

# The impact of corporate social responsibility on customer loyalty in hypermarkets: A new socially responsible strategy

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## Abstract

The purpose of this paper is to contribute to knowledge on the impact of corporate social responsibility (CSR) activities on retailers' performance (hypermarkets). An analysis using a comprehensive conceptualization of CSR reveals that CSR has positive implications for hypermarkets' performance and illustrates which CSR dimensions are the most important to focus on. For this purpose, this study enhances its empirical validity by collecting data from 667 respondents in Spain and testing the hypothesis applying partial least squares structural equation modeling. The study finds that CSR is positively influencing customer loyalty, and customer satisfaction, image, and quality also intervened in their relationships. In particular, a new finding of the study highlights the importance of the mediating role played by image and quality in enhancing the effect of CSR on satisfaction. The research findings provide useful insights into how hypermarkets should develop a CSR strategy that would enhance customer loyalty.

## KEYWORDS

corporate social responsibility, image, loyalty, quality, retail, satisfaction, socially responsible, sustainable development

## 1 | INTRODUCTION

The proliferation of hypermarkets, together with the restructuring they have undergone in recent years, makes it necessary to develop new models of sustainable management and innovation (Ardito, Carrillo-Hermosilla, del Río, & Pontrandolfo, 2018) that include aspects of improving image and customer loyalty. In Spain, as in the rest of Europe, the hypermarket has been shown to be a successful retail format. The increasing number of new hypermarkets being opened, far more than had been predicted, is proof of this success (Cuesta & Gutiérrez, 2010).

However, certain retail formats that compete with them—whether on price (discount shops), on location and services (supermarkets), on opening hours (convenience stores), or in terms of range (large specialized stores)—are becoming stronger. As a result, although the number of hypermarkets has continued to grow, their market share has shrunk considerably. Opening new hypermarkets is no longer a sufficient strategy for growth, so the chains will have to develop new growth strategies.

It seems reasonable to consider the inclusion of the management of corporate social responsibility (CSR) in hypermarkets' overall strategy. This may be possible on the basis of the idea that efforts firms make to increase CSR will be repaid by consumers (Schramm-Klein, Morschett, & Swoboda, 2015) as a result of improved image (Carrillo-Hermosilla, del Río, & Könnölä, 2010; Elg & Hultman, 2016; Razalan, Bickle, Park, & Brosdahl, 2017; Wang, Hsieh, & Sarkis, 2018) or quality (Brunninge & Fridriksson, 2017; McWilliams, Siegel, & Wright, 2005; Sureshchandar, Rajendran, & Anantharaman, 2002).

However, literature on the antecedents and outcomes of CSR that focuses on consumer behavior is still scarce, and thus little is known about the significance of CSR for these stakeholders, about their perceptions of it (Maignan & Ferrell, 2004; Sen & Bhattacharya, 2001) or about the influence that the dimensions of CSR have on variables such as image, quality, satisfaction, and loyalty. It is true that some investigations have shown that CSR exerts a positive influence on certain variables related to consumer behavior, such as attitudes to the firm



and its brands (Brown & Dacin, 1997), the general evaluation of the firm (Kim, Ha, & Fong, 2014; Mohr & Webb, 2005), consumer–firm identification (Hildebrand, Sen, & Bhattacharya, 2011), or brand image and loyalty (Cotte & Trudel, 2009). However, in no case have the effects of CSR been studied simultaneously in the context of a global model that may determine their influence on consumer loyalty.

It is therefore necessary to gain more in-depth knowledge of both the perceived dimensions of CSR and their possible relationships with the variables that influence consumer loyalty to hypermarkets. The principal objective of this research is thus to determine the influence that the economic, ethical–legal, and discretionary dimensions of CSR ultimately have on brand image, quality, satisfaction, and loyalty.

