



International Journal of Applied Business and Economic Research

ISSN : 0972-7302

available at <http://www.serialsjournals.com>

© Serials Publications Pvt. Ltd.

Volume 15 • Number 23 (Part 2) • 2017

Retailer's Corporate Social Responsibility as an Antecedent of Retailer Personality and Customer Reactions

Abdul Rashid¹ and Varsha Rokade²

¹Senior Research Scholar, Ph.D., Department of Management Studies, Maulana Azad National Institute of Technology (MANIT), Bhopal 462003, Madhya Pradesh, India. Email: reachrashid_2004@yahoo.co.in

²Co-Author, Assistant Professor, Department of Management Studies, Maulana Azad National Institute of Technology (MANIT), Bhopal 462003, Madhya Pradesh, India. Email: deshpande.varsha@gmail.com

ABSTRACT

Study aims at finding the impact of Corporate Social Responsibility (CSR) as an antecedent and Customer Satisfaction, Trust and Loyalty (customer reactions) as a consequence of Retailer Personality. Data were collected on a convenience sample of 410 Indian food and grocery shoppers. Using PLS SEM and SPSS we show that perceived CSR policy of the retailer have a significant positive impact on Sophistication and Humbleness and negative impact on Disingenuousness and Introversion personality traits. CSR has direct links with customer reactions and indirect links through retailer personality. Relationships among all variables give originality to the study which has never been studied in Indian context.

Keywords: Corporate Social Responsibility; Retailer Personality; Customer satisfaction; Customer trust; Customer loyalty.

1. INTRODUCTION

1.1. Corporate Social Responsibility

Corporate social responsibility (CSR) is a hot topic in management today. Corporate Social Responsibility (CSR) has emerged as a valuable approach in establishing long term relationship with both internal and external stakeholders of business venture. Corporate social responsibility (CSR) refers to moral, ethical and social restrictions of a firm beyond its own economic interests (Brown & Dacin, 1997; McWilliams & Siegel, 2001). A very few studies have incorporated CSR as an antecedent of retailer personality. D'Astous and Lévesque (2003) proposed a scale to measure retailer personality through five traits viz. sophistication,

solidity, genuineness, enthusiasm, and unpleasantness. On the basis of this scale Brengman and Willems (2009) observed that store design, sales staff, price and quality of merchandise, services offered and retailer's CSR policy strongly influences the five personality traits considered. Swaen and Chumpitaz (2008) determined four dimensions of corporate CSR policy viz. respect for environment, respect for consumers, respect for employees and philanthropic activities.

1.2. Purpose and Originality of the Study

This main objective of this study is to find the impact of Retailer's Corporate Social Responsibility on retailer personality, along with the impact on the consequences of retailer personality viz. customer satisfaction, trust and loyalty toward the retailer. The originality of this research lies in the fact that this research is not limited to the study of links among Retailer Personality traits and customer satisfaction, trust and loyalty as previous researches did, but in addition, it will propose a comprehensive model taking into account the links among retailer's CSR policy, retailer personality, customer satisfaction, trust and loyalty, which had not been studied till yet to the best of our knowledge.

1.3. Retailer Personality

Retailer personality is often defined with reference to brand personality. The brand personality can be referred from brand name, symbol, logo, price, packaging, advertising style and its distribution (Batra et. al., 1993). Brand personality can be referred as "the set of human characteristics associated with a brand" (Aaker, 1997). Azoulay and Kapferer (2003) explained brand personality as "the unique set of human personality traits both applicable and relevant to brands".

1.4. Retailer Personality Traits in Indian Context

Ambroise and Valette-Florence (2010) proposed five traits structure viz. agreeableness, sophistication, conscientiousness, disingenuousness and introversion. But this scale was developed specially for the French semantic and cultural context and unfit for Indian context. So, an exploratory customers' Top of Mind (TOM) survey was conducted along with experts from academia and industry. The survey consisted of the five traits proposed by Ambroise and Valette-Florence with two more retailer personality traits viz. Humbleness and Seduction. Respondents were asked to choose any four personality traits which they perceived as important by simply checking the boxes provided against each of the seven personality trait. This helped in extracting the retailer personality traits which are important in Indian context. Four personality traits which gained highest selection scores in the survey were incorporated in the model. Thus, the final model included two positive traits (Humbleness & Sophistication) and two negative traits (disingenuousness and introversion) of retailer personality, whereas the rest three lowest scoring traits (agreeableness, conscientiousness & Seduction) which were unfit in Indian context were removed.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The model proposed in this study (Figure 1) consist of retailer's CSR policy as an antecedent of retailer personality and Customer reactions (satisfaction, trust, loyalty) as consequences of retailer personality.

