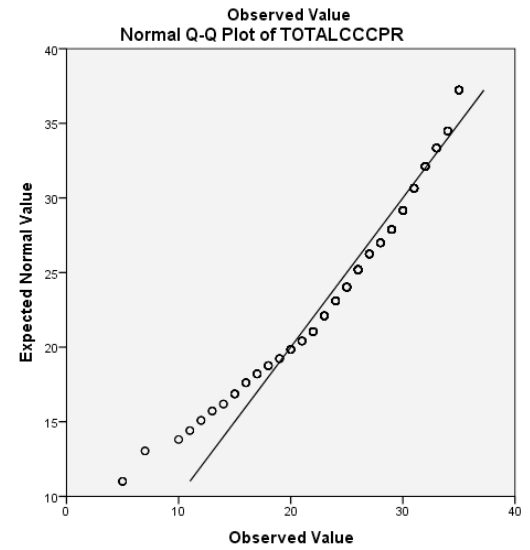
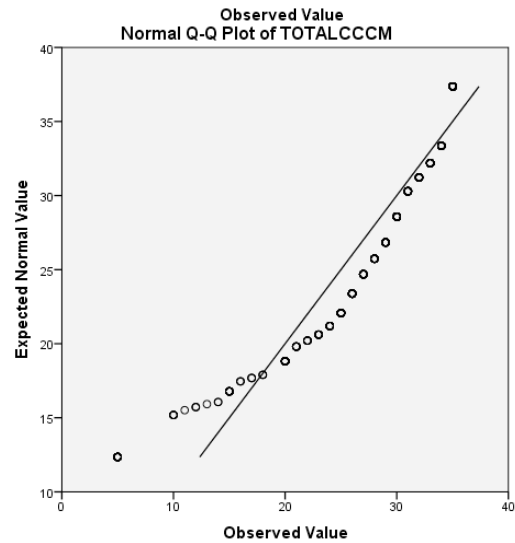
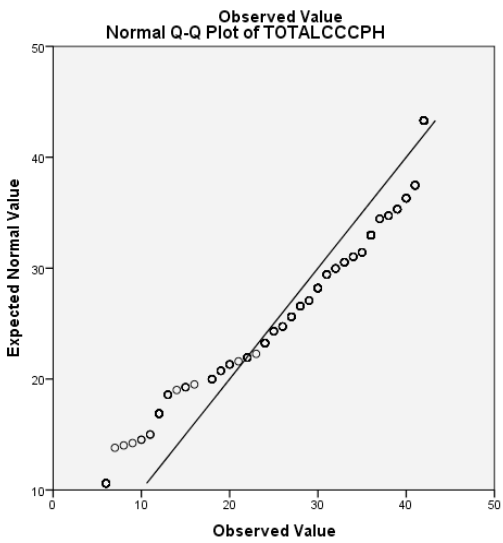
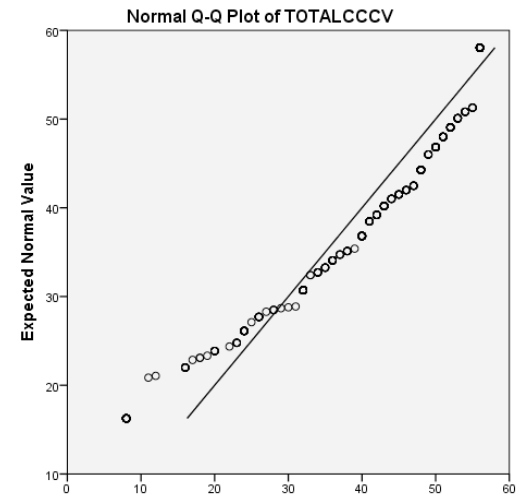
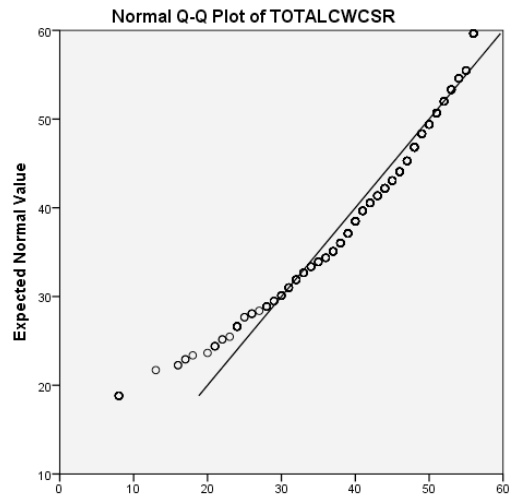
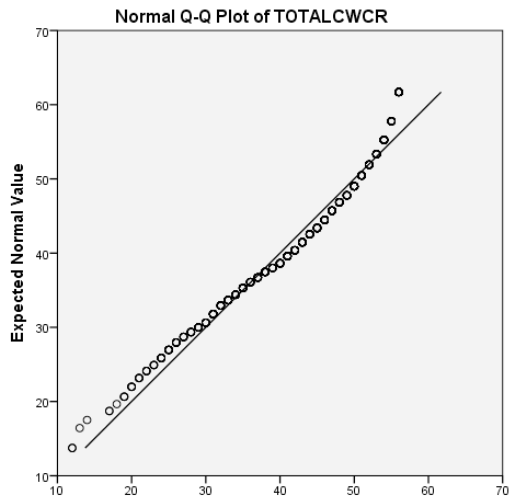