## 2 | THEORETICAL FRAMEWORK

### 2.1 | Evolution of the concept of CSR

Over the years, the idea that corporations should participate in improving society, over and above the minimum requirements established by their legal or economic responsibilities, has been consolidating (Carroll, 1979; Jamali & Mirshak, 2007; McGuire, 1963), and thus the concept of social responsibility has arisen. The debate on the content of socially responsible behavior has been ongoing since the '60s, when McGuire (1963) supported the idea that the corporation has not only economic and legal obligations but also certain responsibilities to society, which extend beyond these obligations. The stakeholder theory defines its field of action when it states that a corporation do not have responsibilities towards society in general and that they should only be concerned about individuals or groups that may be directly or indirectly affected by their activity (Clarkson, 1995). In more modern definitions, CSR acquires strategic relevance; expenditures on strategic CSR activities should properly be viewed as investments because some of the most successful corporations are also among the most socially responsible. The profit maximization and CSR will become increasingly inseparable, and the socially responsible activities should achieve a sustainable competitive advantage (Hildebrand et al., 2011; Porter & Kramer, 2011; Souza-Monteiro & Hooker, 2017; Tofighi & Onur Bodur, 2015; Wood, 2010).

Regarding its dimensions and taking into account the definitions of social responsibility that state that companies must make a profit, obey the law, and go beyond mere compliance with laws, Carroll (1979) prepared a model of the four dimensions—economic, legal, ethical, and philanthropic—a model that has been widely accepted and used (Lewin, Sakano, Stephens, & Victor, 1995; Maignan & Ferrell, 2001). The model proposed by Graafland, Eijffinger, and Smid (2004) is along the same lines. They only consider three dimensions: the economic dimension, related to product sales and marketing; the social, linked to ethics, both internal and external to the company; and the ecological, which covers behaving in an environmentally responsible manner. We should finally highlight a set of studies that relate social responsibility to the development of marketing activities that have a social dimension (Galbreath, 2010), including protecting the environment, investing in the community, conserving resources, and altruistic donations (Quazi & O'Brien, 2000). These approaches, however, seem

to focus on specific aspects and overlook the concept's multidimensional nature (Maignan & Ferrell, 2004; Seifert, Morris, & Bartkus, 2003). In this regard, Derwall, Koedijk, and Horst (2011) comment that “CSR is multidimensional and partially subjective, and investors lack appropriate tools for measuring the practices and their effects on a firm's fundamental value.”

In order to resolve possible problems regarding the measurement and excessive importance of any one dimension, a new approach has arisen for measuring the image of CSR, namely, that of stakeholders. According to this proposal, CSR actions should preferably be classified as a function of the interest groups or stakeholders that benefit most from them, which may be consumers, employees, shareholders, society, the environment, and the market (Decker, 2004).

It is therefore interesting to measure the relationships between CSR and other variables, based on the perceptions of some of the stakeholders, such as perceived quality, image, satisfaction, and loyalty, as measured from consumer opinions.

### 2.2 | Social responsibility as the antecedent to loyalty and valuing service

Acting in a socially responsible manner may increase trust and the feeling of connection to a company (Aaker, 1996; Ahearne, Bhattacharya, & Gruen, 2005), so social responsibility can influence loyalty (Arli & Lasmono, 2010; Jones, Mothersbaugh, & Beatty, 2000; Maignan & Ferrell, 2001; Shin & Thai, 2015; Sureshchandar et al., 2002).

Consumers can be said to be loyal to a brand when they show a commitment to buy a product or service again in the future and when they are not affected by situational influences or by other companies' marketing efforts aimed at getting them to change brands (Oliver, 1999). This definition emphasizes the two basic aspects of loyalty, regarding behavior and attitude (Jones & Taylor, 2007; Oliver, 1999; Reichheld, 2003).

The behavioral component of loyalty is linked to repeat purchases of a product, (Chaudhuri & Holbrook, 2001). Although there are authors who have measured loyalty solely on the basis of this component (Jones et al., 2000), this approach has been criticized. A consumer may buy a product randomly, due to a lack of alternatives, (Bendapudi & Berry, 1997) convenience (Bloemer & Kasper, 1995), or price, without this implying true loyalty (Colombo & Morrison, 1989). Loyalty therefore requires commitment, understood as the consumer's trust, appreciation, or desire to maintain the relationship or purchase the same brand.