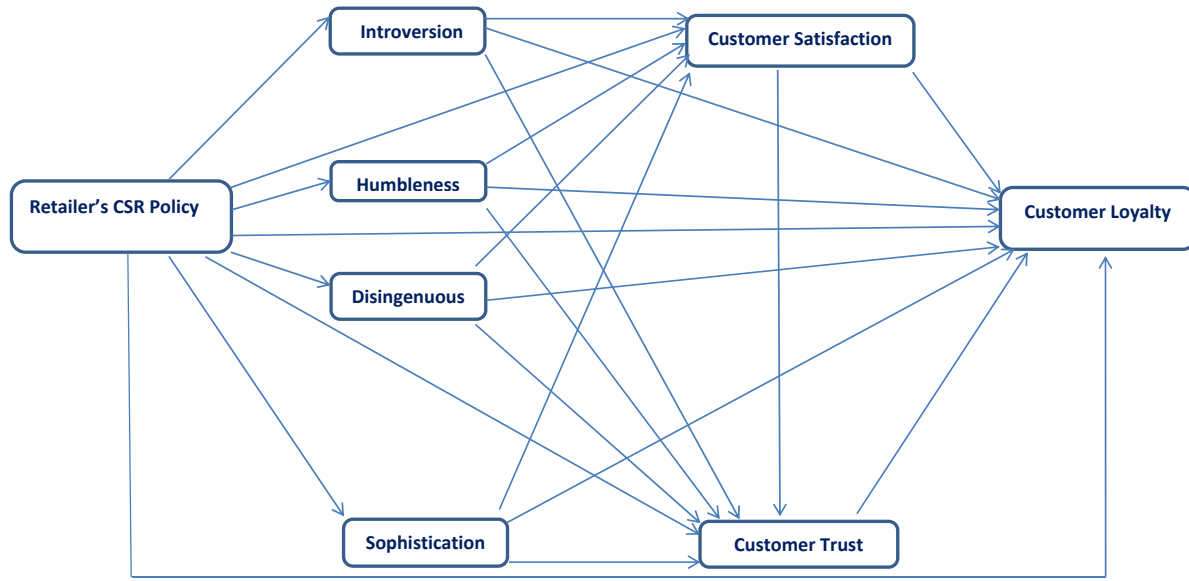


Figure 1: Structural Model
Source: Author's Analysis

2.1. Links Among CSR and Customer Satisfaction, Trust and Loyalty

A company's CSR policy has a positive and significant influence on consumer satisfaction with the company (Matute-Vallejo et. al., 2011). In the specific field of distribution, CSR policy has a positive and significant influence on consumer satisfaction with the retailer (Gupta and Pirsch, 2008). Several studies has shown that a retailer's CSR policy has a significant and positive influence on customer trust (Lin et. al., 2011; Stanaland et. al., 2011; Herault, 2012). Also, it has been studied in various studies that a retailer's CSR policy has a significant and positive influence on customer loyalty (Gupta and Pirsh, 2008; Mohr and Webb, 2005; Anselmsson and Johansson, 2007).

Hypothesis 1a: Retailer's CSR Policy has a significant and positive impact on Customer Satisfaction with the retailer.

Hypothesis 1b: Retailer's CSR Policy has a significant and positive impact on Customer Trust with the retailer.

Hypothesis 1c: Retailer's CSR Policy has a significant and positive impact on Customer Loyalty with the retailer.

2.2. Links Among Customer Satisfaction, Trust and Loyalty

Various researchers argued that customer satisfaction enhances customer trust with the retailer. Customer satisfaction has a positive and significant influence on customer trust (Swaen and Chumpitaz, 2008). According to Oliver, (1997) customer satisfaction is another important determinant of customer loyalty. Several researchers have studied and established positive and significant link between customer satisfaction and customer loyalty (Oliver and Linda, 1981; Taylor and Baker, 1994; Hallowell, 1996; Magin et. al., 2003). Many studies have been conducted to establish positive and significant link between customer trust and customer loyalty (Okazaki, et. al., 2007; Herault, 2012, Lin et. al., 2011; Stanaland et. al., 2011).

Hypothesis 2a: Customer Satisfaction has a significant and positive impact on Customer Trust with the retailer.

Hypothesis 2b: Customer Trust has a significant and positive impact on Customer Loyalty with the retailer.

Hypothesis 2c: Customer Satisfaction has a significant and positive impact on Customer Loyalty with the retailer.

2.3. Links Among Retailer Personality Traits and Customer Satisfaction, Trust and Loyalty

Ekinici and Dawes (2009) studied the impact of personality traits on customer satisfaction. They found that three personality traits (extroversion, agreeableness and conscientiousness) have a statistically significant impact on customer satisfaction. The personality traits congeniality, originality, preciousness and conscientiousness have a positive and significant impact on customer trust (Lombart and Louis, 2012). Past research had also studied the specific links between retailer personality and customer loyalty (Merrilees and Miller, 2001; Morschett et. al., 2007; Zentes et. al., 2008).

Hypothesis 3: The retailer personality traits humbleness and sophistication has a significant positive impact while introversion and disingenuousness has a significant negative impact on customer satisfaction.

Hypothesis 4: The retailer personality traits humbleness and sophistication has a significant positive impact while introversion and disingenuousness has a significant negative impact on customer trust.

Hypothesis 5: The retailer personality traits humbleness and sophistication has a significant positive impact while introversion and disingenuousness has a significant negative impact on customer loyalty.

2.4. Links between CSR and Retailer Personality

CSR is defined as a company's endeavour to minimise the harmful effects and magnifying the beneficial impacts on the society (Mohr et. al., 2001). Various studies have shown a significant link between retailer's CSR Policy and Retailer Personality. Carrol (1979) found four dimensions of CSR viz. economic, legal, ethical and philanthropic activities. Also, Swaen and Chumpitaz (2008) found four CSR dimensions viz. respect for the environment, respect for consumers, respect for employees and philanthropic activities.

Hypothesis 6: The Retailer's CSR Policy has a significant positive impact on humbleness and sophistication personality traits while it has a significant negative impact on introversion and disingenuousness personality traits. The above links can be seen through a hypothesized model (Figure 2).