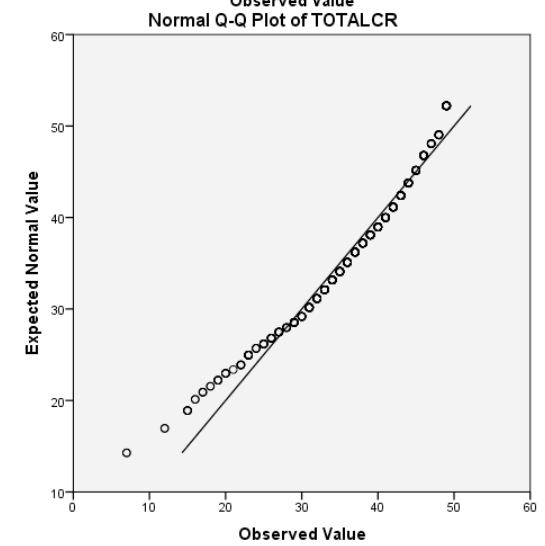
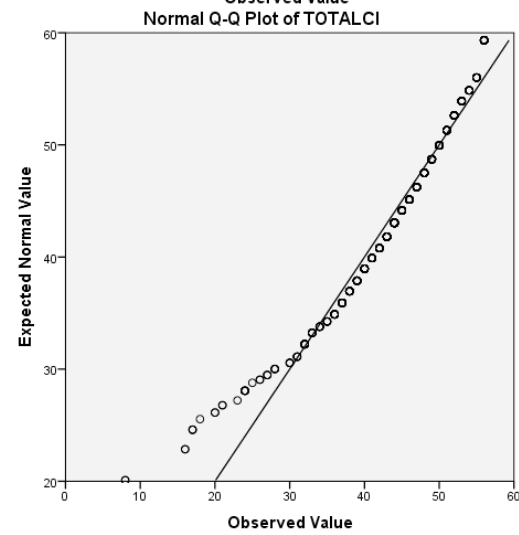
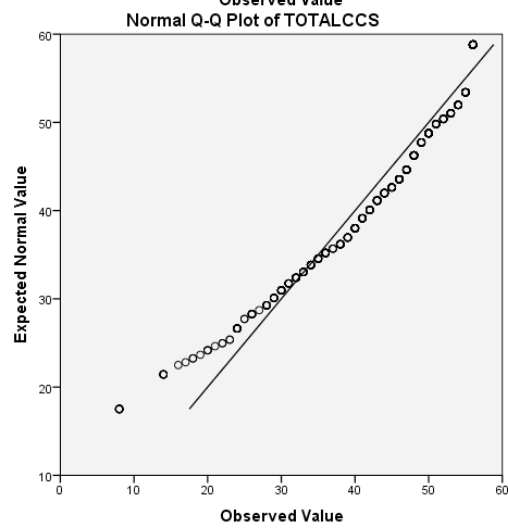
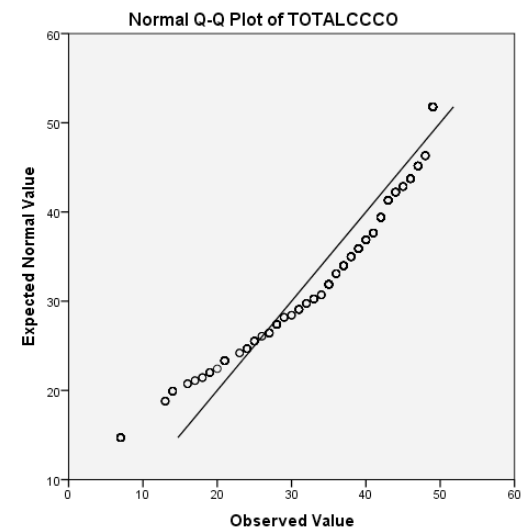
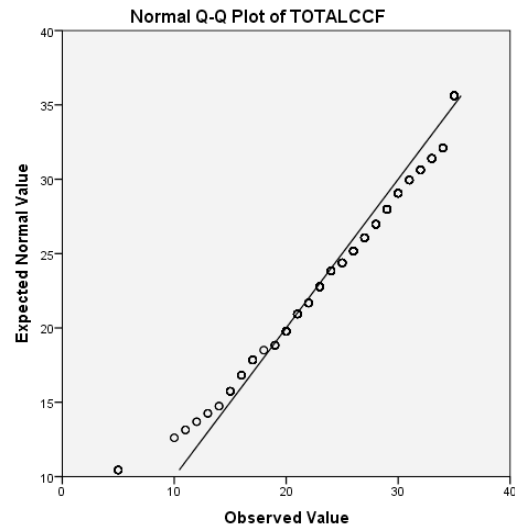
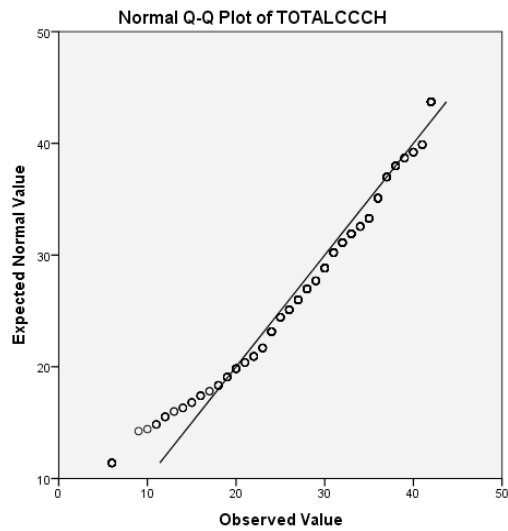


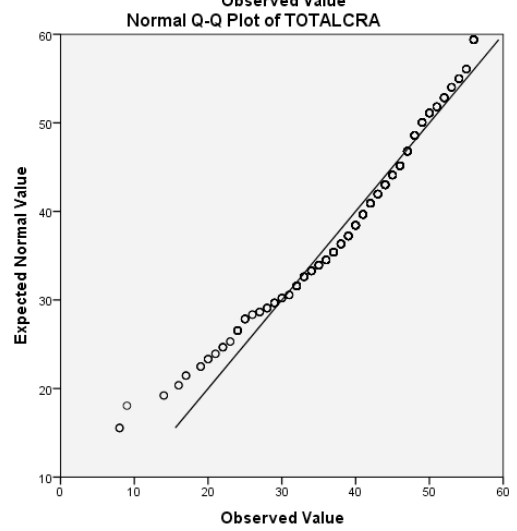
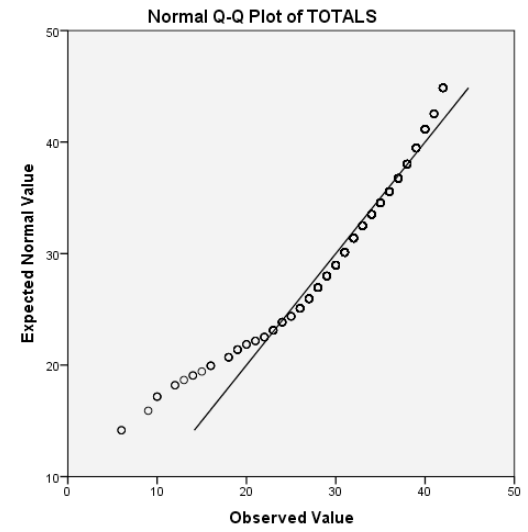
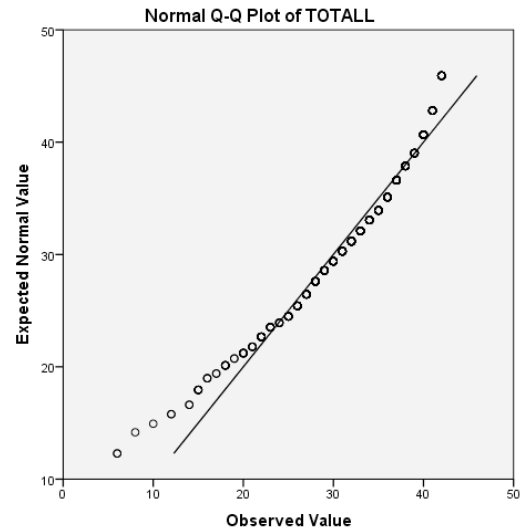
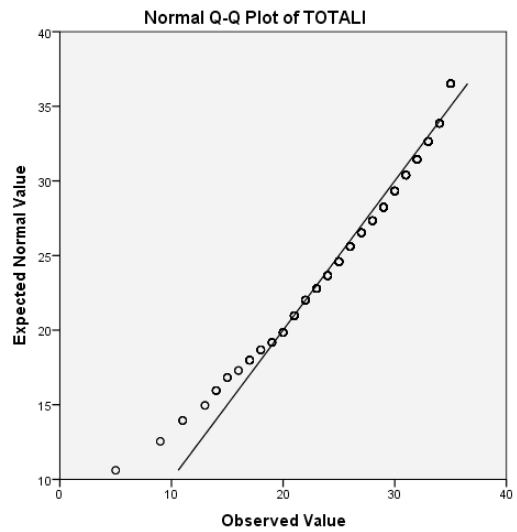
Appendix 6.3b:
Normal probability Q-Q Plot (Russia)











Appendix 6.4:
Test of normality (item level)