On the other hand, an attitudinal approach to loyalty refers to a certain degree of commitment to the brand (Chaudhuri & Holbrook, 2001) and proposes that to measure consumers' true loyalty, their preferences or behavioral intentions must be collected (Bloemer & Kasper, 1995). This feeling of loyalty corresponds to a positive attitude towards the company that has been generated by an internal evaluation process (Bloemer & Kasper, 1995), which is reflected in recommending a product or brand to other people (Reichheld, 2003; Selnes, 1993) and in other cognitive aspects (Lee & Cunningham, 2001), such as price tolerance (Martin, Ponder, & Lueg, 2009) or being

the brand that would be chosen first from a series of alternatives (Ostrowski, O'Brien, & Gordon, 1993).

### 2.3 | Image for retailers

The relationship—direct and positive—between CSR and image has been proposed in the literature (Mohr & Webb, 2005; Polonsky & Jevons, 2006). From an empirical point of view, Brown and Dacin (1997) and Klein and Dawar (2004) show that the firm's social image has a positive effect on the evaluation of their products. However, although it is not logical that an essential part of a concept is excluded when studying its causal indicators (Diamantopoulos & Winklhofer, 2001), it seems logical to think that if the concept in question (in this case, CSR) theoretically has an influence on other variables (which for us are image and quality), each of the dimensions of which it is composed may also do so.

If we focus on the case of retailers, image has been treated conceptually in order to define the different dimensions of which it is composed, considering it to be an essential element for ensuring customer loyalty when meeting their needs. Image, as one of the controllable marketing decisions, will influence both the decisions taken on a retailer's marketing strategy and the retailer's market position (Martin et al., 2009).

In this context, store image is a combination of the factors, whether tangible or functional or intangible or psychological, that consumers perceive as required in retail outlets (Dickson & MacLachlan, 1990). From another point of view, store image is a set of attitudes based on the evaluation of those attributes that are considered important by the consumers (James, Durand & Dreeves, 1976). Dichter (1985; p. 75) continues with a holistic/gestalt-based approach, establishing that store image is "... the total impression an entity makes on the minds of others."

Along the same lines, other authors (Ahearne et al., 2005) base themselves on the consumer's perception of the most significant aspects of the organization, as perceived externally (the construed external image). They hold that consumer identification with a company is likely to be stronger when relevant others, who act as a reference, have high opinions of it.

Lastly, it is also thought that another important implication of image is the influence it has on retailer decision making, as to when, where, and how to set up and manage their retail establishments (Severin, Louviere, & Finn, 2001).

Definitions of store image overlap, as they include both tangible and intangible aspects of the perceptual process, together with the cognitive and affective dimensions that contribute to forming store image.

### 2.4 | Quality and satisfaction

The concept of service quality has been studied extensively, with Grönroos (1994) considering that a favorable and well-known image is an advantage for any organization, because this has considerable influence on customers' perceptions.

The concept of perceived quality includes, on the one hand, a technical part, that of the processes of production and marketing—

functional quality (Grönroos, 1994)—and also a relational part, involving interpersonal contact and the delivery of the service itself—relational quality (McDougall & Levesque, 2000).

Determining service quality (Parasuraman, Zeithaml, & Berry, 1994) and measuring consumer satisfaction are concepts that are closely related—both theoretically and intuitively—to image, so extending our knowledge of this construct will contribute to the development of quality systems for hypermarkets.

One can also suppose that social responsibility has an indirect influence on loyalty, through quality. Thus, Sureshchandar et al. (2002) consider that ethical behavior can be seen as one more component of service quality. Accordingly, social responsibility can be understood to be part of the relational quality of a service (Lindgreen, Swaen, & Johnston, 2009). Furthermore, appropriate social behavior is associated with brand value (Parasuraman et al., 1994; Zdravkovic, Magnusson, & Stanley, 2010) and generates a feeling that the company is trustworthy and honest, which allows consumers to infer a higher quality of service (McWilliams et al., 2005). The different dimensions of CSR identified in research into firms' social responsibility will thus contribute in their own right to improving the overall evaluation of the company.

Loyalty is thus dependent on satisfaction, acting as an antecedent to it (Oliver, 1999; Bloemer & Kasper, 1995; McDougall & Levesque, 2000; Lewis, 2004; Chang & Tu, 2005; Li & Green, 2011). Furthermore, a satisfied client is more likely to buy the product again (Baker & Crompton, 2000; Mao, 2010; Oliver, 1999; Olsen & Johnson, 2003; Selnes, 1993; Yoon & Uysal, 2005) and to recommend it, initiating positive word of mouth with other consumers (Homburg & Giering, 2001; Olsen & Johnson, 2003).