3. METHODOLOGY

3.1. Measurement Instrument

The study was undertaken on retail shoppers of big organized retailers of central India. With the consultation of an academician who has an expertise in questionnaire design a structured questionnaire was developed. The questionnaire was tested through a pilot study with 50 food and grocery customers to access the terminology, clarity and response format and modification incorporated. Questionnaire (see Appendix A) with 5 point likert scale has been divided into two sections. The first section of questionnaire contains the demographic information of the respondents viz. age, education, occupation, salary status and marital status as illustrated in Table 1. The second section contains 56 close ended questions out of which 5 items were removed from the analysis (viz. CT4, CT6, RP9, RP10, and RP12) which did not load significantly.

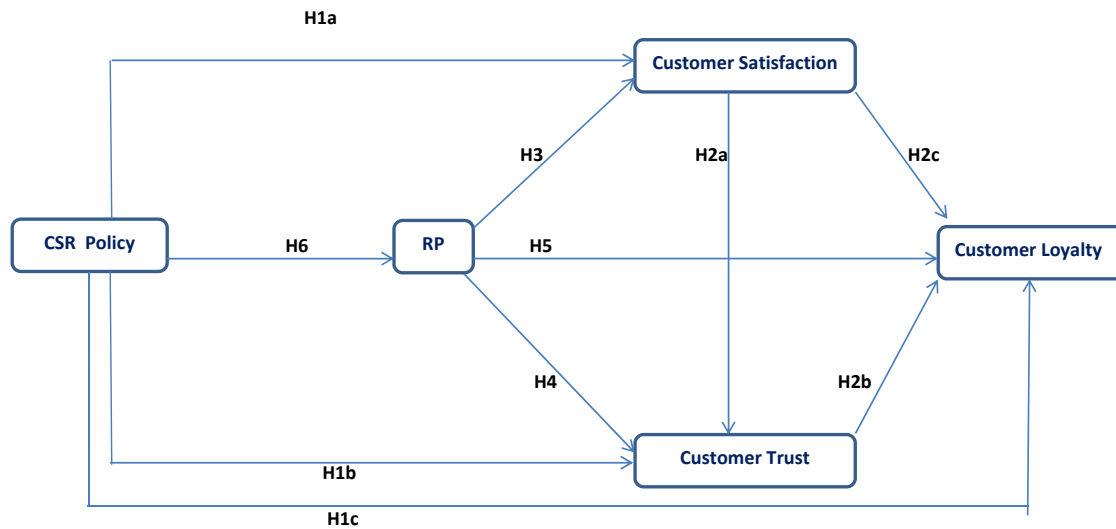


Figure 2: Hypothesized Model
Source: Author's Analysis

Table 1
Demographic information of the respondents

Demographic Characteristics	Data	Frequency (n = 410)	Percentage (%)
Gender	Male	242	59.02
	Female	168	40.97
Age	Less than 20 years	44	10.73
	20–30 years	74	18.05
	30–40 years	167	40.73
	40–50 years	69	16.83
	50 years and above	56	13.65
Education	Undergraduate	135	32.93
	Graduate	187	45.61
	Postgraduate	73	17.80
	Doctorate or equivalent degree	15	03.66
Occupation	Serviceman	76	18.7
	Professional	82	20.0
	Businessman	145	35.5
	Agriculturist	30	07.4
	Student	31	07.7
	Housewife	15	03.7
	Pensioner	18	04.6
	Unemployed	13	03.17
Monthly Income (in INR)	0–200,000	103	25.12
	200,000–400,000	139	33.9
	400,000–600,000	99	24.14
	600,000–800,000	51	12.43
	More than 800,000	18	04.41
Marital Status	Married	303	73.90
	Unmarried	107	26.09

Source: Authors' calculations

3.2. Sample Size and Data Collection

A convenience sample of 410 food and grocery shoppers was taken. Data was gathered from grocery shoppers of big retail conglomerates in central India, in the month of Nov 2017. Questionnaires were distributed to the customers willing to participate in the study, in the parking places of the aforementioned retail stores and respondents were assured of the confidentiality of their responses. Total number of 435 questionnaires out of 456 was collected, finally 410 questionnaires were found to be completely and accurately filled with a response rate of 94.25 per cent; the rest 25 were discarded due to incomplete information and unengaged responses. There were no missing data in questionnaires.

4. DATA ANALYSIS

To test the hypotheses Smart PLS 3.2.7 (Ringle et. al., 2005) software have been used with a 500 re-sampling through non parametric bootstrap, which provides more information including *t*-statistics for drawing conclusions from the data. The model has two objectives, first it explains the association of constructs with dependent variable and secondly it determines the effects of each measuring construct on customer satisfaction.

4.1. Test of the Measurement Model, Scale Validity and Reliability

An EFA has been conducted using Principal Component factor analysis with varimax rotation was done on 56 items. Before factor analysis it was ascertained that the assumptions of normality, linearity and homoscedasticity were not violated (KMO = 0.804, Bartlett Test of Sphericity (Chi-square = 1.160, df = 1275, Sig. = .000) Thus, indicating the adequacy of performing factor analysis (Hair et. al., 1998). Five items which did not load significantly (< 0.5) in any component of rotated component matrix, were removed from the subsequent analysis. Thus, 51 items with eigen values greater than 1.0, were reduced to 14 components included under 4 second order constructs viz. Retailer CSR Policy, Retailer Personality, Customer Trust and Loyalty (see Table 2). The resultant factor structure explained 73.295 per cent of the item variance, which was an acceptable figure.