UK							Russia					
Items	Kolmogorov-Smirnov(a)			Shapiro-Wilk			Kolmogorov-Smirnov(a)			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.	Statistic	df	Sig.	Statistic	df	Sig.
CWF1	.202	555	.000	.861	555	.000	.201	562	.000	.859	562	.000
CWF3	.202	555	.000	.841	555	.000	.218	562	.000	.869	562	.000
CWF6	.199	555	.000	.881	555	.000	.193	562	.000	.892	562	.000
CWF7	.220	555	.000	.863	555	.000	.220	562	.000	.863	562	.000
CWF8	.184	555	.000	.881	555	.000	.183	562	.000	.884	562	.000
CWF11	.200	555	.000	.863	555	.000	.199	562	.000	.864	562	.000
CWF12	.222	555	.000	.872	555	.000	.218	562	.000	.876	562	.000
CWF13	.210	555	.000	.853	555	.000	.207	562	.000	.853	562	.000
CWF15	.169	555	.000	.895	555	.000	.205	562	.000	.848	562	.000
CWF17	.210	555	.000	.857	555	.000	.212	562	.000	.861	562	.000
CWF18	.207	555	.000	.844	555	.000	.192	562	.000	.868	562	.000
CWF19	.220	555	.000	.852	555	.000	.197	562	.000	.853	562	.000
CWN1	.204	555	.000	.878	555	.000	.186	562	.000	.873	562	.000
CWN3	.200	555	.000	.876	555	.000	.202	562	.000	.885	562	.000
CWN4	.203	555	.000	.880	555	.000	.194	562	.000	.877	562	.000
CWN6	.211	555	.000	.849	555	.000	.208	562	.000	.847	562	.000
CWN8	.192	555	.000	.873	555	.000	.181	562	.000	.871	562	.000
CWN9	.198	555	.000	.863	555	.000	.190	562	.000	.861	562	.000
CWN10	.216	555	.000	.847	555	.000	.221	562	.000	.844	562	.000
CWV1	.192	555	.000	.870	555	.000	.193	562	.000	.860	562	.000
CWV2	.177	555	.000	.880	555	.000	.174	562	.000	.873	562	.000
CWV3	.189	555	.000	.878	555	.000	.183	562	.000	.865	562	.000
CWV4	.185	555	.000	.874	555	.000	.183	562	.000	.874	562	.000
CWV5	.191	555	.000	.878	555	.000	.197	562	.000	.871	562	.000
CWV6	.200	555	.000	.874	555	.000	.201	562	.000	.869	562	.000
CWV7	.202	555	.000	.871	555	.000	.207	562	.000	.871	562	.000
CWV8	.199	555	.000	.886	555	.000	.198	562	.000	.885	562	.000
CWV9	.205	555	.000	.874	555	.000	.180	562	.000	.874	562	.000
CWV11	.181	555	.000	.873	555	.000	.179	562	.000	.865	562	.000

CWV12	.175	555	.000	.887	555	.000	.156	562	.000	.909	562	.000
CWV13	.177	555	.000	.892	555	.000	.179	562	.000	.891	562	.000
CWI2	.155	555	.000	.914	555	.000	.156	562	.000	.916	562	.000
CWI3	.160	555	.000	.906	555	.000	.153	562	.000	.912	562	.000
CWI4	.190	555	.000	.860	555	.000	.186	562	.000	.871	562	.000
CWI5	.165	555	.000	.890	555	.000	.160	562	.000	.899	562	.000
CWI6	.173	555	.000	.914	555	.000	.172	562	.000	.917	562	.000
CWI7	.141	555	.000	.919	555	.000	.139	562	.000	.911	562	.000
CWI9	.194	555	.000	.874	555	.000	.184	562	.000	.885	562	.000
CWI10	.203	555	.000	.871	555	.000	.203	562	.000	.880	562	.000
CWI12	.159	555	.000	.910	555	.000	.165	562	.000	.900	562	.000
CWI13	.176	555	.000	.890	555	.000	.172	562	.000	.898	562	.000
CWI15	.211	555	.000	.903	555	.000	.214	562	.000	.894	562	.000
CWI16	.181	555	.000	.891	555	.000	.170	562	.000	.900	562	.000
CWU1	.233	555	.000	.847	555	.000	.229	562	.000	.856	562	.000
CWU2	.237	555	.000	.845	555	.000	.241	562	.000	.830	562	.000
CWU3	.217	555	.000	.808	555	.000	.215	562	.000	.818	562	.000
CWU4	.240	555	.000	.810	555	.000	.238	562	.000	.800	562	.000
CWU5	.165	555	.000	.906	555	.000	.170	562	.000	.909	562	.000
CWU6	.227	555	.000	.857	555	.000	.227	562	.000	.845	562	.000
CWCU2	.271	555	.000	.810	555	.000	.262	562	.000	.817	562	.000
CWCU3	.218	555	.000	.844	555	.000	.220	562	.000	.826	562	.000
CWCU4	.202	555	.000	.864	555	.000	.208	562	.000	.852	562	.000
CWCU5	.168	555	.000	.892	555	.000	.176	562	.000	.877	562	.000
CWS2	.198	555	.000	.841	555	.000	.237	562	.000	.798	562	.000
CWS3	.200	555	.000	.861	555	.000	.194	562	.000	.872	562	.000
CWS4	.207	555	.000	.840	555	.000	.197	562	.000	.865	562	.000
CWS5	.228	555	.000	.812	555	.000	.219	562	.000	.834	562	.000
CWS6	.190	555	.000	.856	555	.000	.176	562	.000	.873	562	.000
CWS7	.193	555	.000	.867	555	.000	.186	562	.000	.878	562	.000
CWS8	.223	555	.000	.825	555	.000	.234	562	.000	.809	562	.000
CWA1	.207	555	.000	.849	555	.000	.192	562	.000	.864	562	.000
CWA2	.176	555	.000	.879	555	.000	.162	562	.000	.879	562	.000
CWA3	.210	555	.000	.843	555	.000	.214	562	.000	.846	562	.000
CWA4	.211	555	.000	.837	555	.000	.211	562	.000	.837	562	.000
CWA5	.222	555	.000	.811	555	.000	.207	562	.000	.835	562	.000
CWA6	.226	555	.000	.858	555	.000	.211	562	.000	.860	562	.000

CWA7	.225	555	.000	.855	555	.000	.229	562	.000	.852	562	.000
CWCS1	.211	555	.000	.840	555	.000	.213	562	.000	.848	562	.000
CWCS2	.234	555	.000	.838	555	.000	.233	562	.000	.844	562	.000
CWCS3	.196	555	.000	.870	555	.000	.197	562	.000	.864	562	.000
CWCS4	.188	555	.000	.884	555	.000	.171	562	.000	.893	562	.000
CWCS5	.218	555	.000	.820	555	.000	.222	562	.000	.821	562	.000
CWCS6	.206	555	.000	.860	555	.000	.203	562	.000	.856	562	.000
CWCS7	.185	555	.000	.873	555	.000	.194	562	.000	.860	562	.000
CWCR1	.188	555	.000	.892	555	.000	.172	562	.000	.903	562	.000
CWCR2	.190	555	.000	.870	555	.000	.192	562	.000	.859	562	.000
CWCR3	.162	555	.000	.916	555	.000	.160	562	.000	.921	562	.000
CWCR4	.191	555	.000	.886	555	.000	.178	562	.000	.895	562	.000
CWCR5	.205	555	.000	.850	555	.000	.199	562	.000	.842	562	.000
CWCR6	.215	555	.000	.859	555	.000	.210	562	.000	.858	562	.000
CWCR7	.185	555	.000	.873	555	.000	.185	562	.000	.863	562	.000
CWCR8	.207	555	.000	.854	555	.000	.203	562	.000	.846	562	.000
CWCSR1	.204	555	.000	.857	555	.000	.210	562	.000	.844	562	.000
CWCSR2	.198	555	.000	.872	555	.000	.204	562	.000	.860	562	.000
CWCSR3	.211	555	.000	.835	555	.000	.217	562	.000	.828	562	.000
CWCSR4	.208	555	.000	.842	555	.000	.210	562	.000	.840	562	.000
CWCSR5	.193	555	.000	.848	555	.000	.190	562	.000	.850	562	.000
CWCSR6	.190	555	.000	.868	555	.000	.194	562	.000	.858	562	.000
CWCSR7	.212	555	.000	.842	555	.000	.211	562	.000	.850	562	.000
CWCSR8	.209	555	.000	.855	555	.000	.214	562	.000	.852	562	.000
CCCV1	.218	555	.000	.812	555	.000	.224	562	.000	.802	562	.000
CCCV2	.195	555	.000	.838	555	.000	.195	562	.000	.835	562	.000
CCCV3	.212	555	.000	.824	555	.000	.225	562	.000	.813	562	.000
CCCV4	.221	555	.000	.820	555	.000	.216	562	.000	.814	562	.000
CCCV5	.201	555	.000	.834	555	.000	.197	562	.000	.841	562	.000
CCCV10	.213	555	.000	.824	555	.000	.221	562	.000	.822	562	.000
CCCV11	.192	555	.000	.834	555	.000	.195	562	.000	.829	562	.000
CCCV12	.192	555	.000	.831	555	.000	.198	562	.000	.827	562	.000
CCCPH1	.201	555	.000	.831	555	.000	.205	562	.000	.838	562	.000
CCCPH2	.207	555	.000	.822	555	.000	.208	562	.000	.822	562	.000
CCCPH3	.222	555	.000	.804	555	.000	.219	562	.000	.809	562	.000
CCCPH4	.225	555	.000	.809	555	.000	.214	562	.000	.814	562	.000
CCCPH5	.219	555	.000	.826	555	.000	.214	562	.000	.827	562	.000