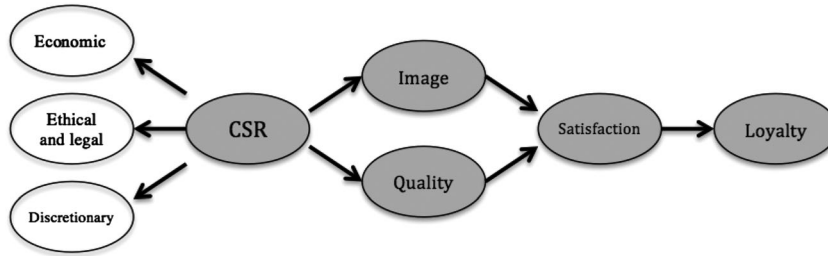
## 3 | METHODOLOGY OF THE RESEARCH

This work aims to develop a model that explains the possible relationships that allow us to determine the importance of the link between the concepts of CSR and customer loyalty. Specifically, the variables that explain CSR are analyzed, and their direct and indirect relationships with the concept of loyalty are studied.

People from different ages were selected randomly at diverse Spanish hypermarkets. The survey was completely voluntary and the participants received no compensation for answering the questionnaire. The total sample was formed by 667 individuals. With the aim of covering a representative part of Spain, a sample of 18 different-sized cities with different hypermarket brands in their areas was selected. The sample consisted of people over 18 who are responsible for doing the shopping for their homes and who have made purchases in this type of retail outlet at some time.

The questionnaire has two main sections. In the first part, the data collected focuses on the consumers' demographic characteristics and their behavior. The second part examines the dimensions of CSR: quality, image, satisfaction, and loyalty. The five-point Likert scale was used to measure these dimensions (1—*Strongly disagree*; 2—*Disagree*; 3—*Neither agree nor disagree*; 4—*Agree*; 5—*Strongly agree*).

Partial Least Squares (PLS), a tool included in structural equation modeling, was used in the analyses. In PLS, the results are presented



**FIGURE 1** Proposed theoretical model

**TABLE 1** Rotated component matrix (varimax method)

Item	F1	F2	F3	F4	F5	F6	F7
This hypermarket tries to obtain a long term economic success	0.809						
This hypermarket tries to control production costs	0.746						
This hypermarket always tries to improve its commercial activities	0.766						
<i>Cronbach Reliability</i>	0.665						
This hypermarket tries to treat fairly and as equals its workforce		0.783					
This hypermarket tries to respect the laws and procedures in its activities		0.846					
This hypermarket tries to have a code of ethics and procedure in order to respect it.		0.864					
This hypermarket try to behave ethically with consumers		0.788					
<i>Cronbach Reliability</i>		0.837					
This hypermarket tries to make donations or participate in social causes			0.774				
This hypermarket tries to sponsor cultural or educational events			0.736				
This hypermarket tries to improve the quality of life of the most vulnerable populations			0.810				
This hypermarket tries to take into account social aspects for improving its management			0.791				
This hypermarket tries to sponsor activities in favor of the environment			0.782				
This hypermarket treys to recycle properly waste			0.735				
This hypermarket tries to use its natural resources rationally			0.743				
<i>Cronbach Reliability</i>			0.883				
This hypermarket is respected				0.712			
This hypermarket is ethically acceptable				0.688			
This hypermarket keeps its promises				0.670			
This hypermarket is efficient				0.743			
This hypermarket is innovative				0.683			
This hypermarket is recognized				0.644			
This hypermarket is close and friendly				0.683			
This hypermarket is admired				0.717			
<i>Cronbach Reliability</i>				0.842			
The global quality of this hypermarket is ...					0.915		
The quality of this hypermarket if you compare it with others is ...					0.915		
<i>Cronbach Reliability</i>					0.803		
Your level of global satisfaction with services of this hypermarket is...						0.854	
This hypermarket meets these expectations						0.874	
Your decision of choosing this hypermarket was a good decision-making						0.874	
<i>Cronbach Reliability</i>						0.835	
I will keep on buying in this hypermarket next years							0.850
When I need a new product or service I will go to this hypermarket as my first choice							0.838
I will highly recommend to buy in this hypermarket to any of my friends or family							0.868
<i>Cronbach Reliability</i>							0.804
<i>Kaiser-Meyer-Olkin measure of sampling adequacy</i>				0.905			
<i>Bartlett's test of sphericity</i>				6997.10			
<i>gl</i>				231			
<i>Sig.</i>				0.000			

in two stages. First, the measurement model, which includes an evaluation of the reliability and validity of the measurements. Next, the structural model, which measures the amount of explained variance, the meaning of the relationships, and the model's predictive relevance (Barclay, Higgins, & Thompson, 1995).