As shown in Table 2 and 3, factor loadings range from 0.754 to 0.901 and AVE ranges from 0.652 to 0.798, both approximating to recommended threshold criterion of 0.50. Also R^2 is ranging from 0.023 to 0.233 and Q^2 from 0.013 to 0.190. However, discriminant validity has been assessed using Fornell and Larcker criterion (1981) which suggests that the values of the square root of the AVE (highlighted in Table 4) should be greater than the inter-construct correlations. Also, according to Heterotrait – monotrait criterion (Table 5) for assessing discriminant validity, all HTMT values should be less than 0.90, thus discriminant validity has been established between constructs. Composite reliability (CR) of all the latent constructs is greater than the acceptable limit of 0.70 (Carmines and Zeller, 1988). The internal reliability of all scales was assessed by Cronbach's α which has the greater value from the recommended value 0.70 (Nunnally, 1978). Thus, the measurement model reflects good construct validity and reliability. To check multicollinearity effects on the result, the variance inflation factor (VIF) values (Kline, 1998) have been assessed. Smart PLS 3.2.7 has been used to calculate VIF values. VIF values for the variables should be less than 5.0 (Grewal et. al., 2004; Hair et. al., 2011)., where inner VIF Values (VIF between latent constructs) ranging from 1.069 to 1.509 and Outer VIF (VIF between Indicators or items) ranging from 1.416 to 2.813, which is well below the recommended threshold of 5.0. Thus, dataset was free from the problem of multicollinearity.

Table 2
Constructs, Observable items and Measurement Model summary

<i>Second Order Constructs</i>	<i>First order Constructs</i>	<i>Observable items</i>	<i>Factor Loading</i>	<i>t-value</i>
Retailer's CSR Policy	Environmental Responsibility	The store uses solar power to fulfil its energy needs. (CSR1)	0.869	60.137
		The store provides carry bags made of paper. (CSR2)	0.843	45.552
		The store's parent company spend funds on environment conservation campaigns. (CSR3)	0.850	49.917
		Retailer tries to make its store as ecological as possible. (CSR4)	0.851	50.421
	Societal Responsibility	The store prohibits child labour in any form. (CSR6)	0.818	44.408
		The store reserves some job vacancies for females and handicapped people. (CSR7)	0.800	39.669
		The store does not sell cigarettes, tobacco and alcohol. (CSR9)	0.823	41.105
	Philanthropic Activities	The store makes donations to charity based on product sale. (CSR5)	0.857	60.391
		There is a charity foundation registered under the store's company name. (CSR8)	0.870	72.480
		The store supports a humanitarian cause. (CSR10)	0.875	65.990
Retailer Personality (Ambroise and Valette-Florence, 2010)	Introversion (Int)	Shy (RP1)	0.802	35.646
		Reserved (RP2)	0.817	34.102
		Quiet (RP3)	0.817	36.640
		Secretive (RP4)	0.781	27.465
		Egoist (RP19)	0.834	38.925
	Humbleness (Hum)	Friendly (RP6)	0.852	47.578
		Pleasant nature (RP7)	0.889	74.126
		Polite (RP8)	0.868	59.999
		Accurate (RP11)	0.874	58.835
	Disingenuousness (Dis)	Arrogant (RP5)	0.851	40.508
		Showy (RP15)	0.862	44.485
		Fraudulent (RP17)	0.888	66.307
		Dishonest (RP18)	0.782	19.610
	Sophistication (Sop)	Trendy (RP13)	0.844	38.498
		Modern (RP14)	0.835	39.798
		Stylish (RP16)	0.760	23.709
		Classy (RP20)	0.847	43.393
	Customer Satisfaction (Cus) (Oliver, 1981; Anderson et. al., 1994; Fornell, 1992; Fonseca, 2009; Garbarino and Johnson, 1999)	Satisfaction with the overall product prices (CS1)	0.866	59.405
Satisfaction with the overall product quality (CS2)		0.831	37.114	
Re-visit in future (CS3)		0.850	47.359	
Overall satisfaction (CS4)		0.866	46.632	

Second Order Constructs	First order Constructs	Observable items	Factor Loading	t-value		
Customer Trust (Swaen and Chumpitaz, 2008; Fornell et. al., 1996; Morgan and Hunt 1994; Garbarino and Johnson 1999)	Righteousness (Rig)	Safety (CT1)	0.851	59.243		
		Faith in the retailer (CT2)	0.783	39.810		
		Shopping as a guarantee (CT3)	0.822	45.490		
	Benevolence (Ben)	Honesty towards its consumers (CT5)	0.772	34.548		
		Regular renewal to meet customer wants (CT7)	0.847	54.794		
		Meeting customer expectations (CT8)	0.834	45.683		
		Retailer's concern for customer wants (CT9)	0.843	51.375		
		Retailer's understanding for customer (CT10)	0.841	52.184		
		Customer Loyalty (Bodet, 2006;; Hallowell, 1996; Liu and Wu, 2007; Shankar et. al., 2003; Vazquez-Carrasco and Foxall, 2006; Ellram et. al., 1999)	WOM (WOM)	Say positive things about the store (CL1)	0.846	43.313
				Encourage friends to shop from the store (CL3)	0.860	49.624
Purchase Intention (Pur Int)	Price Sensitivity (Pri Sen)	Recommend (CL5)	0.835	38.878		
		More shopping from this store in future (CL2)	0.880	65.656		
		First choice to buy groceries (CL4)	0.899	111.124		
	Complaining Behaviour (Com Beh)	Cannot consider any other store for shopping (CL6)	0.901	83.664		
		Attracted towards price discounts (CL7)	0.878	67.240		
		Purchase decision influenced by price (CL8)	0.887	78.608		
		Pay a higher price than other stores charge (CL9)	0.852	50.896		
		Switch to other a competitor (CL10)	0.821	41.081		
		Complain to external agency (CL11)	0.885	82.340		
		Complain to store employees (CL12)	0.827	44.816		