CCCPH6	.227	555	.000	.812	555	.000	.212	562	.000	.818	562	.000
CCCM1	.230	555	.000	.818	555	.000	.231	562	.000	.811	562	.000
CCCM2	.250	555	.000	.793	555	.000	.249	562	.000	.796	562	.000
CCCM3	.225	555	.000	.827	555	.000	.226	562	.000	.826	562	.000
CCCM4	.200	555	.000	.826	555	.000	.207	562	.000	.821	562	.000
CCCM5	.251	555	.000	.797	555	.000	.261	562	.000	.788	562	.000
CCCPR1	.194	555	.000	.856	555	.000	.201	562	.000	.849	562	.000
CCCPR2	.199	555	.000	.859	555	.000	.195	562	.000	.849	562	.000
CCCPR3	.205	555	.000	.863	555	.000	.211	562	.000	.872	562	.000
CCCPR5	.193	555	.000	.873	555	.000	.189	562	.000	.880	562	.000
CCCPR6	.192	555	.000	.860	555	.000	.201	562	.000	.847	562	.000
CCCH1	.176	555	.000	.885	555	.000	.176	562	.000	.880	562	.000
CCCH2	.154	555	.000	.889	555	.000	.152	562	.000	.883	562	.000
CCCH3	.149	555	.000	.900	555	.000	.144	562	.000	.904	562	.000
CCCH4	.184	555	.000	.883	555	.000	.181	562	.000	.888	562	.000
CCCH5	.174	555	.000	.870	555	.000	.179	562	.000	.870	562	.000
CCCH6	.188	555	.000	.870	555	.000	.186	562	.000	.866	562	.000
CCF1	.227	555	.000	.825	555	.000	.213	562	.000	.830	562	.000
CCF2	.210	555	.000	.834	555	.000	.196	562	.000	.838	562	.000
CCF3	.212	555	.000	.838	555	.000	.217	562	.000	.838	562	.000
CCF4	.207	555	.000	.837	555	.000	.195	562	.000	.849	562	.000
CCF5	.198	555	.000	.848	555	.000	.193	562	.000	.858	562	.000
CCCO1	.216	555	.000	.806	555	.000	.223	562	.000	.797	562	.000
CCCO2	.207	555	.000	.835	555	.000	.215	562	.000	.828	562	.000
CCCO3	.206	555	.000	.829	555	.000	.216	562	.000	.821	562	.000
CCCO4	.203	555	.000	.844	555	.000	.207	562	.000	.849	562	.000
CCCO5	.197	555	.000	.833	555	.000	.207	562	.000	.825	562	.000
CCCO6	.206	555	.000	.838	555	.000	.207	562	.000	.843	562	.000
CCCO7	.203	555	.000	.847	555	.000	.210	562	.000	.837	562	.000
CCS1	.231	555	.000	.826	555	.000	.221	562	.000	.835	562	.000
CCS2	.234	555	.000	.843	555	.000	.221	562	.000	.859	562	.000
CCS3	.206	555	.000	.844	555	.000	.191	562	.000	.856	562	.000
CCS4	.224	555	.000	.798	555	.000	.229	562	.000	.794	562	.000
CCS5	.218	555	.000	.820	555	.000	.221	562	.000	.821	562	.000
CCS7	.232	555	.000	.806	555	.000	.235	562	.000	.798	562	.000
CCS9	.221	555	.000	.815	555	.000	.223	562	.000	.809	562	.000
CCS10	.210	555	.000	.844	555	.000	.200	562	.000	.856	562	.000

CI1	.166	555	.000	.896	555	.000	.164	562	.000	.885	562	.000
CI2	.229	555	.000	.841	555	.000	.215	562	.000	.852	562	.000
CI3	.198	555	.000	.858	555	.000	.190	562	.000	.864	562	.000
CI4	.228	555	.000	.808	555	.000	.211	562	.000	.825	562	.000
CI5	.176	555	.000	.884	555	.000	.165	562	.000	.870	562	.000
CI6	.163	555	.000	.893	555	.000	.166	562	.000	.878	562	.000
CI7	.216	555	.000	.859	555	.000	.212	562	.000	.865	562	.000
CI8	.159	555	.000	.896	555	.000	.167	562	.000	.882	562	.000
CR1	.174	555	.000	.884	555	.000	.173	562	.000	.877	562	.000
CR2	.182	555	.000	.880	555	.000	.168	562	.000	.875	562	.000
CR3	.196	555	.000	.883	555	.000	.186	562	.000	.883	562	.000
CR4	.195	555	.000	.862	555	.000	.194	562	.000	.873	562	.000
CR5	.174	555	.000	.866	555	.000	.164	562	.000	.876	562	.000
CR6	.173	555	.000	.883	555	.000	.172	562	.000	.874	562	.000
CR8	.210	555	.000	.840	555	.000	.202	562	.000	.850	562	.000
I1	.216	555	.000	.860	555	.000	.206	562	.000	.862	562	.000
I2	.181	555	.000	.870	555	.000	.187	562	.000	.874	562	.000
I3	.213	555	.000	.873	555	.000	.210	562	.000	.881	562	.000
I4	.197	555	.000	.857	555	.000	.199	562	.000	.853	562	.000
I5	.208	555	.000	.843	555	.000	.197	562	.000	.845	562	.000
L2	.215	555	.000	.844	555	.000	.205	562	.000	.847	562	.000
L3	.191	555	.000	.839	555	.000	.177	562	.000	.842	562	.000
L4	.203	555	.000	.853	555	.000	.197	562	.000	.859	562	.000
L5	.153	555	.000	.915	555	.000	.151	562	.000	.918	562	.000
L6	.194	555	.000	.869	555	.000	.180	562	.000	.869	562	.000
L7	.210	555	.000	.869	555	.000	.219	562	.000	.872	562	.000
S1	.197	555	.000	.870	555	.000	.187	562	.000	.883	562	.000
S2	.208	555	.000	.832	555	.000	.212	562	.000	.822	562	.000
S3	.198	555	.000	.876	555	.000	.178	562	.000	.870	562	.000
S4	.179	555	.000	.871	555	.000	.192	562	.000	.862	562	.000
S5	.188	555	.000	.847	555	.000	.189	562	.000	.851	562	.000
S6	.196	555	.000	.877	555	.000	.178	562	.000	.862	562	.000
CRA1	.147	555	.000	.900	555	.000	.153	562	.000	.888	562	.000
CRA2	.162	555	.000	.897	555	.000	.168	562	.000	.886	562	.000
CRA3	.164	555	.000	.916	555	.000	.161	562	.000	.904	562	.000
CRA4	.175	555	.000	.918	555	.000	.175	562	.000	.920	562	.000
CRA5	.175	555	.000	.910	555	.000	.177	562	.000	.913	562	.000

