

VILNIUS UNIVERSITY
FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION

SURAYYA VALIYEVA

**The Impact of Corporate Social Responsibility
on Customer's Satisfaction**

Master thesis

Master student _____

Academic supervisor _____

Prof.dr. Danuta Diskienė

Work submission date _____

Registration No. _____

Vilnius 2020

CONTENTS

List of Tables	3
List of Figures	4
INTRODUCTION.....	5
1 LITERATURE REVIEW OF THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON CUSTOMER’S SATISFACTION.....	9
1.1 Theoretical Analysis of the CSR.....	9
1.2 Components of the CSR.....	14
1.3 CSR and Its Effects on The Company Performance.....	19
1.4 Theoretical Aspects of Customer Satisfaction.....	22
1.5 CSR and Its Effects on the Customer Satisfaction.....	25
2 RESEARCH METHODOLOGY OF THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON CUSTOMER’S SATISFACTION.....	30
2.1 Research Design.....	30
2.2 Characteristics of the Company.....	34
3 ANALYSIS OF RESEARCH RESULTS ON THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON CUSTOMER’S SATISFACTION.....	35
3.1 Analysis of Respondents.....	35
3.2 Analysis of Study Results	37
3.3 Research Findings.....	57
4 CONCLUSIONS.....	59
SUMMARY (English).....	63
SUMMARY (Lithuanian).....	64
REFERENCES.....	65
APPENDIXES.....	70

List of Tables

Table 1. Social and Demographic Characteristics of the Study Participants.....	36
Table 2. Descriptive Statistics for the average elements	38
Table 3. Descriptive Statistics for the CSR question.....	39
Table 4. Descriptive Statistics for the CS questions.....	40
Table 5. Descriptive Statistics for the PR questions.....	41
Table 6. Descriptive Statistics for the ER questions.....	42
Table 7. Descriptive Statistics for the LR questions.....	43
Table 8. Descriptive Statistics for the ECR questions.....	43
Table 9. Normality Test for CSR element.....	45
Table 10. Normality Test for PR element.....	46
Table 11. Normality Test for ER element.....	47
Table 12. Normality Test for LR element.....	48
Table 13. Normality Test for ECR element.....	49
Table 14. Normality Test for the average of CSR Components.....	50
Table 15. Non-parametric test for the pairwise comparisons of gender.....	51
Table 16. Non-parametric test for the pairwise comparisons of age.....	51
Table 17. Non-parametric test for the pairwise comparisons of age.....	52
Table 18. Reliability Statistics for the CSR element.....	53
Table 19. Reliability Statistics for the CS element	53
Table 20. Reliability Statistics for the PR element.....	54
Table 21. Reliability Statistics for the ER element.....	54

Table 22. Reliability Statistics for the LR element..... 54

Table 23. Reliability Statistics for the LR element 55

Table 24. Regression analysis for the CSR and its components..... 56

List of Figures

Figure 1. The Corporate Social Performance Model 11

Figure 2. CSR Areas 13

Figure 3. Four Components of the CSR..... 16

Figure 4. Benefits of the CSR.....23

Figure 5. Strategic objectives of the CSR.....28

Figure 6. The proposed Research Model27

INTRODUCTION

The Relevance of the Topic

Since the devotion on Corporate social responsibility has remained rising in theoretical and practitioner societies, there have been always criticisms and discussions on whether it was appropriate for companies to surge their concerns beyond customers (Yuill, 2016).

In order to deal with the principled dilemmas by operating worldwide, CSR is considered as a most important approach. It is a measured response to issues of economic, technological and legal requirements of the company in order to accomplish social benefits along with the predicted economic gains (Willcocks, 2016). Corporate Social Responsibility is the prominences implemented by companies to conduct their business in an approach that is ethical to the community for nonstop development (Ismail, 2009). It distinguishes a firm's obligation to defend social welfare by generating sustainable profits intended for stakeholders (Lin et al., 2009). Presently, customers are largely attentive on the subject of the company's CSR performance and its effect on landscape and the neighborhood. Consumers can respond to this manner by either pleasing or grueling firm by either picking and purchasing or avoiding its products (Shin et al., 2014).

Practical & Theoretical Value of the Topic

Corporate Social Responsibility and sustainability have become additional noteworthy because of growing challenges such as environmental problems, scarcity of human and natural resources and social damages. A company could have an excessive competitive advantage in gaining economic and social benefits by using Corporate Social Responsibility process capabilities that support the company's strategic initiatives (Sirsly and Lamertz, 2007). It is known that Corporate Social Responsibility activities are not only for charity reasons. An increasing number of worldwide businesses established and integrated the new Corporate Social Responsibility policies. They support the positive image of the company with enlarged employee and customer satisfaction and with other factors that have to be taken into account when measuring business success (Jackson and Parsa, 2009).

According to the report published by the Castelo (2013), MNEs should be involved in CSR strategies by three broad activity types:

1. Donation considered as the ‘charity source in a developing society, that is known as a development generosity;
2. Donation outside the multinational enterprise that initiates new goods for developing societies, or invests in a developing country to take advantage of skilled labor or natural resources, in turn, straightly effects upon the positive returns of the organization;
3. Activities support sustainable development and anti-poverty initiatives that might also be in addition to the second category of activities. These activities serve to promote continuous development, nevertheless, they cannot instantly impact a company’s own returns. They are assumed to enrich the company’s reputation and to influence the wider sustainable development objectives.

As apiece the same report, business owners who want to stay applicable for the new peers and who want to help out to the society affiliates while boosting their own revenue and competency should understand the advantage derives from Corporate Social Responsibility policies. It should also be considered by corporations as the positive opportunity cost which could have been used to strengthen the current competitive advantage (Friedman, 2007). However, in the last decade, there is upward empirical evidence indicating that firms that take part in Corporate Social Responsibility activities are financially successful in their business circumstances. It does not go outside the limits of its operations and allows workforce of the corporation, local unions and society as a whole to take some supplementary steps to boost the quality of life on a charitable footing. (Margolis et al., 2009). Researchers have already indicated that improved corporate responsibilities can positively contribute to a number of social, environmental and economic policy objectives. Generally, CSR is a term in which businesses are liable for affecting their operations, clients, workers, local communities, shareholders and other public stakeholders, and these responsibilities are established by decree, as we know (Yuen et al., 2016). However, what is the actually verified outcomes of Corporate Social Responsibility benefits on individual bases of business competitiveness? How business can be mobilized to affect sustainable development by Corporate Social Responsibility strategies.