Source: Author's Analysis

Table 3

Second Order Constructs	First order Constructs	CA	CR	AVE	R ²	Q ²
Retailer's CSR Policy	Environmental Responsibility (Swaen and Chumpitaz, 2008)	0.876	0.915	0.728		
	Societal Responsibility	0.745	0.855	0.662		
	Philanthropic Activities	0.836	0.901	0.753		
Retailer Personality (Ambroise and Valette-Florence, 2010)	Introversion (Int)	0.870	0.905	0.656	0.116	0.107
	Humbleness (Hum)	0.894	0.926	0.758	0.044	0.041
	Disingenuousness (Dis)	0.868	0.910	0.717	0.025	0.019
	Sophistication (Sop)	0.841	0.892	0.675	0.023	0.013
	Customer Satisfaction (CusSat) (Oliver, 1981; Anderson et. al., 1994; Fornell, 1992; Fonseca, 2009; Garbarino and Johnson, 1999)		0.876	0.915	0.728	0.127
Customer Trust (Swaen and Chumpitaz, 2008; Fornell et. al., 1996; Morgan and Hunt 1994; Garbarino and Johnson 1999)	Righteousness (Rig)	0.822	0.882	0.652	0.210	0.190
	Benevolence (Ben)	0.862	0.906	0.708		
Customer Loyalty (Bodet, 2006; Hallowell, 1996; Liu and Wu, 2007; Shankar et. al., 2003; Vazquez-Carrasco and Foxall, 2006; Ellram et. al., 1999)	WOM (WOM)	0.804	0.884	0.718	0.233	0.179
	Purchase Intention (PurInt)	0.874	0.922	0.798		
	Price Sensitivity (PriSen)	0.843	0.905	0.761		
	Complaining Behaviour (ComBeh)	0.799	0.882	0.714		

Source: Author's Analysis

Table 4
Fornell - Larcker Criterion

	<i>Ben</i>	<i>CSR</i>	<i>ComBeh</i>	<i>CusLoy</i>	<i>CusSat</i>	<i>CusTru</i>	<i>Dis</i>	<i>EnvRes</i>	<i>Hum</i>	<i>Int</i>	<i>PhiAct</i>	<i>PriSen</i>	<i>PurInt</i>	<i>Rig</i>	<i>SocRes</i>	<i>Sop</i>	<i>WOM</i>
<i>Ben</i>	0.841																
<i>CSR</i>	0.155	1.000															
<i>ComBeh</i>	0.197	0.158	0.845														
<i>CusLoy</i>	0.183	0.102	0.635	1.000													
<i>CusSat</i>	0.393	0.137	0.407	0.382	0.853												
<i>CusTru</i>	0.755	0.126	0.157	0.300	0.335	1.000											
<i>Dis</i>	-0.255	-0.157	-0.244	-0.135	-0.208	-0.204	0.847										
<i>EnvRes</i>	0.179	0.770	0.168	0.043	0.114	0.109	-0.209	0.853									
<i>Hum</i>	0.212	0.209	0.218	0.298	0.270	0.224	-0.131	0.229	0.871								
<i>Int</i>	-0.201	-0.340	-0.126	-0.076	-0.158	-0.229	0.168	-0.435	-0.167	0.810							
<i>PhiAct</i>	0.090	0.709	0.081	0.113	0.109	0.100	-0.072	0.284	0.119	-0.118	0.867						
<i>PriSen</i>	0.053	0.039	0.074	0.569	0.038	0.291	0.038	-0.016	0.084	-0.027	0.060	0.873					
<i>PurInt</i>	0.234	0.127	0.353	0.593	0.446	0.230	-0.209	0.078	0.426	-0.090	0.141	0.011	0.893				
<i>Rig</i>	0.116	0.031	0.034	0.266	0.103	0.738	-0.042	-0.021	0.120	-0.142	0.059	0.389	0.107	0.808			
<i>SocRes</i>	0.045	0.668	0.077	0.072	0.064	0.055	-0.031	0.257	0.078	-0.128	0.283	0.052	0.056	0.038	0.814		
<i>Sop</i>	0.115	0.152	0.086	0.261	0.168	0.261	0.084	-0.005	0.231	-0.059	0.126	0.300	0.186	0.281	0.245	0.823	
<i>WOM</i>	-0.086	-0.106	-0.013	0.477	-0.051	-0.002	0.134	-0.146	-0.082	0.087	-0.032	0.250	-0.082	0.086	-0.028	0.019	0.847

Notes: * Square roots of AVE shown on diagonal. Source: Author's Analysis.