CRA6	.170	555	.000	.888	555	.000	.173	562	.000	.886	562	.000
CRA7	.198	555	.000	.903	555	.000	.195	562	.000	.905	562	.000
CRA8	.171	555	.000	.900	555	.000	.176	562	.000	.887	562	.000

A Lilliefors significance correction

**Appendix 6.5a:
Multivariate normality (construct level) (UK)**

	CWFTOTAL	CWNTOTAL	CWVTOTAL	CWITOTAL	CWUTOTAL	CWCUTOTAL	CWSTOTAL	CWATOTAL	CWCSTOTAL
Skewness	-1.206	-1.234	-.784	-.981	-1.279	-1.035	-.970	-1.289	-1.153
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	2.134	1.952	.665	.776	2.589	.625	.726	1.252	1.788
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.204	.203	.203	.203
	CWCRTOTAL	CWCSRTOTAL	CCCVTOTAL	CCCPHTOTAL	CCCMTOTAL	CCCPRTOTAL	CCCHTOTAL	CCFTOTAL	CCCOTOTAL
Skewness	-.815	-1.102	-1.085	-1.181	-1.417	-1.108	-.865	-.883	-1.246
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.429	1.391	.808	.933	2.043	1.297	.532	.551	1.300
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CCSTOTAL	CITOTAL	CRTOTAL	ITOTAL	LTOTAL	STOTAL	CRATOTAL		
Skewness	-1.098	-1.459	-1.043	-.825	-.804	-.998	-.709		
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102		
Kurtosis	1.667	3.164	.805	.548	.723	1.224	.859		
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203		

**Appendix 6.5b:
Multivariate normality (construct level) (Russia)**

	CWFTOTAL	CWNTOTAL	CWVTOTAL	CWITOTAL	CWUTOTAL	CWCUTOTAL	CWSTOTAL	CWATOTAL	CWCSTOTAL
Skewness	-1.103	-.952	-.851	-.580	-1.150	-1.112	-.757	-.705	-.537
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	1.336	1.216	1.004	.625	1.840	1.554	.375	.380	.057
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CWCRTOTAL	CWCSRTOTAL	CCCVTOTAL	CCCPHTOTAL	CCCMTOTAL	CCCPRTOTAL	CCCHTOTAL	CCFTOTAL	CCCOTOTAL
Skewness	-.575	-1.069	-1.013	-.994	-1.422	-1.021	-.772	-.797	-1.106
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	-.322	1.298	.203	.027	1.580	1.184	.247	.313	.499
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CCSTOTAL	CITOTAL	CRTOTAL	ITOTAL	LTOTAL	STOTAL	CRATOTAL		
Skewness	-1.033	-.991	-.795	-.718	-.798	-1.053	-.792		
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103		
Kurtosis	.825	1.646	.620	.439	.619	1.856	.724		
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206		

Appendix 6.6a:
Univariate normality (item level) (UK)

	CWF1	CWF3	CWF6	CWF7	CWF8	CWF11	CWF12	CWF13	CWF15
Skewness	-.941	-.768	-.725	-.953	-.704	-.856	-.909	-1.091	-.879
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.652	.365	.129	.734	.073	.319	.259	1.210	1.649
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CWF17	CWF18	CWF19	CWN1	CWN3	CWN4	CWN6	CWN8	CWN9
Skewness	-1.211	-1.133	-.987	-1.003	-1.103	-1.031	-1.064	-1.037	-1.021
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	1.603	1.303	1.242	1.216	1.146	.889	.886	.669	.586
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CWN10	CWV1	CWV2	CWV3	CWV4	CWV5	CWV6	CWV7	CWV8
Skewness	-1.081	-.721	-.869	-.805	-.810	-.732	-.651	-.795	-.759
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.802	.053	.625	.204	.182	.212	-.137	.054	.163
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CWV9	CWV11	CWV12	CWV13	CWI2	CWI3	CWI4	CWI5	CWI6
Skewness	-.638	-.878	-.858	-.743	-.963	-.596	-1.039	-.775	-.687
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.025	.551	.705	.168	.610	-.169	.764	.390	-.097
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CWI7	CWI9	CWI10	CWI12	CWI13	CWI15	CWI16	CWI1	CWI2
Skewness	-.962	-.890	-.931	-.920	-.670	-.991	-.782	-1.198	-.989
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.597	.421	.536	.469	-.257	.631	.355	1.479	1.183
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CWI3	CWI4	CWI5	CWI6	CWCU2	CWCU3	CWCU4	CWCU5	CWS2
Skewness	-1.344	-1.005	-.667	-1.074	-1.353	-.889	-1.329	-.919	-1.089
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	1.999	.844	.248	1.005	1.476	-.105	1.415	.297	1.088
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.204	.203	.203
	CWS3	CWS4	CWS5	CWS6	CWS7	CWS8	CWA1	CWA2	CWA3
Skewness	-.838	-1.027	-.929	-.969	-.826	-.951	-1.069	3.547	-1.172
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.150	.443	.323	.509	.085	.242	.561	56.572	.639
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203

	CWA4	CWA5	CWA6	CWA7	CWCS1	CWCS2	CWCS3	CWCS4	CWCS5
Skewness	-1.156	-1.053	-1.296	-1.349	-1.075	-1.132	-.801	-.805	-1.228
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.577	.478	.791	.965	.989	1.032	-.062	.340	1.253
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CWCS6	CWCS7	CWCR1	CWCR2	CWCR3	CWCR4	CWCR5	CWCR6	CWCR7
Skewness	-1.191	-1.030	-.804	-.640	-.561	-.864	-.565	-.712	-.669
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	1.058	.467	.062	-.194	-.327	.263	-.257	-.135	-.386
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CWCR8	CWCSR1	CWCSR2	CWCSR3	CWCSR4	CWCSR5	CWCSR6	CWCSR7	CWCSR8
Skewness	-.927	-1.130	-1.037	-1.189	-1.167	-1.050	-.965	-1.068	-1.046
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.439	1.252	.820	1.138	1.269	.830	.461	.698	.659
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CCCV1	CCCV2	CCCV3	CCCV4	CCCV5	CCCV10	CCCV11	CCCV12	CCCPH1
Skewness	-.999	-1.051	-.845	-1.143	-1.030	-1.075	-1.043	-1.045	-1.082
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.028	.108	-.298	.537	.212	.297	.199	.262	.406
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CCCPH2	CCCPH3	CCCPH4	CCCPH5	CCCPH6	CCCM1	CCCM2	CCCM3	CCCM4
Skewness	-1.193	-1.189	-1.063	-1.154	-1.280	-1.189	-1.345	-1.120	-1.158
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.631	.727	.347	.559	1.393	.870	1.267	.594	.950
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CCCM5	CCCPR1	CCCPR2	CCCPR3	CCCPR5	CCCPR6	CCCH1	CCCH2	CCCH3
Skewness	-1.274	-1.152	-1.077	-1.010	-.976	-.939	-.836	-.709	-.675
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	1.024	1.127	.851	.481	.861	.602	.208	-.198	-.143
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CCCH4	CCCH5	CCCH6	CCF1	CCF2	CCF3	CCF4	CCF5	CCCO1
Skewness	-.821	-.924	-.960	-.954	-.948	-.910	-1.014	-.954	-1.180
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	-.024	.285	.344	.076	.282	.061	.407	.343	.627
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CCCO2	CCCO3	CCCO4	CCCO5	CCCO6	CCCO7	CCS1	CCS2	CCS3
Skewness	-1.112	-1.117	-1.052	-1.159	-1.143	-1.030	-1.052	-1.091	-.856

Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.454	.444	.512	.878	.796	.361	1.013	.939	.039
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CCS4	CCS5	CCS7	CCS9	CCS10	CI1	CI2	CI3	CI4
Skewness	-.830	-1.250	-1.200	-1.081	-1.053	-.937	-1.248	-1.165	-1.442
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	.446	1.465	1.219	.709	.432	1.085	1.591	1.793	2.386
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CI5	CI6	CI7	CI8	CR1	CR2	CR3	CR4	CR5
Skewness	-1.247	-.863	-1.134	-1.198	-.964	-1.056	-.822	-.995	-.888
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	1.477	.576	1.248	1.131	.329	.482	-.017	.510	.223
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	CR6	CR8	I1	I2	I3	I4	I5	L2	L3
Skewness	-.862	-1.034	-.779	-.823	-.780	-.822	-.858	-.743	-.750
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	-.007	.289	.259	.287	.013	.450	.326	.398	.484
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	L4	L5	L6	L7	S1	S2	S3	S4	S5
Skewness	-.699	-.626	-.558	-1.034	-.967	-1.059	-1.047	-1.081	-1.149
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	-.020	-.086	-.255	.871	.685	.772	.866	.915	1.109
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203
	S6	CRA1	CRA2	CRA3	CRA4	CRA5	CRA6	CRA7	CRA8
Skewness	-1.214	-.585	-.822	-.629	-.646	-.722	-.618	-.792	-.715
Std. Error of Skewness	.102	.102	.102	.102	.102	.102	.102	.102	.102
Kurtosis	1.127	.243	.420	.192	.196	.418	.325	.700	.404
Std. Error of Kurtosis	.203	.203	.203	.203	.203	.203	.203	.203	.203

Appendix 6.6b:
Univariate normality (Item level) (Russia)

	CWF1	CWF3	CWF6	CWF7	CWF8	CWF11	CWF12	CWF13	CWF15
Skewness	-1.072	-.991	-.828	-1.051	-.828	-1.055	-.950	-1.137	-1.166
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	.756	.402	.198	.849	.236	.861	.391	1.207	1.135
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CWF17	CWF18	CWF19	CWN1	CWN3	CWN4	CWN6	CWN8	CWN9
Skewness	-.941	-.925	-1.057	-.902	-.889	-.850	-1.111	-.897	-1.038
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	.069	.139	.577	.443	.483	.092	1.047	.180	.646
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CWN10	CWV1	CWV2	CWV3	CWV4	CWV5	CWV6	CWV7	CWV8
Skewness	-1.154	-.830	-.924	-.859	-.833	-.799	-.813	-.825	-.812
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	1.057	.015	.612	.381	.177	-.014	-.126	-.090	.221
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CWV9	CWV11	CWV12	CWV13	CWI2	CWI3	CWI4	CWI5	CWI6
Skewness	-.781	-.915	-.631	-.777	-.591	-.520	-1.009	-.715	-.453
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	.117	.502	-.107	.201	-.057	-.295	.710	.207	-.478
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CWI7	CWI9	CWI10	CWI12	CWI13	CWI15	CWI16	CWU1	CWU2
Skewness	-.585	-.854	-.886	-.743	-.613	-.735	-.724	-1.105	-1.144
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	-.153	.384	.399	-.041	-.376	-.249	.265	.839	.552
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CWU3	CWU4	CWU5	CWU6	CWCU2	CWCU3	CWCU4	CWCU5	CWS2
Skewness	-1.266	-1.319	-.688	-1.040	-1.293	-1.183	-.838	-.820	-1.142
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	1.332	1.116	.089	.365	1.109	1.056	-.021	.415	.410
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CWS3	CWS4	CWS5	CWS6	CWS7	CWS8	CWA1	CWA2	CWA3
Skewness	-.717	-.825	-.934	-.823	-.706	-1.064	-.951	-.656	-.800
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	-.208	-.120	-.064	.044	-.302	.207	.272	-.617	-.571

Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CWA4	CWA5	CWA6	CWA7	CWCS1	CWCS2	CWCS3	CWCS4	CWCS5
Skewness	-.971	-.991	-.807	-.955	-.948	-1.053	-.837	-.624	-1.182
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	-.070	.099	-.480	-.064	.527	.704	-.257	-.120	1.017
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CWCS6	CWCS7	CWCR1	CWCR2	CWCR3	CWCR4	CWCR5	CWCR6	CWCR7
Skewness	-.863	-.786	-.711	-.799	-.522	-.804	-.887	-.864	-.775
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	-.264	-.442	-.170	-.308	-.377	.134	-.256	-.165	-.374
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CWCR8	CWCSR1	CWCSR2	CWCSR3	CWCSR4	CWCSR5	CWCSR6	CWCSR7	CWCSR8
Skewness	-.832	-.963	-.842	-1.226	-1.143	-1.091	-.912	-.996	-1.063
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	-.396	-.103	-.352	1.156	.926	.923	-.087	.351	.572
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CCCV1	CCCV2	CCCV3	CCCV4	CCCV5	CCCV10	CCCV11	CCCV12	CCCPH1
Skewness	-1.061	-.900	-.977	-.954	-.990	-1.069	-.906	-.980	-.947
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	.015	-.234	-.202	-.273	.143	.224	-.293	-.070	-.019
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CCCPH2	CCCPH3	CCCPH4	CCCPH5	CCCPH6	CCCM1	CCCM2	CCCM3	CCCM4
Skewness	-.995	-1.056	-1.054	-.966	-1.025	-1.190	-1.252	-1.055	-1.179
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	-.051	.045	.075	-.098	.022	.555	.679	.156	.663
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CCCM5	CCCPR1	CCCPR2	CCCPR3	CCCPR5	CCCPR6	CCCH1	CCCH2	CCCH3
Skewness	-1.294	-1.059	-1.150	-.893	-.944	-1.136	-.729	-.724	-.658
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	.797	.601	1.036	.123	.776	.916	-.427	-.293	-.113
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CCCH4	CCCH5	CCCH6	CCF1	CCF2	CCF3	CCF4	CCF5	CCCO1
Skewness	-.799	-.900	-.830	-.921	-.968	-.951	-.963	-.935	-1.123
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	-.039	.078	-.258	-.154	.102	-.040	.294	.326	.183
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CCCO2	CCCO3	CCCO4	CCCO5	CCCO6	CCCO7	CCS1	CCS2	CCS3

Skewness	-.985	-1.127	-.948	-1.082	-1.014	-1.005	-1.084	-.941	-.821
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	-.019	.438	.102	.266	.157	.054	.533	.468	-.224
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CCS4	CCS5	CCS7	CCS9	CCS10	CI1	CI2	CI3	CI4
Skewness	-1.337	-1.224	-1.304	-1.174	-.944	-.784	-1.135	-1.102	-1.318
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	1.191	1.237	1.050	.601	.109	.331	1.082	1.510	1.940
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CI5	CI6	CI7	CI8	CR1	CR2	CR3	CR4	CR5
Skewness	-.904	-.883	-1.070	-.843	-.830	-.824	-.735	-.916	-.811
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	.675	.396	1.017	.433	.356	.226	-.072	.172	-.033
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	CR6	CR8	I1	I2	I3	I4	I5	L2	L3
Skewness	-.895	-.993	-.921	-.857	-.751	-1.055	-1.067	-.932	-1.091
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	.674	.165	.226	.355	-.060	.844	.597	.418	.672
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	L4	L5	L6	L7	S1	S2	S3	S4	S5
Skewness	-.801	-.587	-.901	-1.015	-.862	-1.277	-.999	-1.046	-1.100
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	-.186	-.223	.390	.721	.439	1.295	.763	.882	.925
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206
	S6	CRA1	CRA2	CRA3	CRA4	CRA5	CRA6	CRA7	CRA8
Skewness	-1.072	-.803	-.854	-.747	-.642	-.713	-.899	-.792	-.869
Std. Error of Skewness	.103	.103	.103	.103	.103	.103	.103	.103	.103
Kurtosis	1.446	.469	.476	.236	.195	.361	.715	.643	.286
Std. Error of Kurtosis	.206	.206	.206	.206	.206	.206	.206	.206	.206