Research Aim

This research aims to analyze how the implementation of Corporate Social Responsibility components contribute to the customer satisfaction. It covers a broad range of concerns that must be taken into account in a business environment. Philanthropic, ethical, legal, and economic responsibilities will be included as the main factors. By using the statistical data analysis, the research will find out how CSR strategies influence customer satisfaction.

Research Objectives

1. To analyze Corporate Social Responsibility from the theoretical point of view
2. To analyze customer satisfaction from the theoretical point of view
3. To reveal the effects of for Corporate Social Responsibility for the customer satisfaction
4. To analyze Corporate Social Responsibility components from the theoretical point of view
5. To analyze the questionnaire in order to examine the relationship between Corporate Social Responsibility and customer satisfaction
6. Conclusion & Recommendations

Research object: CSR, Corporate Social Responsibility Components and customer satisfaction

Research methods:

1. Analysis of scientific literature sources to reveal theoretical aspects of CSR and customer satisfaction. The theoretical part of the thesis deals with different authors' scientific literature and scientific publications (Antoni, G. D., Brown, T. J., Bhattacharya, C. B., Dong, H., Jackson, L., Lin, C., Griffin, J. J., and others).
2. Survey of customers of Bravo Supermarket in Azerbaijan. In order to investigate the relationship between CSR and customer satisfaction and to find out the opinion of customers about CSR components.

Work structure: this specific work consists of three main parts: the analysis of the existent literature, the research of the aimed topic and the results, analysis and interpretation of the research statistics, conclusion, and recommendations.

1. LITERATURE REVIEW OF THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON CUSTOMER'S SATISFACTION

1.1. Theoretical Analysis of the Corporate Social Responsibilities

Corporate Social Responsibility is the crucial guarantee of business to influence to sustainable growth operating with employees, the local community, and the most, the customers to develop their life standards. It might recover public well-being through regulated and followed business practices and offerings of corporate resources (Carroll and Shabana, 2010). The corporate sector has duty concerning its own business unit, stakeholders as well as towards the public. Thus, every business unit must have a responsibility for the development of society which is broadly considered as cost-benefit strategies of the CSR application. Social responsibility of business demonstrates standards and obligations of conclusion-making authority to take needed actions that can save and develop the welfare of society as a whole along with protecting the common curiosity of business concerns (Davidson and et al., 2016).

Empirical identification of the effect of corporate trust and, generally, social responsibility on firm performance is still considered as the challenge. However, social wealth is a broadly defined term, often encompassing social responsibility, cooperative norms, and its measurement is not straightforward. In this new century we live in, the world is constantly changing and renewing. The old, unchanging values in our lives are constantly being renewed and replaced by new ones. Organizations that govern society need to be familiar with the new way of thinking in order to guide these constantly evolving and changing values, and to be able to do so in practice at all times. The concept of Corporate Social Responsibility is one of the most important factors in this system. (OECD Paper, 2013). Without exogenous variation in firm-level social responsibility, it is challenging to maintain changes in performance to modifications in social capital. To address these challenges, firm's Corporate Social Responsibility (CSR) activities should be considered as a measure of its future performance, following recent work in economics (Sacconi and Degli Antoni, 2011) suggesting that a firm's Corporate Social Responsibility activities are upright proxy for firm's social capital, and also the widespread vision among practitioners and organizations that applied

Corporate Social Responsibility activities mainly creates social wealth and trust in the firm. If there are many social problems, no matter how decent a company is, it is challenging for that business to endure. Companies will be able to stay alive in the long tenure by allocating supplies for the community problems. Corporate Social Responsibility is progressively fitting the core of businesses, either sizeable or minor for a small period of time,. Clients and prospective clients would like to comply within the Corporate Social Responsibility principles of that will extend benefits while reducing the potential losses. The notion of Corporate Social Responsibility is one of the conceptions of interest to non-governmental corporations together with countless organizations today which has been involved in our social life in latest years. Therefore, the concept of the CSR essence for polite society is always beneficial, also is a main structural part of the NGOs. The research of corporate social responsibility by non-governmental associations is similarly crucial for business associations to act as cohorts. (Davidson and et al., 2016).

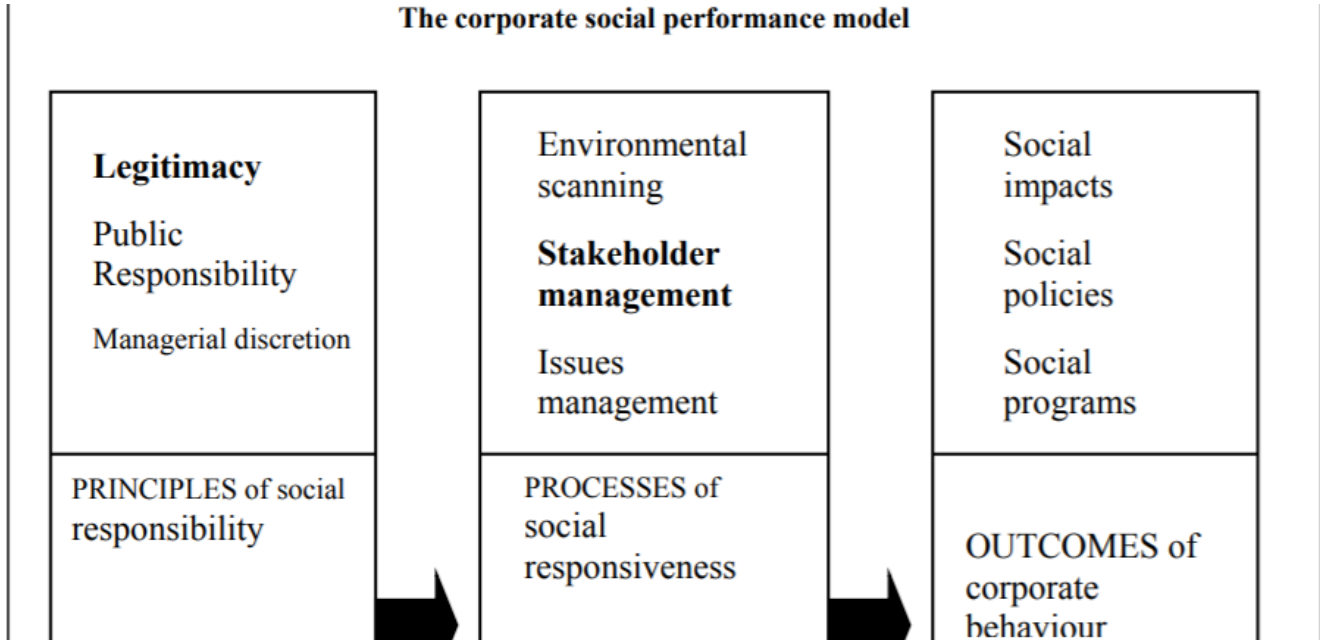
We can see that there is no serious venture in this region if we look at the activities of CSR-related countries. The motive is obvious. Due to the establishment of a cooperative structure in the post-Soviet zone, the prohibitions and barriers to private sector growth have led to a failure to take away important measures in this region. The role of many prominent organizations around the globe today is defined by the degree to which they conform to corporate social responsibility. Having a legitimate arrangement for CSR in the domestic system is the extremely significant step towards advancement in this area. While in European countries, commercial ventures and tailored initiatives are introduced, charity programs in the United States are supported. Although laboring relations are often driven on collective affairs in European countries, in U.S.A. they are centered on the concept of individualism (Sánchez, 2020).