Table 5
Heterotrait - Monotrait Ratio (HTMT)

	<i>CSR</i>	<i>CusLoy</i>	<i>CusSat</i>	<i>CusTru</i>	<i>Dis</i>	<i>Hum</i>	<i>Int</i>	<i>Sop</i>
<i>CSR</i>								
<i>CusLoy</i>	0.102							
<i>CusSat</i>	0.137	0.382						
<i>CusTru</i>	0.126	0.300	0.335					
<i>Dis</i>	0.157	0.135	0.208	0.204				
<i>Hum</i>	0.209	0.298	0.270	0.224	0.131			
<i>Int</i>	0.340	0.076	0.158	0.229	0.168	0.167		
<i>Sop</i>	0.152	0.261	0.168	0.261	0.084	0.230	0.059	

Source: Author's Analysis

4.2. Test of the Structural Model and Research Hypotheses

A non-parametric bootstrap was run with 500 resample using Smart PLS 3.2.7 to assess the statistical significance of factor loadings and path coefficients (β) (Chin, 2001; Davison et. al., 2003). The Structural Model Estimates (Table 6) are illustrated through standardized path coefficients (β), t -statistics and associated significance levels at $p < 0.05$ (denoted by * in Table 6). Also, it illustrates the direct links between variables and summarizes whether hypotheses were validated, partially validated or not validated.

Table 6
Structure Model Estimates (Path Coefficients)

	<i>Path (Direct Links)</i>	<i>Coefficients (β)</i>	<i>t-value</i>	<i>p-value</i>	<i>Result of Sub-hypotheses</i>	<i>Result of Main Hypotheses</i>
H1	H1a : CSR \rightarrow CusSat	0.020	0.409	0.683	Not Validated	Validated
	H1b : CSR \rightarrow CusTru	-0.028	0.505	0.614	Not Validated	
	H1c : CSR \rightarrow CusLoy	-0.003	0.057	0.954	Not Validated	
H2	H2a : CusSat \rightarrow CusTru	0.229	4.570	0.000*	Validated	Validated
	H2b : CusTru \rightarrow CusLoy	0.135	2.596	0.010*	Validated	
	H2c : CusSat \rightarrow CusLoy	0.264	5.295	0.000*	Validated	
H3	Int \rightarrow CusSat	-0.081	1.533	0.126	Not Validated	Partially Validated
	Hum \rightarrow CusSat	0.199	3.483	0.001*	Validated	
	Dis \rightarrow CusSat	-0.175	3.109	0.002*	Validated	
	Sop \rightarrow CusSat	0.128	2.791	0.005*	Validated	
H4	Int \rightarrow CusTru	-0.153	3.172	0.002*	Validated	Partially Validated
	Hum \rightarrow CusTru	0.074	1.496	0.135	Not Validated	
	Dis \rightarrow CusTru	-0.144	2.741	0.006*	Validated	
	Sop \rightarrow CusTru	0.213	4.279	0.000*	Validated	
H5	Int \rightarrow CusLoy	0.041	0.836	0.404	Not Validated	Partially Validated
	Hum \rightarrow CusLoy	0.163	3.222	0.001*	Validated	
	Dis \rightarrow CusLoy	-0.051	1.043	0.298*	Validated	
	Sop \rightarrow CusLoy	0.151	2.859	0.004*	Validated	
H6	CSR \rightarrow Int	-0.340	6.559	0.000*	Validated	Validated
	CSR \rightarrow Hum	0.209	4.436	0.000*	Validated	
	CSR \rightarrow Dis	-0.157	3.039	0.002*	Validated	
	CSR \rightarrow Sop	0.152	3.130	0.002*	Validated	

Source: Author's Analysis

5. DISCUSSION, CONCLUSIONS AND MANAGERIAL IMPLICATIONS

This study examined the impact of the retailers' CSR Policy on retailer personality and on the consequences of retailer personality: customer satisfaction, trust and loyalty toward the retailer. Thus, the study tries to explain retailer personality from the viewpoint of CSR Policy of the retailer. It illustrates the impact of retailers' CSR Policy on all four retailer personality traits considered in this study viz. introversion, humbleness, disingenuousness and sophistication. This relationship of retailers' CSR Policy as an antecedent of retailer personality has never been studied in previous researches. The indirect links among retailers' CSR Policy, retailer personality and the consequences of retailer personality (customer satisfaction, trust and loyalty) has also been established as shown in Table 7.

The managerial implication from the study can include the role of retailers' CSR Policy in building retailer personality. Consequently, managers can modify and reinforce those paths to strengthen customer

Table 7
Summary of Indirect Links between variables

<i>Variables explained</i>	<i>Indirect links established</i>
Customer Satisfaction	CSR Policy: via humbleness CSR Policy: via disingenuousness CSR Policy : via sophistication
Customer Trust	CSR Policy : via introversion CSR Policy : via disingenuousness CSR Policy : via sophistication CSR Policy : via humbleness and customer satisfaction CSR Policy : via disingenuousness and customer satisfaction CSR Policy : via sophistication and customer satisfaction
Customer Loyalty	CSR Policy : via humbleness CSR Policy : via disingenuousness CSR Policy : via sophistication CSR Policy : via humbleness and customer satisfaction CSR Policy : via disingenuousness and customer satisfaction CSR Policy : via sophistication and customer satisfaction CSR Policy : via introversion and customer trust CSR Policy : via disingenuousness and customer trust CSR Policy : via sophistication and customer trust CSR Policy : via humbleness, customer satisfaction and customer trust CSR Policy : via disingenuousness, customer satisfaction and customer trust CSR Policy : via sophistication, customer satisfaction and customer trust Customer satisfaction: via customer trust

Source: Author's Analysis

satisfaction, trust and loyalty via the way customers perceive the retailers' CSR Policy. The study has also shown that retailers' CSR Policy affects customer relations with the retailer through satisfaction, trust and loyalty.