### 4 | CONSTRUCTS

This study examines the relationship between eight measurement variables (see Figure 1). CSR has three dimensions, referred to as economic, ethical-legal, and discretionary. The questionnaires used in this research were designed to measure five different latent constructs: image, quality, satisfaction, loyalty, and CSR (the latter is a second-order construct having three dimensions).

Factor analysis was used to validate the measurement of these constructs (see Table 1). Varimax rotation was used to assist in interpreting the initial factor model.

The PLS measurement model is evaluated in terms of the interconstruct, the correlations between items, Cronbach's alpha, the reliability, and average variance extracted (AVE) for each construct. In this case, the five latent variables (one of them a second-order construct) are made up of reflective item scales. The measurements of reliability, internal consistency, and discriminant validity of each of the components of CSR and of the other measurements included in the study are evaluated below.

For the measurement of reliability, the extent to which each item is related to the latent construct is examined. For this, the most widely accepted and used empirical rule is that proposed by Carmines and Zeller (1979), who state that to accept an indicator as part of a construct, it must have a load greater than or equal to 0.707. In this case,

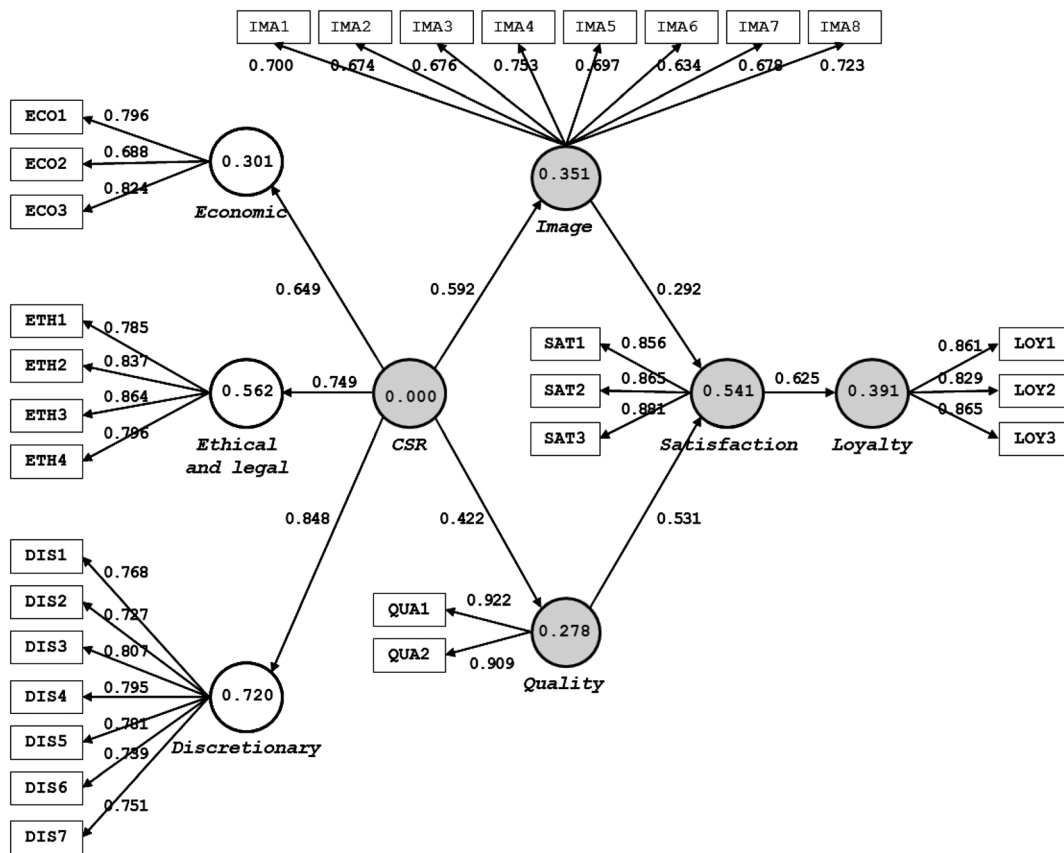


FIGURE 2 Results of the structural model

TABLE 2 Correlation and square root of the average variance extracted of first-order latent construct