The certainty that Corporate Social Responsibility activities can assist to build social wealth and trust is also extensive among corporate managers. For example, in two CEO surveys conducted by PwC in 2013 and 2014, CEOs mentioned having plans to increase their firms' engagement in CSR undertakings to restore stakeholder trust after the financial breakdown. In opposite, academic work linking financial strength and Corporate Social Responsibility is scarce but a book delivered by Sacconi and Degli Antoni represents a series of analytical studies showing that firms can build positive financial turnover through Corporate Social Responsibility undertakings and investments.

The groundwork for every business organization's sustainable growth is business which answers to the corporate social terms and community collaboration. Society will gain citizens' confidence and achieve new heights only if the desires and aspirations of both consumers and society as a whole are taken into account. The long-term considered standards of commercial development are intimately linked with this efficient approach to corporate social responsibility activities. (Abbas, 2020).

Taking into account the history of the development of Corporate Social Responsibility, it is clear that Corporate Social Responsibility has moved all through various stages of advancement. Experts point to a consortium of people who set up a small business in the first phase of Corporate Social Responsibility and need to support their communities. The second stage is seen as corporate philanthropy, which incorporates the advancement and implementation by companies of "give back" programs. The third stage is "strategic generosity" a grouping of business concerns and neighborhood needs all the way through specified curriculums (Endrikat et al., 2020)

Figure 1. The Corporate Social Performance Model (Source: Davidson and et al., 2016)



We can easily see the emerged examples of the Corporate Social Responsibility activities of the companies and its reported effects to the company if we check out the reports and couple of studies. While investigating these reports and studies, it is seen that Corporate Social Responsibility is conducted in terms of companies and certain investor groups, but the affairs with the local communities in the settlements where the companies have numerous units are abandoned. In addition, there is no study in the literature in which different stakeholder groups and companies are examined and compared together. Corporate Social Responsibility is not only regarded as how a business takes account of its social influences of operations but also indicates the main benefits by way of economic development to the company and society in which the company runs. Corporate Social Responsibility is also considered a crucial indicator of the success and endurance of a firm. (Moser and Martin, 2012).

Firms can then willingly disclose Corporate Social Responsibility activities and a likely consequence is that the reporting of such activities will differ broadly. Corporate Social Responsibility is a good risk management strategy and it also can be directed for the marketing reasons as the reputation of the company which can easily turn to the benefit for the company (Minor and Morgan, 2011). A deficiency of constructive Corporate Social Responsibility orientation by the organization may result in negative consents such as loss of firm/executive reputation, inclined governmental / media pressure, potential penalties and even feasibly consumer boycott. Further, a positive commitment to Corporate Social Responsibility related activities may generate a range of financial benefits to the organization. Indeed, the mutual welfares of constructive Corporate Social Responsibility engagement may out-weight the linked costs. Therefore, organizations have to manage their financial temper by increasing constructive Corporate Social Responsibility activities (Godfrey, 2011) so as to lessen the estimated probability of dropping into a state of financial problems. Enlarged financial temper for intensely CSR orientated firms arises through the creation of intense exchange affairs with key participants such as customers, investors and employees, in negating the incidence or potential impediments of government involvement, and with the view to enhance future income progress. Organizations meet internal participants' expectations through strategic usage of financial resources that enlarge their competitiveness and reputation (Attig et al., 2013). Intensely implemented Corporate Social Responsibility activities are linked with a lower cost of equity capital. This prototypical is based on the logic that organizations that are socially sensitive will care about social performance. The public

recital perception was mentioned in the model which describes the changes in the analysis and its effects on the determination of the community members. There is a systematic approach which is newly socially installed and it is a response to the social difficulties. However, it likewise develops perceptual solutions which are appropriate while facing the social problems. The prototypical of the corporate social responsibility activities similarly discourses in several steps. These steps evaluate the system due to various CSR goals and possibilities in terms of the customer satisfaction. (El Ghoul et al., 2011).

Organizations with higher CSR activities have both better participant engagement and transparency according to their CSR temper which in turn helps to reduce the capital restraints (Cheng et al., 2013). He proved that firms exhibiting subordinated Corporate Social Responsibility practices may significantly face higher idiosyncratic risks.

Figure 2. CSR Areas (Source: Faisal, 2010)



To generalize the chapter of this undertaken ideas, enterprises mainly concentrate on fruitful incentives in the worldwide economy, and it includes Corporate Social Responsibility “term which

creates longstanding sustainability for company success by meeting the essentials of all contractors, stockholders and employees” into their ownership lead. The viewpoint and application of Corporate Social Responsibility has significant magnitudes for MNEs through FDI in encouraging development (Godfrey, 2011).

In the 21st century, in order to make the profit companies should not only continue their activities for the profit. Companies are influenced by the environment while running activities aimed at getting earnings and ensuring their sustainability influence the ecosystem. Thus, businesses perform activities aimed at defending the situation and obtain a positive energy in local and international markets by investing in scientific areas. In terms of the Social Responsibility, enterprises are characterized as voluntary activities in accordance with the principles and norms of society, in order to behave in a way that does not anticipate direct advantages in return. (Davidson and et al., 2016).