CSR Policy of the retailer does not directly affect Customer satisfaction, trust and loyalty but affects indirectly through retailer personality traits. This implies that Indian customers do not regard CSR Policy of the retailer as a criterion in building customer trust and loyalty and in enhancing customer satisfaction.

Customer satisfaction has a significant positive impact on customer trust which in turn positively affects customer loyalty. Also, customer satisfaction has a direct and significant positive impact on customer loyalty.

The retailers' CSR Policy who is perceived as disingenuous adversely affect customer satisfaction and customer trust. The CSR Policy of those retailers who are perceived as introvert does not have any effect on customer satisfaction and customer loyalty. The CSR Policy of those retailers who are perceived as sophisticated and humble have a positive influence on customer satisfaction and customer loyalty. Thus, it is evident that CSR Policy of the retailer who is perceived as humble and sophisticated can strengthen

customer satisfaction and customer loyalty whereas CSR Policy of the retailer exhibiting disingenuous behaviour may weaken customer satisfaction and customer trust.

6. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This study also has certain limitations that lead to avenues for future research. Care has to be in external validating of the results since convenience sampling has been done. Thus, this study could be conducted on a more diversified sample. The results cannot be generalized which limit its applicability for other retail domains. Some other antecedents of retailer personality can also be incorporated for a better understanding of retailer personality. Also, more personality traits can be added to make the model more comprehensive.

Appendix A **Questionnaire**

<i>Item Code</i>	<i>Statement</i>
CSR1	The store uses solar power to fulfil its energy needs.
CSR2	The store provides carry bags made of paper.
CSR3	The store's parent company spend funds on environment conservation campaigns.
CSR4	Retailer tries to make its store as ecological as possible.
CSR5	The store makes donations to charity based on product sale.
CSR6	The store prohibits child labour in any form.
CSR7	The store reserves some job vacancies for females and handicapped people.
CSR8	There is a charity foundation registered under the store's company name.
CSR9	The store does not sell cigarettes, tobacco and alcohol.
CSR10	The store supports a humanitarian cause.
CS1	I am satisfied with the overall product prices of this store.
CS2	I am satisfied with the overall product quality of this store.
CS3	I should always visit this retail store.
CS4	Based on my experiences with this store I am overall satisfied.
CT1	I feel safe in shopping from this retail store.
CT2	I have complete faith in this retailer.
CT3	I consider that to shop in the stores of this retailer is a guarantee.
CT4	Retailer shows sincerity towards its consumers.
CT5	Retailer shows honesty towards its consumers.
CT6	Retailer is interested in its consumers.
CT7	Retailer regularly renews itself to meet the needs of its customers.
CT8	Retailer always tries to meet the expectations of its customers.
CT9	Retailer has a concern for customers wants.
CT10	Retailer keeps an understanding with the customer.
CL1	I say positive things about this store to other people.
CL2	I would do more shopping from this store in future
CL3	I encourage friends and relatives to buy groceries from this store.
CL4	I would consider this store my first choice to buy groceries.

<i>Item Code</i>	<i>Statement</i>
CL5	I recommend this store to someone who seeks my advice.
CL6	I cannot consider any other store for shopping groceries.
CL7	I am attracted towards price discounts.
CL8	My purchase decision is influenced by price of the product.
CL9	I would like to pay a higher price than other stores charge for the benefits I currently receive from this store.
CL10	I switch to a competitor if I experience a problem with the services of this store.
CL11	I would complain to external agency if I experience a problem with this store.
CL12	I would complain to store employees if I experience a problem with this store.
RP1	Shy
RP2	Reserved
RP3	Quiet
RP4	Secretive
RP5	Arrogant
RP6	Friendly
RP7	Pleasant nature
RP8	Polite
RP9	Imaginative
RP10	Serious
RP11	Accurate
RP12	Organized
RP13	Trendy
RP14	Modern
RP15	Showy
RP16	Stylish
RP17	Fraudulent
RP18	Dishonest
RP19	Egoist
RP20	Classy

References

- Aaker, J.L., (1997). Dimensions of brand personality. *Journal of Marketing Research*, 34(3), 347–356.
- Azoulay, A., & Kapferer, J-N. (2003). Do brand personality scales really measure brand personality? *Journal of Brand Management*, 11(2), 143–155.
- Ambrose, L., & Valette-Florence, P. (2010). The brand personality metaphor and inter product stability of a specific barometer. *Rech. Appl. Market.*, 25(2), 3–28.
- Anselmsson, J., Johansson, U. (2007). Are the Retailer Motives of Private Label Brands Fulfilled?: Creation of Brand Value, Brand Loyalty and the Effect on Store Image and Store Loyalty, Working Paper Series. Lund Institute of Economic Research, Lund University.
- Brown, T.J., & Dacin, P.A. (1997). The company and the product: Corporate associations and consumer product responses. *Journal of Marketing*, 61(1), 68–84.