Construct	Economic	Ethical	Discretionary	Image	Quality	Satisfaction	Loyalty
Economic	0.771303						
Ethical	0.351205	0.821078					
Discretionary	0.249074	0.350727	0.767508				
Image	0.372879	0.523254	0.428415	0.761458			
Quality	0.346048	0.40483	0.252388	0.561957	0.915392		
Satisfaction	0.375062	0.408353	0.233777	0.589943	0.694671	0.867413	
Loyalty	0.342648	0.406771	0.38503	0.523721	0.590817	0.625389	0.8517229



only seven of the 22 indicators used do not reach this acceptable level of reliability. However, as Chin (2010) and Barclay et al. (1995) point out, loads of at least 0.5 can be acceptable if other questions that measure the same construct have greater levels of reliability. Falk and Miller (1992) propose a load of 0.55, which indicates that at least 30% of the variance for that variable is related to the construct. Those loads that do not meet the first condition more than satisfy these latter two proposals, because they are over 0.64 and have a load greater in their construct than in any other. These results provide strong support for the reliability of the reflective measurements (see Figure 2).

As can be seen in Figure 2, the indicators for CSR—the economic (0.64), ethical–legal (0.75), and discretionary (0.85) dimensions—suggest that they are good reflections of this variable.

Regarding internal consistency, two measurements are evaluated: Cronbach's alpha and compound reliability. Nunnally (1978) suggests 0.7 as a level for “modest” reliability in the early stages of research and a stricter 0.8 for basic research. The indicators exceed the 0.8 level (except the economic dimension, which is over 0.7).

The validity of the discriminant is obtained in two ways. In the first, the AVE is examined. These values must be greater than 0.50 (Fornell & Larcker, 2018). In this study, all values of AVE are above that level. Second, the square roots of AVE (on the diagonal of Table 2) are compared with those of the other constructs below the diagonal in Table 2). These statistics suggest that each construct is stronger in its own measurement than in another construct's measurement.

The statistics suggest that the components of our measurements are reliable, internally consistent, and have discriminant validity.

## 5 | MODEL EVALUATION

A model estimated using PLS allows us to determine the variance of the endogenous variables explained by the constructs predicting them. Falk and Miller (1992) state that the explained variance of endogenous variables ( $R^2$ ) must be greater than or equal to 0.1. For this model, the indices explain a relatively large amount of the CSR's variance, because the values of  $R^2$  are 0.30, 0.56, and 0.72 for the economic, ethical–legal and discretionary dimensions, respectively. Additionally, the Stone–Geisser statistic ( $Q^2$ ) is greater than zero, which indicates that the model has predictive relevance. The other values of  $R^2$  are 0.35 (image), 0.28 (quality), 0.54 (satisfaction), and 0.39 (loyalty, the final dependent construct). The Stone–Geisser statistics ( $Q^2$ ) are, respectively, 0.30, 0.22, 0.47, and 0.34 (Table 3).

On the basis of this literature, a model was estimated in which CSR is an antecedent of two constructs—image and quality; these two variables have a positive relationship with satisfaction, which is an antecedent of loyalty (see Figure 2 and Table 2).

Figure 2 and Table 4 show the direct and indirect effects between the latent variables in the study. The figure indicates that the coefficients (path coefficients) are significant ( $p < 0.001$ ) because no nonsignificant coefficients have been found. The meaning of the coefficients was estimated using a PLS-based bootstrapping procedure with 500 resamplings, a suitable amount to achieve reasonable standard error estimates (Chin, 2010).