Appendix 6.7a:
Descriptive statistics and correlation matrix for the constructs (UK)

	CWF	CWN	CWV	CWI	CWU	CWCU	CWS	CWA	CWCS	CWCR	CWCSR	CCCVT	CCCPH	CCCM	CCCPR	CCCH	CCF	CCCO	CCS	CI	CR	I	L	S	CRA	
CWF	1																									
CWN	.303**	1																								
CWV	.149**	.353**	1																							
CWI	.231**	.303**	.437**	1																						
CWU	.321**	.380**	.577**	.487**	1																					
CWCU	.162**	.240**	.338**	.358**	.367**	1																				
CWS	.282**	.310**	.574**	.523**	.678**	.362**	1																			
CWA	.227**	.312**	.477**	.382**	.525**	.282**	.568**	1																		
CWCS	.218**	.282**	.398**	.316**	.386**	.168**	.449**	.339**	1																	
CWCR	.166**	.232**	.455**	.465**	.543**	.306**	.499**	.318**	.270**	1																
CWCSR	.517**	.331**	.330**	.423**	.439**	.280**	.464**	.288**	.215**	.276**	1															
CCCVT	.167**	.170**	.269**	.293**	.443**	.275**	.370**	.231**	.180**	.249**	.276**	1														
CCCPH	.229**	.167**	.289**	.323**	.419**	.236**	.475**	.254**	.153**	.239**	.299**	.463**	1													
CCCM	.207**	.270**	.257**	.350**	.311**	.263**	.372**	.319**	.184**	.262**	.287**	.408**	.526**	1												
CCCPR	.347**	.269**	.154**	.211**	.230**	.159**	.291**	.206**	.117**	.164**	.321**	.339**	.492**	.455**	1											
CCCH	.254**	.234**	.318**	.320**	.401**	.252**	.387**	.294**	.165**	.283**	.282**	.452**	.491**	.413**	.339**	1										
CCF	.189**	.195**	.305**	.307**	.396**	.168**	.434**	.293**	.186**	.286**	.301**	.427**	.508**	.460**	.411**	.439**	1									
CCCO	.189**	.127**	.280**	.268**	.352**	.232**	.341**	.227**	.168**	.204**	.233**	.466**	.560**	.432**	.353**	.498**	.465**	1								
CCS	.105*	.097*	.112**	.123**	.198**	.040**	.234**	.127**	.127**	.129**	.082*	.046**	.062**	.072**	.027**	.097*	.079**	.065**	1							
CI	.524**	.360**	.291**	.334**	.404**	.248**	.437**	.274**	.200**	.245**	.649**	.251**	.283**	.272**	.432**	.230**	.305**	.190**	.111**	1						
CR	.294**	.272**	.442**	.395**	.440**	.294**	.518**	.389**	.309**	.355**	.339**	.180**	.330**	.232**	.116**	.253**	.261**	.247**	.143**	.277**	1					
I	.247**	.286**	.284**	.352**	.375**	.209**	.390**	.269**	.105*	.255**	.305**	.335**	.398**	.336**	.376**	.389**	.450**	.316**	.084*	.251**	.283**	1				
L	.217**	.303**	.425**	.329**	.354**	.277**	.288**	.280**	.174**	.271**	.272**	.168**	.206**	.226**	.128**	.180**	.252**	.256**	.058	.270**	.303**	.181**	1			
S	.058**	.023**	.055**	.080**	.093*	.125**	.098**	.020**	.095*	.122**	.061**	.012**	.034**	.012**	.056	.089*	.05**	.013**	.102*	.115**	.084*	.055**	.063**	1		
CRA	.139**	.173**	.257**	.257**	.271**	.302**	.208**	.198**	.170**	.239**	.118**	.152**	.081*	.156**	.114**	.169**	.111**	.188**	.157**	.136**	.174**	.139**	.140**	.143**	1	

** . Correlation is significant at the 0.01 level (Pearson correlation sig. (2-tailed)).

Appendix 6.7b:
Descriptive statistics and correlation matrix for the constructs (Russia)

	CWF	CWN	CWV	CWI	CWU	CWCU	CWS	CWA	CWCS	CWCR	CWCSR	CCCVT	CCCPH	CCCM	CCCPR	CCCH	CCF	CCCO	CCS	CI	CR	I	L	S	CRA
CWF	1																								
CWN	.332**	1																							
CWV	.271**	.352**	1																						
CWI	.353**	.285**	.553**	1																					
CWU	.296**	.257**	.428**	.435**	1																				
CWCU	.333**	.401**	.442**	.442**	.427**	1																			
CWS	.302**	.325**	.554**	.578**	.572**	.509**	1																		
CWA	.385**	.349**	.441**	.430**	.330**	.408**	.384**	1																	
CWCS	.306**	.289**	.434**	.459**	.321**	.531**	.457**	.423**	1																
CWCR	.380**	.363**	.468**	.533**	.383**	.432**	.548**	.485**	.447**	1															
CWCSR	.429**	.362**	.329**	.396**	.273**	.404**	.369**	.393**	.416**	.441**	1														
CCCV	.258**	.199**	.282**	.267**	.288**	.251**	.314**	.172**	.155**	.151**	.191**	1													
CCCPH	.271**	.322**	.362**	.392**	.444**	.368**	.527**	.292**	.269**	.461**	.307**	.370**	1												
CCCM	.286**	.386**	.374**	.434**	.354**	.390**	.424**	.293**	.254**	.380**	.264**	.438**	.611**	1											
CCCPR	.253**	.392**	.233**	.228**	.299**	.247**	.309**	.278**	.170**	.257**	.218**	.293**	.407**	.413**	1										
CCCH	.270**	.219**	.311**	.441**	.318**	.318**	.402**	.267**	.213**	.314**	.237**	.330**	.463**	.431**	.305**	1									
CCF	.250**	.273**	.399**	.341**	.386**	.281**	.432**	.226**	.267**	.352**	.279**	.404**	.522**	.504**	.387**	.391**	1								
CCCO	.232**	.251**	.300**	.296**	.336**	.307**	.362**	.166**	.120**	.238**	.188**	.401**	.569**	.488**	.321**	.475**	.459**	1							
CCS	.187**	.248**	.261**	.259**	.253**	.229**	.313**	.181**	.256**	.183**	.234**	.227**	.246**	.323**	.202**	.203**	.256**	.244**	1						
CI	.406**	.376**	.386**	.360**	.353**	.335**	.420**	.305**	.298**	.290**	.364**	.287**	.393**	.397**	.369**	.211**	.352**	.264**	.254**	1					
CR	.304**	.296**	.465**	.360**	.377**	.426**	.471**	.354**	.321**	.344**	.281**	.254**	.441**	.372**	.247**	.306**	.358**	.328**	.288**	.427**	1				
I	.263**	.309**	.438**	.314**	.298**	.338**	.361**	.302**	.230**	.297**	.234**	.279**	.408**	.414**	.276**	.355**	.371**	.305**	.251**	.366**	.537**	1			
L	.356**	.358**	.482**	.392**	.364**	.454**	.513**	.321**	.346**	.442**	.296**	.199**	.413**	.389**	.278**	.265**	.342**	.318**	.269**	.400**	.447**	.402**	1		
S	.320**	.291**	.314**	.315**	.296**	.418**	.355**	.259**	.344**	.364**	.214**	.177**	.274**	.327**	.212**	.188**	.289**	.178**	.281**	.366**	.385**	.353**	.439**	1	
CRA	.252**	.284**	.340**	.311**	.345**	.401**	.325**	.311**	.271**	.291**	.206**	.266**	.181**	.247**	.201**	.202**	.197**	.263**	.243**	.270**	.310**	.263**	.288**	.311**	1