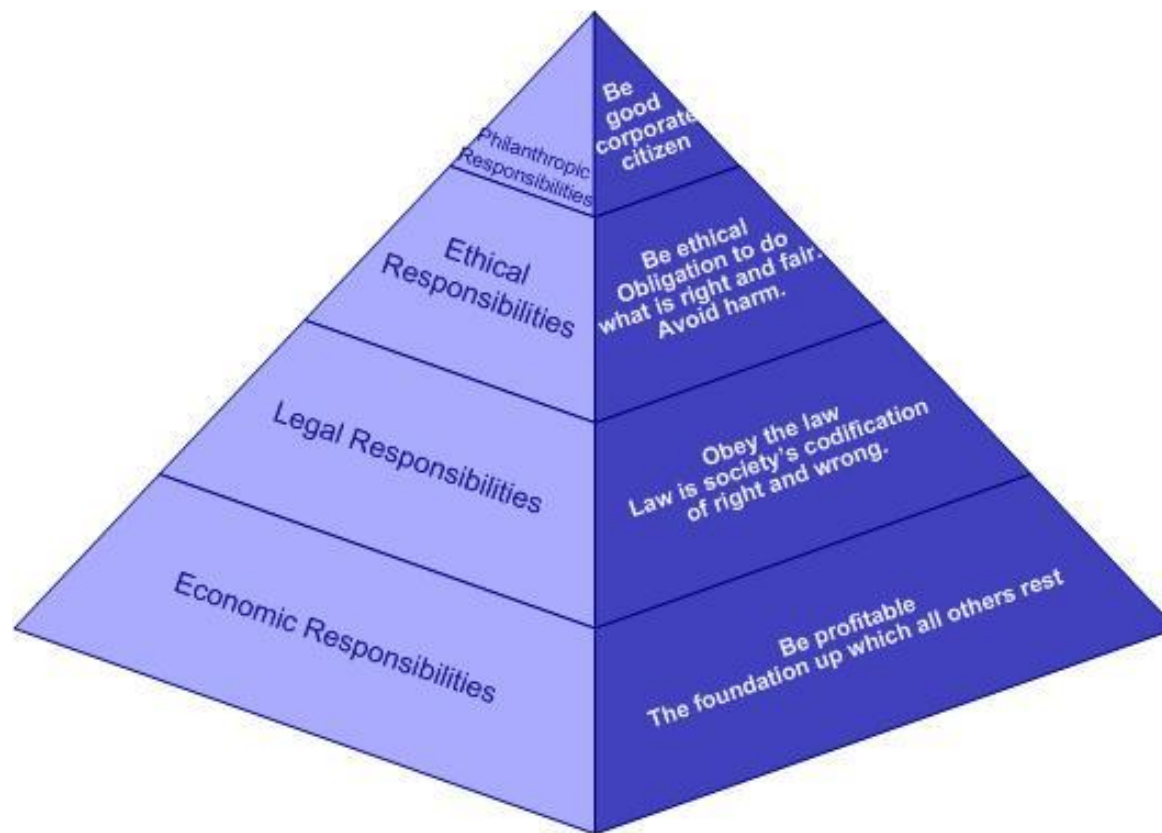
1.2. Components of the Corporate Social Responsibility

The conception of four components of Corporate Social Responsibility was developed in 1997 by Carroll and in 1991, he altered it as the figure of Corporate Social Responsibility pyramid. The main reason of this pyramid was to find out the crucial interpretation of Corporate Social Responsibility aspects in a business environment. In his both research, the four components of Corporate Social Responsibility were indicated originally as pursued: “Corporate Social Responsibility involves the economic, legal, ethical, and philanthropic expectations that society has of organizations at a given point in time”.

The four components set of Corporate Social Responsibility establishes an arrangement that assists to illustrate the relation between social responsibilities and its effects on the society. The pyramid was designated as a symmetrical design since it is modest, intuitive, and constructed to endure the test of time. Accordingly, the economic duties were positioned as the main part of the pyramid because it has always been considered as the initial obligation in business. It is proposed that company’s sustainable productivity should be solid to maintain customer’s expectations of the company. The main argument behind is that the Corporate Social Responsibility arrangement in a

company is built upon the evidence of an economically productive and sustainable trade (Harjoto and Jo, 2014).

The Corporate Social Responsibility Pyramid is built to cover the perspective of all involved stakeholders' focus not only several parts of the business but also to cover its whole sides. The pyramid consists the idea that companies should participate in all choices, activities, rules and practices that at the same time matches with social responsibility components fulfillment. However, the concept should not be known as the mandatory duty of company to accomplish its social responsibilities in sequential and hierarchical base. Slightly, company is estimated to fulfill its whole duties consecutively. Concisely, corporate social responsibility is a social movement between enterprises and high society in this perspective. In other words, it's an effort at social responsibility, social reconciliation and unity as a community movement. (Carroll, 1997). It contemplates an effect on the community or society when an enterprise chooses or acts in this direction. For his acts that contradict society or for decisions and behaviors that will cause social dissatisfaction, he must be accountable to society. In addition, from another point of view business is always obligated to run in the honorable method. This means that Corporate Social Responsibility business has the prospect, and duties, that will determine what is right, impartial, and fair to keep down the potential financial and reputational pressure of all stakeholders, it interrelates. Briefly, the expectation of the customers from business and its fundamental objects are successfully built in the Corporate Social Responsibility pyramid (Carroll, 2016).



Carroll's CSR Pyramid

Figure 3. Four Components of the Corporate Social Responsibility (Source: Carroll, 2016)

Philanthropic Responsibilities

Philanthropic Responsibilities is a form of Corporate Social Responsibility activities frequently completed by SMEs. It usually involves donating funds, goods, or services. While singular philanthropist utilizes his/her personal funds to influence to this community for the better conditions, corporate philanthropists are fixed to organizational resources for supporting a well-intentioned origin or state a societal necessity. Until today, some people criticize that these Corporate Social Responsibility strategies are totally not connected to the companies' core business (Menon, et al, 2003). The impression of social responsibilities presumes that the company has not only economic and legal responsibilities, but also has definite duties to the social order which spread away from these duties. By classifying and differentiating the ethical and philanthropic components, Carroll (1991), indicated that these even extend beyond the economic and legal

Corporate Social Responsibilities. Then the notion of Corporate Social Responsibility was made more explicitly when he resisted that the economic & legal responsibilities are obligatory, while the ethical responsibilities are estimated, and the philanthropic responsibilities are desired. By doing so, he made a dissimilarity between the outdated and the newfangled accountabilities of the running company. The traditional duties of the company which are exemplified in its economic and legal Corporate Social Responsibilities redirect the old societal agreement between a firm and customers. In culture, CSR and philanthropy are constantly mixed. These are entirely different definitions, however. A purposeful strategic line is CSR. This encompasses all the operations of enterprises. The CSR processes, budget and method of the organization are pre-concluded and performed during the year. Once or many times a year, compassion is finalized. CSR functions include all of the company's workforce (Harjoto and Jo, 2014).