- Batra, R., Lehmann, D.R., & Singh, D. (1993). The brand personality component of brand goodwill: some antecedents and consequences, in Aaker, D.A. and Biel, A. (Eds), *Brand Equity and Advertising*, Erlbaum, Hillsdale, NJ, pp. 83-96.
- Brengman, M., Willems, K. (2009). Determinants of fashion store personality: a consumer perspective. *Journal of Product and Brand Management*, 18(5), 346–355.
- Chin, W.W. (2001). *PLS-Graph User's Guide*. CT Bauer College of Business, University of Houston, USA.
- Carroll, A.B. (1979). A three-dimensional conceptual model of corporate performance. *Acad. Manag. Rev.* 4(4), 497–505.
- Carmine, E.G., Zeller, R.A. (1988). *Reliability and Validity Assessment*. Sage, Beverly Hills, CA.
- D'Astous, A., Lévesque, M. (2003). A scale for measuring store personality. *Psychol. Market.* 20(5), 455–469.
- Davison, A.C., Hinkley, D.V., Young, G.A. (2003). Recent Developments in Bootstrap Methodology. *Statistical Science*, 18(2), 141-157.
- Ekinci, Y., & Dawes, P.L. (2009). Consumer perceptions of frontline service employee personality traits, interaction quality, and consumer satisfaction. *The Service Industries Journal*, 29(4), 503–521.
- Gupta, S., Pirsch, J. (2008). The influence of a retailer's corporate social responsibility on re-conceptualizing store image. *J. Retail. Consum. Serv.* 15(6), 516–526.
- Grewal, R., Cote, J.A., Baumgartner, H. (2004). Multicollinearity and measurement error in structural equation models: implications for theory testing. *Mark. Sci.*, 24 (4), 519–529.
- Herault, S. (2012). Responsabilité sociale de l'entreprise et publicité. *RIMHE, Rev. Interdiscip. Manag. Humanisme*, 1, 7–18.
- Hallowell, R. (1996). The relationships of customer satisfaction, customer loyalty and profitability: an empirical study. *Int. J. Serv. Ind. Manag.*, 7(4), 27–42.
- Hair, J.F., Ringle, C.M., Sarstedt, M. (2011). PLS-SEM: indeed a silver bullet. *J. Mark. Theory Pract.*, 19(2), 139-151.
- Kline, R.B., (1998). *Principles and Practice of Structural Equation Modelling*. The Guilford Press, New York, NY.
- Lombart, C., & Louis, D. (2012). La personnalité de l'enseigne: un outil de marketing relationnel. *Rev. Manag. Ave.*, 51(1), 15–41.
- Lin, C.-P., Chen, S.-C., Chin, C.-K., Lee, W.-Y. (2011). Understanding purchase intention during product harm crises: moderating effects of perceived corporate ability and corporate social responsibility. *Journal of Business Ethics*, 102(3), 455–471.
- Matute-Vallejo, J., Bravo, R., Pina, J.M. (2011). The influence of corporate social responsibility and price fairness on customer behaviour: evidence from the financial sector. *Corporate Soc. Responsib. Environ. Manag.* 18(6), 317–331.
- McWilliams, A., & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective. *Academy of Management Review*, 26(1), 117–127.
- Mohr, L.A., Webb, D.J., (2005). The effects of corporate social responsibility and price on consumer responses. *J. Consum. Aff.* 39(1), 121–147.
- Magin, S., Algesheimer, R., Huber, F., Herrmann, A. (2003). The impact of brand personality and customer satisfaction on customers' loyalty: theoretical approach and findings of a causal analytical study in the sector of Internet service providers. *Electron. Markets.*, 13(4), 294–308.
- Merrilees, B., & Miller, D. (2001). Antecedents of brand-personality in Australian retailing: an exploratory study. *Proceedings of the ANZMAC Conference*. Auckland, New Zealand. CD-ROM.

- Morschett, D., Jara, M., Schramm-Klein, H., & Swoboda, B. (2007). Retail brand personality as influence factor on store loyalty—an empirical test of an integrative model. Proceedings of the 36th EMAC Colloquium. Reykjavik, Island. CD-ROM.
- Mohr, L.A., Webb, D.J., Harris, K.E., (2001). Do consumers expect companies to be socially responsible? The impact of corporate social responsibility on buying behavior. *J. Consum. Aff.* 35(1), 45–72.
- Nunnally, J., (1978). *Psychometric Theory*. McGraw-Hill, New York, NY.
- Oliver, R.L., & Linda, G. (1981). Effect of satisfaction and its antecedents on consumer preference and intention. *Adv. Consum. Res.*, 8, 88–93.
- Okazaki, S., Katsukura, A., & Nishiyama, M. (2007). How mobile advertising works: the role of trust in improving attitudes and recall. *J. Advert. Res.*, 47(2), 165–178.
- Ringle, C.M., Wende, S., & Will, A. (2005). *Smart PLS 2.0 (M3) Beta*. Smart PLS, Hamburg. Retrieved from <http://www.smartpls.de>.
- Swaen, V., & Chumpitaz, R.C. (2008). L'impact de la responsabilité sociétale de l'entreprise sur la confiance des consommateurs. *Rech. Appl. Market.*, 23(4), 7–35.
- Stanaland, A.J.S., Lwin, M.O., Murphy, P.E. (2011). Consumer perceptions of the antecedents and consequences of corporate social responsibility. *J. Bus. Ethics* 102(1), 47–55.
- Taylor, S.A., & Baker, T.L. (1994). An assessment of the relationship between service quality and customer satisfaction in the formation of consumers purchase intentions. *J. Retail.*, 70(2), 163–178.
- Zentes, J., Morschett, D., & Schramm-Klein, H. (2008). Brand personality of retailers—an analysis of its applicability and its effect on store loyalty. *The International Review of Retail, Distribution and Consumer Research*, 18(2), 167–184.