** . Correlation is significant at the 0.01 level (Pearson correlation sig. (2-tailed))

**Appendix 6.8a:
Inter-construct correlation matrix (UK)**

	CRA	S	CR	I	L	CI	CCCO	CCS	CCF	CCCH	CCC PR	CCC M	CCC PH	CCC V	CWC SR	CWC R	CWC S	CWA	CWS	CW CU	CW U	CWI	CWV	CWN	CWF	
CRA	1																									
S	0.204	1																								
CR	0.099	0.255	1																							
I	0.108	0.205	0.425	1																						
L	0.149	0.316	0.333	0.225	1																					
CI	0.101	0.232	0.411	0.263	0.289	1																				
CCCO	0.21	0.105	0.18	0.121	0.138	0.096	1																			
CCS	0.115	0.131	0.116	0.086	0.121	0.045	0.202	1																		
CCF	0.12	0.173	0.181	0.18	0.146	0.127	0.438	0.235	1																	
CCCH	0.114	0.122	0.183	0.194	0.19	0.083	0.477	0.198	0.443	1																
CCCPR	0.062	0.175	0.189	0.113	0.181	0.185	0.349	0.219	0.441	0.3	1															
CCCM	0.082	0.179	0.172	0.15	0.173	0.176	0.432	0.251	0.52	0.41	0.49	1														
CCCPH	0.05	0.178	0.223	0.162	0.233	0.203	0.525	0.226	0.528	0.443	0.483	0.59	1													
CCCV	0.105	0.103	0.152	0.113	0.041	0.084	0.33	0.212	0.406	0.336	0.283	0.349	0.36	1												
CWCSR	0.149	0.083	0.111	0.081	0.181	0.112	0.048	0.164	0.177	0.195	0.07	0.089	0.131	0.086	1											
CWCR	0.14	0.272	0.178	0.107	0.338	0.198	0.156	0.055	0.221	0.182	0.158	0.219	0.322	0.062	0.48	1										
CWCS	0.07	0.099	0.117	0.092	0.182	0.159	-0.043	0.124	0.091	0.066	0.064	0.052	0.094	0.514	0.424	1										
CWA	0.146	0.226	0.164	0.11	0.247	0.123	0.089	0.012	0.139	0.12	0.088	0.133	0.115	0.039	0.52	0.5	0.53	1								
CWS	0.096	0.216	0.256	0.13	0.356	0.247	0.153	0.099	0.167	0.134	0.157	0.203	0.237	0.128	0.242	0.441	0.312	0.351	1							
CWCU	0.346	0.155	0.154	0.1	0.209	0.069	0.178	0.065	0.182	0.152	0.07	0.131	0.153	0.11	0.303	0.278	0.241	0.246	0.303	1						
CWU	0.146	0.286	0.22	0.141	0.315	0.23	0.129	0.114	0.156	0.107	0.111	0.289	0.193	0.098	0.24	0.474	0.281	0.336	0.495	0.353	1					
CWI	0.119	0.223	0.146	0.15	0.298	0.183	0.138	0.108	0.187	0.318	0.103	0.17	0.157	0.132	0.408	0.483	0.4	0.454	0.347	0.243	0.49	1				
CWV	0.11	0.217	0.29	0.275	0.319	0.261	0.126	0.131	0.333	0.131	0.162	0.216	0.173	0.198	0.33	0.45	0.325	0.425	0.529	0.208	0.517	0.423	1			
CWN	0.169	0.218	0.214	0.108	0.243	0.205	0.173	0.11	0.148	0.114	0.412	0.209	0.174	0.123	0.216	0.303	0.213	0.246	0.193	0.236	0.318	0.164	0.265	1		
CWF	0.125	0.23	0.223	0.15	0.342	0.231	0.192	0.172	0.197	0.244	0.147	0.228	0.226	0.209	0.561	0.561	0.506	0.564	0.453	0.204	0.466	0.598	0.479	0.288	1	

**Appendix 6.8b:
Inter-construct correlation matrix (Russia)**

	CRA	S	CR	I	L	CI	CCCO	CCS	CCF	CCCH	CCC PR	CCC M	CCC PH	CCC V	CWC SR	CWC R	CWC S	CWA	CWS	CW CU	CW U	CWI	CWV	CWN	CWF	
CRA	1																									
S	0.448	1																								
CR	0.339	0.354	1																							
I	0.333	0.31	0.568	1																						
L	0.366	0.445	0.456	0.388	1																					
CI	0.345	0.364	0.559	0.423	0.447	1																				
CCCO	0.355	0.204	0.287	0.255	0.273	0.249	1																			
CCS	0.321	0.286	0.275	0.226	0.27	0.248	0.319	1																		
CCF	0.28	0.298	0.311	0.285	0.275	0.239	0.433	0.316	1																	
CCCH	0.247	0.198	0.3	0.32	0.299	0.219	0.467	0.241	0.394	1																
CCCPR	0.217	0.208	0.187	0.179	0.22	0.257	0.279	0.218	0.263	0.258	1															
CCCM	0.28	0.32	0.329	0.311	0.319	0.354	0.511	0.377	0.502	0.438	0.3	1														
CCCPH	0.255	0.311	0.345	0.311	0.386	0.352	0.581	0.316	0.504	0.462	0.277	0.655	1													
CCCV	0.306	0.233	0.264	0.248	0.165	0.241	0.408	0.315	0.415	0.338	0.223	0.435	0.427	1												
CWCSR	0.313	0.248	0.286	0.23	0.302	0.284	0.149	0.265	0.248	0.289	0.217	0.222	0.272	0.153	1											
CWCR	0.263	0.364	0.3	0.228	0.433	0.287	0.208	0.174	0.273	0.286	0.198	0.325	0.41	0.118	0.529	1										
CWCS	0.26	0.252	0.281	0.258	0.334	0.302	0.081	0.256	0.224	0.216	0.186	0.21	0.242	0.082	0.555	0.496	1									
CWA	0.196	0.161	0.245	0.191	0.188	0.262	0.105	0.158	0.132	0.161	0.239	0.17	0.13	0.136	0.306	0.315	0.318	1								
CWS	0.285	0.326	0.402	0.257	0.48	0.378	0.253	0.207	0.245	0.262	0.183	0.334	0.32	0.228	0.343	0.482	0.367	0.198	1							
CWCU	0.495	0.385	0.345	0.288	0.424	0.303	0.306	0.251	0.322	0.333	0.231	0.344	0.331	0.263	0.456	0.41	0.385	0.252	0.454	1						
CWU	0.229	0.221	0.236	0.224	0.249	0.198	0.219	0.185	0.216	0.204	0.186	0.247	0.254	0.164	0.17	0.268	0.228	0.207	0.316	0.332	1					
CWI	0.305	0.358	0.292	0.322	0.391	0.363	0.244	0.225	0.219	0.432	0.169	0.297	0.272	0.223	0.473	0.529	0.492	0.307	0.41	0.424	0.266	1				
CWV	0.322	0.371	0.48	0.433	0.468	0.428	0.248	0.288	0.371	0.277	0.186	0.35	0.297	0.277	0.396	0.487	0.442	0.291	0.503	0.392	0.283	0.523	1			
CWN	0.352	0.36	0.351	0.308	0.435	0.396	0.271	0.279	0.276	0.244	0.275	0.363	0.342	0.223	0.397	0.408	0.381	0.274	0.335	0.411	0.252	0.348	0.442	1		
CWF	0.345	0.381	0.298	0.27	0.336	0.342	0.291	0.283	0.26	0.323	0.283	0.336	0.315	0.306	0.413	0.373	0.352	0.28	0.382	0.353	0.263	0.376	0.314	0.384	1	