Ethical Responsibilities

The ethical context is a necessity to convey the possible negative objections against the marketing of Corporate Social Responsibility. One of these theories is that consumers are psychologically trying to make relationships with the product as same as they are making relationships with the community members (Braser et al., 2004). This fact criticizes why ethical Corporate Social Responsibility activities can differ the satisfaction of the company's customers. They see ethical responsibilities in the same way. It is defined that Corporate Social Responsibility is an assurance to recover community's and company's well-being through optional business practices and assistances of ethical corporate responsibilities. Moreover, even if the ethical Corporate Social Responsibility are ongoing if consumers are not aware of it by any chance this marketing tool is not supposed to be as productive as it was thought of (Sharma and Aragon., 2005).

Legal Responsibilities

Customers value companies that promise them trustable products and usable legal services. This is the part where Legal Corporate Social Responsibility activities can be used as the marketing tool for achieving customer satisfaction. Even if it sounds very simple, in practice, paid the required tax, better communication with employees, obeying the labor laws, directly leads the company to look

more trustful from the eyes of their consumers. At the same time, it creates a better brand reputation (Harjoto and Jo, 2014). The legal responsibilities of business denote the positive and negative duties put on the business representatives by the national laws and at the same time regulations of the costumers where it operates. There are still some dissimilarity exists between the various views on Corporate Social Responsibility regarding what establishes the legal responsibilities of the company. All opinions accept the obligation of observance to the laws and regulations of people. The variance exists due to the nature and possibility of such a responsibility. Conversely, some claim that laws and regulations constitute one category of the duty of business concerning people. For example, Carroll (2009) deliberates the regulations and rules as the ‘codified ethics’ of the community. These regulations represent ‘partial fulfillment of the social contract between business and society’. Concerning the possibility of legal responsibilities, some advocate its development to cover more rules. The entitlement that rules are necessary for the fulfillment of Corporate Social Responsibility. For example, it is argued that the corporate case of Corporate Social Responsibility rests on confident presuppositions about marketplaces and the business surroundings, which cannot be just supposed but should be generated by a regulatory outline of CSR (De Schutter,2008).

Economic Responsibilities

Economic social responsibilities are the consistent area that tries to equal the balance between whole Corporate Social Responsibility components and their forecasted benefits from the side of customers. This component stands by the ethical, legal, and philanthropic performances of the firm (Castelo, 2013). However, those firms are looking for sustainable marketing tools and find out the Corporate Social Responsibility Components as their profit generator and brand reputation increaser. As the people benefit from the sustainability projects, they intend to spend more on this firm’s products and services. Firms may present economic responsibilities by becoming positively well-known for transparency, due to the financial consequences of their business (Liu, 2009). Empirical evidence claims an alternative standpoint to traditional economic assessments. It discusses that revenue performs 3 chief functions. First, Economic Corporate Social Responsibilities can measure the efficiency of business actions; second, it delivers a necessity for

the company to run the business facilities; and third, it assures the future supply of capital by customers (Drucker 2006).

Economic responsibility is the for-turnover core of the industry. Even though turn a profit is not the social purpose of the business, it is a vital issue for motivation and individuals with common interests in the business. Therefore, it also seems to affect him in terms of social responsibility. Commercial enterprises are well-defined as an economic institution. Making profits is also vital for these companies. While funding matter is believed as one of the breaking aspects within CSR, this issue is interlinked with ethical drinking, practices, and other issues that it affects. Nowadays economic responsibilities are still on-trend and are forecasted to remain as the most important component of Corporate Social Responsibility for the next century. It presents a complicated, fast-paced international position in which the investment, company, data, and technology marketplaces are exponentially extended keen on sources (Castelo, 2013).

1.3. Corporate Social Responsibility and its effects on the company performance

Along with the authors and researchers, implementing social responsibility strategies is considered a crucial indicator of the development of business success, as currently, Corporate Social Responsibility application on a firm got huge attention and numbers of books & scientific works published increased significantly in the last decades. Individual and governmental efforts are not sufficient to bring the expected changes in society. But through the inclined appreciation and attractiveness of Corporate Social Responsibility in more and more organizations can play a significant role in developing societal standards and community development referring to the environmental policies, human rights and corporate ethics. Most of the local and newly established firms are currently trying to compensate equal attention to social & environmental concerns as well as to their financial performance (Cao et al., 2018). Some firms are functioning Corporate Social Responsibility activities much more than plenty of their business opponents. As the firms practicing CSR activities, they build good status in the potential market and attract more job seekers and consumers, which prime to upward in organizational enactment. In recent years, the question of

corporate social responsibility, that is, its responsibility to individuals or society as a whole, has been evolving in our country. In particular, it is a broad private company that has started to apply new international principles of socially-oriented and environmental management. (Godfrey, 2011). From the different approach according to the same article, by practicing Corporate Social Responsibility activities, the firm can potentially be successful by increasing consumer and employee satisfaction and business performance indicators.

Social responsibilities are affecting the performance of the company in several various ways. It assists to upturn the financial performance of the firm so that the firm can grow its sales speedily and advance to the maximum income in the expected market. If the firm follows Corporate Social Responsibility implementation appropriately and tries to gratify its shareholders then it will certainly be able to succeed over its competitors. From the last two decades, the rapid growth in the corporate social responsibilities issues and activities, barriers of it for companies are observed. Due to increased awareness among owners, participants and community groups about requirements and demands for CSR activities, there is a long discussion that rises among them who get welfares and who will tolerate the cost of implementing these activities (Dong et al., 2017). He argued it in a way that, Corporate Social Responsibility in the business side of a firm is a set of practices that intricate the role of valid management strategies, business accomplishments and performance and it is also about the transparency of the company and disclosure to the shareholders. It affects straightly to the financial field of the company and indirectly, affects the shareholders' returns on investment. The early studies demonstrate that most of the investigations compare the measure of business actions which still need to be proved as the theoretical evidence.