**TABLE 3**  $R^2$  and Stone–Geisser

Construct	$R^2$	$Q^2$
Economic	0.301	0.280
Ethical	0.562	0.502
Discretionary	0.720	0.652
Image	0.351	0.304
Quality	0.278	0.220
Satisfaction	0.541	0.472
Loyalty	0.391	0.341

**TABLE 4** Direct and indirect path coefficients

Construct	Direct effects	Indirect effects
CSR	0.422	Quality
CSR	0.592	Image
CSR		0.397 Satisfaction
CSR		0.248 Loyalty
Image	0.292	Satisfaction
Image		0.183 Loyalty
Quality	0.531	Satisfaction
Quality		0.332 Loyalty
Satisfaction	0.625	Loyalty

Note. CSR: corporate social responsibility.

One of the first results is the existence (through different variables) of a relationship between CSR and loyalty. Indirectly, we find a relationship (0.25) that is relatively important, above all taking into account how difficult it currently is to influence loyalty through a variable other than satisfaction (with a significant relationship in this case of 0.625). It thus seems as though CSR may be an important factor for influencing loyalty, above all in the cases of image (0.592) and service quality (0.422). One must not forget that CSR is made up of three dimensions. These dimensions reflect it, to different extents. The discretionary dimension is the one that most reflects this situation (0.85), followed by the ethical–legal (0.75) and economic (0.64) dimensions. That is to say, the discretionary dimension is where the actions have the greatest repercussion on CSR, because it is also where the perception of the hypermarkets' actions is lowest, meaning that this is a field which is open to improvements in its activities.

Tenenhaus, Vinzi, Chatelin, and Lauro (2005) propose an overall criterion for goodness-of-fit (GoF) as an index for validating the global PLS model. This GoF measurement is the geometric mean of the communalities and the average  $R^2$ . In this case, GoF is 0.8027.

## 6 | CONCLUSIONS

The results of this study show that hypermarket consumers have a close relationship to responsible behavior; this can be seen reflected in the economic, ethical–legal, and discretionary dimensions (to a greater extent in the latter two). This situation provides evidence that

confirms the multidimensionality of the concept of CSR, which has a role as an antecedent variable to image and quality.

Along with the perception of CSR and its dimensions, the effect this variable has on loyalty, as a final result, has been studied, aiming to understand how quality, image, and satisfaction participate in this relationship in the case of Spanish customers using hypermarkets.

This has implications for management, as this research provides evidence as to how one factor can help a firm achieve a good corporate image and good perceived quality, because Spanish consumers' perception of the economic, ethical-legal, and discretionary aspects of CSR for the main hypermarkets has a direct and significant influence on brand image and perceived quality and, through the variables indicated and the level of consumer satisfaction, an indirect influence on their loyalty to the company. The fact that it finally influences loyalty may be considered to be of certain importance, given how difficult it is to increase consumer loyalty.

Merely finding out about the image the customer has formed of their hypermarket and its perceived quality is not enough for marketing managers today. They also need to know what the factors are that give rise to that image and quality, so that it will be possible to manage them more effectively and efficiently (Ditlev-Simonsen & Middttun, 2011). The results of this study confirm that CSR has a key role in the process through which these variables are formed, and therefore, retail executives should know that their actions in this respect have an indirect impact on the loyalty of their hypermarket's consumers.

Hypermarkets are private sector companies, and they should aim to achieve buying and supplying products and services in a sustainable way. This concept is termed "sustainable supply chain management" (sustainable SCM), and it is particularly important with regard to retailers (Walker & Jones, 2012). If they buy and supply in a sustainable way, the importance of CSR on image and quality will be stronger and sustainable. All this must motivate companies and other organizations to make greater efforts, assigning resources to strengthen the links with their consumers and ensure that these consumers' degree of identification with their organization increases in the right way.

It should be emphasized that the scale used for measuring perceived CSR in this research meets the multidimensional concept established for understanding much better this complex phenomenon, making a study of the results even more interesting. These results have also made it possible to provide that the consumer behavior generally tend to value the CSR that it is reflected in the economic, ethical and legal, and discretionary dimensions.

To summarize, CSR can be used by companies as a strategic resource. By taking this strategic approach, companies and organizations can determine what resources they have to devote to being socially responsible because they should understand that they increase firm competitiveness and their competitive advantage. Also, it brings favorable responses from consumers and other stakeholders.

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