Regarding recent literature, the empirical literature of social performance could not match the variables in the term, which investment was relevant to which type of measurement indicator. Consequently, Corporate Social Responsibility is the requirement of decision makers to take the required measures that will develop and protect the general interests of the society as well as their own pursuits. While it is also noticed in the explanations, corporate social responsibility is included in studies for the advantages of the organization. While considering it - Corporate Social Responsibility from another aspect, it can be seen as a concept that will create instinctively when

the basic demands of a company including maintaining its life cycle, confidence and fitting are met. Corporate Social Responsibility will be a necessary course of action as soon as businesses meet their basic desires. It is hard for them to act in this control without creating up for their individual deficiencies (Godfrey, 2011). Furthermore, the Corporate Social Responsibility research should use market-based variables and their theoretical part to define a constant connection between social and financial performances (Albuquerque et al., 2014). Becchetti et al. (2005) have examined the performance and return maximizing circumstances in the product differentiation model. The degree of investors and Corporate Social Responsibility activities are strongly effected by old-fashioned approaches. The pragmatic assumptions maintain the hypothesis that the enthusiasm of customers is varied to pay for social & environmental matters and strongly overwhelmed by tendency diligences. This is socially obligatory that a company has to focus on wider views and also take care of humanity and the environment with Corporate Social Responsibility.

The Corporate Social Responsibility trend is rapidly growing in the last few years. It is almost not promising that Corporate Social Responsibility should emphasis on every problem of the public which defiantly is not also in good favor of business as well as the society itself (Bhattacharyya, 2009). This article defines the performance and methodological observation towards corporate, social and environmental responsibility which is based on an assessment conducted in 2008. Firms questioned were requested for both their sense of corporate social responsibilities & corporate social citizenship and environmental management responsibilities as well as slightly mentioning strategy and actions being taken in these sectors. The result of the sure was positive towards the companies which applies Corporate Social Responsibility by the high rate of financial returns on investment. Dhaliwal (2012) proved that the company that devoted a high level of investment in Corporate Social Responsibility strategies will turn out to be relatively higher in their financial performance and gain the advantage of the drop in the total cost of the owner's equity. Moreover, the company succeeding Corporate Social Responsibility activities can attract more foreign investors as compared to their competitive companies which are not focusing on social actions and environmental management matters. It also assists to diminish the forthcoming errors and scatterings. Currently, Corporate Social Responsibility has come onward as the indicator that assists help to increase the overall performance of the company recommending various ways of decision making to the top management level and investors of the organization.

The enactment of Corporate Social Responsibility activities is increasing the common sense of taking care of public management and environmental actions on both sides, participants and customers of the company. As a result of it, every organization should have updated ways of putting Corporate Social Responsibility activities into operation during their daily business performances. According to Sagar and Singla (2004), Corporate Social Responsibility is among in simplest methods that the process itself and invested finances create the harmony between the stockholders and stakeholders. The affiliation between Corporate Social Responsibility and company ownership varies between two main features: Corporate Social Responsibility, Social obligations of any company; and Stakeholders contributing to the social matters.

1.4. Theoretical Aspects of Customer Satisfaction

Customer satisfaction term is regularly used as the marketing indicator for the business. This is a quantity of how goods and services provided by the business enterprise meet or exceed the expectation of their potential consumer. Customer satisfaction percent boosts when the number of clients, or percent of total clients, whose reported knowledge with a fixed company, its products, services exceeds itemized satisfaction objectives (Candra and Juliani, 2018). Customer satisfaction is a think of the potential consumer about the quality and price matching of the product or service of business enterprise. However, Corporate Social Responsibility marketing indicator can regularly be dependent on the number of factors. If customer deliberates the price and quality is fair for the product or service company offers, they may say their needs are fulfilled (Maminiainaamee, 2019).

While, considering the profitability and better business consequences of the firm, customer satisfaction has been always among the highest range of indicators and was always in the attention. To prove it, several findings demonstrated customer satisfaction as the most crucial standard while increasing the potential annual profits and therefore, this indicator became to be known as the most important marketing approach (Al-Zubi et al., 2012; Luo and Homburg, 2007). Due to the strength of the customer satisfaction, it is not a surprise that firms usually invest their most part of the

marketing budget for increasing the customer satisfaction and as a result mostly get the expected return on investment.

On the whole, Corporate Social Responsibility is connected with the Western countries' names even if the presence and extension of the contemporary notion is invented in the Asia. There is a deep-rooted habit of Corporate Social Responsibility in the West region. It has been controlled by the newly assumed standards, law and values. It is proved that for resolving social complications, business structures have substantial and important monetary capitals (Wilson, 2002).



Figure 4. Benefits of the Corporate Social Responsibility (Source: Al-Zubi et al., 2012; Luo and Homburg, 2007)

A service-focused firm is fundamentally customer oriented and value the relation between the supplier and customer more than product-focused firm. The service industry always enlarges the collaboration of suppliers to give bottomless insights to customer's value. It is already evidenced that marketing manager of the firm in the first round has to understand what their customer values

the most to grow in the competitive business world (Bolton, 2004). However, to take the supposed return on investment, market-oriented companies subsequently spend time to analyze the market trends valued by customers, as well as being more open and direct towards the future needs of their consumers (Narver, 2004). The empirical Corporate Social Responsibility research demonstrated that numerous understandings of future consumer needs, expectations, and necessities from the supposed product or service of the firm, can be identified the most through the direct communication with the consumer. The second interpretation of Corporate Social Responsibility is considered as the prediction of the future necessities of consumer demand. (Flint, 2006).

Customer satisfaction is certainly related to the profitability of the firm and the market share (Narver, 2004). Consequently, several companies have advanced distinct capabilities for measuring customer satisfaction and likewise a complete consulting industry has occurred in the area of customer satisfaction measurement. Furthermore, as the customer satisfaction considered among the most important criteria for defining the quality which essentially accepted by customers through the provided products & services, there is a rising attention in customer satisfaction to evaluate the better quality for the product development. Therefore, customer satisfaction is examining as a completely accepted measurement tool, as well as a powerful enactment metric while measuring the company's effectiveness through the provided product & service (Luo and Homburg, 2007). Several companies measure the customer satisfaction, in order to assess the potential needs and necessities of their customers. At the same time, by this they evaluate the performance of their stakeholders and managers. To be more specific, remaining findings discloses that customer satisfaction is absolutely directly related to performance of the company. Studies about the connection between customer satisfaction, Corporate Social Responsibility, and firm performance present that not only financial welfares but also non-financial marketing strategies are among the crucial effects of a worthy reputation (Flatt & Kowalczyk, 2011).

CSR curriculums often help to strengthen socio-economic ties between society and the business world. CSR solves social problems that attract the attention of the state quickly and effectively. At the same time, they identify the potential of society and have a positive impact on the economic situation and the environment. The business sector should implement the country's functions and contribute to people's advancement (Bolton, 2004).

In contrast, several findings show that the correlation between customer satisfaction and a company's commercial performance may not be constructive or varied and inadequate (Gursoy and Swanger, 2007). This can be dependent on the measures included in the customer satisfaction evaluation part of the questionnaires. As per Corporate Social Responsibility, there could be either constructive, unconstructive, or insignificant connection between satisfaction measures and financial benefits for customers and companies (Al-Zubi et al., 2012).

To conclude, customer satisfaction and company's standing point of the Corporate Social Responsibility are the main components of the competitive advantage. Therefore, corporate standing made by customers, has a direct influence impact on the competitive advantage of the firm. Nevertheless, beginning with the implementation of the principle of Sustainable Development and Social and Environmental Accountability of Community and Eco-friendly Reporting, it is important to incorporate a special section of the annual reports in a variety of forms - more applicable for the organization, even simple ones. An ethical dialogue with the authorities and with civil society at all levels is also crucial (Awang and Jusoff, 2009). There is an empirical evidence in support of the positive influence among customer satisfaction, corporate reputation and competitive advantage of the firm by fruitfully distinguishing it from its rivals. To conclude, due to recent findings, there should be a positive correlation between customer satisfaction and standing of the firm, which is a type of relationship that lastly ends with the expected competitive advantage (Eberle et al., 2013).

1.5. Corporate Social Responsibility and Its Effects on The Customer Satisfaction

Corporate Social Responsibility has become a notion of much curiosity because of its numerous welfares for companies. Some of these welfares comprise the enhancement of the generation of reasonable gains over firm competitors, sales progression, standing and brand image by customers (Eberle et al., 2013). Due to this idea, organizations and scholars have started to consider Corporate Social Responsibility as a promotional tool (Salmones et al., 2009). For instance, through experimental research García de los Salmones et al. (2009), disclose that a product capability is not the only feature that gives value to positive customer appraisals. Clients are fascinated towards their

organizations' Corporate Social Responsibility activities and that constructive insights create better appraisals of organization's service performance.

Undeniably, companies currently not only attempt to become more liable, but they also arrange their Corporate Social Responsibility to be more visible to their clients (Pirsch et al., 2006). For instance, socially liable companies are keen to connect their Corporate Social Responsibility doings through their websites and shared online media channels. In this route, it is supposed that non-governmental organizations can contribute to forming the business activities of organizations. Conferring to specialists, the non-governmental organizations' main purpose is to deliver organizational and informational provision to the community's business discourse including social partnership norms of the society. However, there are somber difficulties that we could easily see in the Corporate Social Responsibility field and its effects on Customer Satisfaction. This is evident in either business or non-governmental organizations. However, these non-governmental organizations includes factors which is business cooperation delays and it has a summary of followings. (Eberle et al., 2013). Furthermore, new commercial strategies always remain to emerge as a result of the fact that these companies devote in Corporate Social Responsibility activities as slice of their marketing approaches (Matute et al., 2011). Above all, it is similarly emerging as a critical cause in extending the base of loyal consumers. The representatives of the business industry should easily operate according to the CSR strategies which takes the advantages of the subjective conventions. However, it also elaborates the value given to the customers, their values and expected perceptions of ethical behaviors. The purpose of it is to give a confirmation that the supposed organization might show higher results and have the desired financial benefits after applying these strategies properly. Corporate social responsibility could be contemplated as the very import element of your current start-up strategy. It is a competitive sustainable advantage of the business environment. The corporate social responsibility strategies can be expanded in all the areas of the business and might be beneficial from every aspect including ethical, legal, and economic fields. The contemplated goals of each association are unlike. Corporate Social Responsibility strategies for each company can be determined while defining policies for business effectiveness, unlike political objectives to have an achievement in this sense. Accordingly, the Corporate Social Responsibility strategy is helpful associate the link between these goals. Just as it advances detailed and energetic capitals and competences, CSR is considered as a decent occasion to find out the inexpensive business environment (García de los Salmones et al., 2009).

The level of customer satisfaction is assessed to be improved by the enhancement of the product which is socially responsible and has high quality. As the customer satisfaction is certainly depending on the Corporate Social Responsibility activities of a firm, by constantly improving these activities and achieving a visual result, company's financial returns will be boosted. By this, company will face with lower client defection and more productive annual business year because by satisfied clients, they reduce costs, increase returns, and generate more sales (Shum and Yam, 2011).

It is also indicated that the capability to figure a positive standing tracked by customer satisfaction enlargement, is serious to a company's existence and financial performance. Applied Corporate Social Responsibility activities as the marketing tool and customer satisfaction are intensely correlated as customer satisfaction has a direct influence on the standing and reputation of the company (Walsh et al., 2009). The company reputation arose by its Corporate Social Responsibility activities is a consistent indicator of whether or not a company's customers are satisfied. By adding the regular components of sustainable Corporate Social Responsibility activities to the final outcome of the product or service, the company increases its benefits by the assistance of customer satisfaction (Flatt & Kowalczyk, 2011).



Figure 5. Strategic objectives of the Corporate Social Responsibility (Source: Shum and Yam, 2011)

However, it is also indicated that customer satisfaction is not essential for the product and the service, instead, it essentially contains the customers' insights of the socially responsible characteristics of the product and service as they relate to that singular person among the segmentation. Hence, diverse customers can prompt different levels of satisfaction for the particular product or service encounter, differs by how they value Corporate Social Responsibility activities (Salmones et al., 2009). In the marketing field, customer satisfaction has already been considered as the most important part of commercial approaches and it is a significant driver of long-term productivity and market share. Therefore, it is predictable that Corporate Social Responsibility have positive relation with customer satisfaction (Flatt & Kowalczyk, 2011).

So, more satisfied customers bring higher company reputation, more sales, more progress, more competitive power against rivals, and finally higher stages of the company performance. All the

analyzed literature shows that there is a multilateral relationship between company performance, the implementation of Corporate Social Responsibility components and customer satisfaction. Meanwhile, as Corporate Social Responsibility is an environment-oriented scheme for product quality development process that design companies by developing new products, it is argued that Corporate Social Responsibility is completely facilitated by customer satisfaction. Regardless of the studies available in this field, the positive effect of Corporate Social Responsibility insights on customer reactions feasibly need further research, mainly if we reflect the influence of Corporate Social Responsibility insights on perceived service quality intentions (García de los Salmones et al., 2009).

To summarize, according to the information obtained throughout the literature review, it was possible to classify the benefits that customers might receive after firms have successfully implemented Corporate Social Responsibility activities. However, it is analyzed that especially four main components of Corporate Social Responsibility – philanthropic, ethical, legal and economic responsibilities are very promising to highlight the customer satisfaction. By this, it is supposed that both sides, companies and customers are benefiting from the implementation of these responsibilities.

2. RESEARCH METHODOLOGY OF THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON CUSTOMER'S SATISFACTION

2.1. Research Design

According to my literature research, several hypothetical and experimental findings, Corporate Social Responsibility activities divided by its components were distinction as an assurance of the firms to develop their customers' comfort completed by unrestricted influences of corporate capitals and funding.

Consistent with several experiments on customers, Corporate Social Responsibility activities of the firms have a positive relationship with their customers and their internal satisfaction from the product & services received. Some of the authors clarified that socially responsible companies have more of the advantage to increase the sales of their preferred products or services and according to the surveys made Corporate Social Responsibility is a crucial factor which directly influences to customer behavior which leads to their satisfaction. Firms are an effective source of solutions to these problems, as well as a source of growing social problems. In this context, companies must carry out social responsibility activities in order to solve problems and increase the number of activities they carry out on a daily basis. Being aware of their social responsibilities and being more sensitive to their environment and social problems, all responses to them will be reduced or avoided by the measures and efforts that fall upon them. Political regimes will consequently be able to pursue programs that favour corporate and business life. It is not possible to separate the economic responsibilities and duties of companies from social responsibilities and duties. (Edelman, 2010, Dimitrijević and Mistele, 2016).

Nevertheless, some other articles investigate that customers are not so much into CSR activities, and they are not always concerned about social components' implementation methods of their seller. Besides, they are more focused on only quality product or service and price ranges rather than socially active reputation. For instance, numerous authors proved that people think CSR and company products as different indicators while purchasing the product and they do not have optimistic attitude specially to Corporate Social Responsibility activities. Applying worldwide expertise and the establishment of serious ventures and sustainable advancement in the field of

Corporate Social Responsibility, a provincial company is able to solve two problems simultaneously: achieving good marketing activities in the field of marketing in the country due to the corporate social activities and reaching the period of a leading company abroad. (Brown & Dacin, 1997; Ellen et al., 2000).

Thus, we can say that it is still not clear whether it is useful to invest to Corporate Social Responsibility activities according to its components as the marketing tool for their brand reputation. This paper intends to contribute to the scientific papers of the impact of implemented Corporate Social Responsibility activities on the customer satisfaction.

The aim of the research: To analyze how Corporate Social Responsibility and the implementation of Corporate Social Responsibility components contribute to the customer satisfaction.

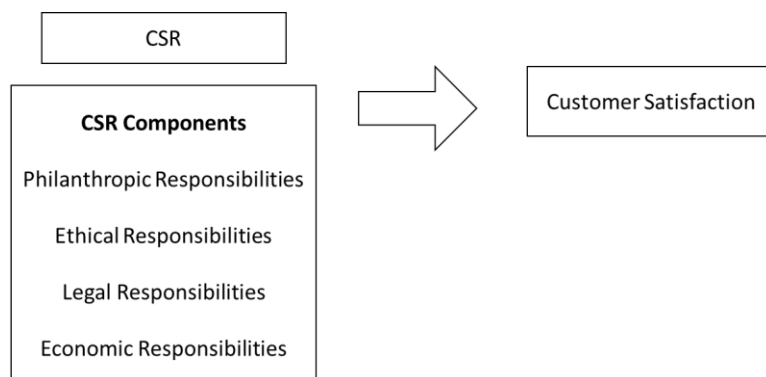
The objectives of the research:

1. To reveal the effects of for Corporate Social Responsibility and Corporate Social Responsibility components for the customer satisfaction
2. Make Conclusions & Recommendations

Research Method:

Survey of customers from Azerbaijan. In order to investigate the relationship between Corporate Social Responsibility and customer satisfaction and to find out the opinion of customers about Corporate Social Responsibility components.

Figure 6. The proposed Research Model of The Research Object Relations (Source: author)



The research hypotheses are explained below:

H1. Perceptions of Corporate Social Responsibility will have a positive effect on customer satisfaction

H2. Perceptions of philanthropic Corporate Social Responsibility will have a positive effect on customer satisfaction.

H3. Perceptions of ethical Corporate Social Responsibility will have a positive effect on customer satisfaction.

H4. Perceptions of legal Corporate Social Responsibility will have a positive effect on customer satisfaction.

H5. Perceptions of economic Corporate Social Responsibility will have a positive effect on customer satisfaction

Sample: For the data collection, questionnaire will be shared with potential respondents through e-mail and social networks. The participants will be asked to respond to the questions based on their most recent experiences. The required sample size of respondents required to successfully implement this research was calculated through statistical methods. Taking into account that the total amount population in Azerbaijan is 10,139,177 and confidence level is 95%, it means recommended sample size is 250. Margin of error for 100 people will be 9.8% and response rate will be considered as 50%. However, the online questionnaire tool will be arranged by keeping the confidentiality of the respondents in order to improve the response rate.

Research instrument: In order to reveal the relationship between Corporate Social Responsibility, CSR components and customer satisfaction a questionnaire was prepared. The specific research instrument chosen for the quantitative research, questionnaire featured close-ended Likert scale questions. There were 28 questions in total that contains 23 complex questions that respondents need to evaluate provided statements on the Likert scale. Items supposed to be used in this research will be measured on a five-point Likert-type scale (1 – strongly disagree, 2 – disagree, 3 – neither agree nor disagree, 4 – agree, 5 – strongly agree.). Questions were addressed to the Azerbaijani customers of Bravo Supermarket among the population.

For questionnaire was used components of survey created by analyzing the provided resource of three researches. It includes the research of “The impact of corporate social responsibility on customer loyalty in hypermarkets: A new socially responsible strategy” by Professor Valino, Rodriguez, Barriopedro (2018), the research by Professor Ghamdi, Aziz, Badavi and Saleh (2019) and the article of “Service quality & customer satisfaction” by Professor Nunko, Ringle and Sunnasseeeg (2020).

Ki-Han Chung and some components of the survey about Corporate Social Responsibility Component and customer satisfaction, composed by the authors based on analyzed literature (Faisal, M. N., Dimitrijević, M., & Mistele, T.). Consequently, the reason behind choosing a questionnaire with close-ended Likert scale questions as the research instrument is that it is similar to the instrument that was most commonly featured in similar researches that were analyzed throughout the literature review. The questionnaire will mainly contain the demographic information, perception Corporate Social Responsibility components and customer satisfaction.

The questionnaire was divided into 4 segments. The first one contains the questions regarding the demographic characteristics including gender, age, education and awareness about the supermarket and Corporate Social Responsibility responsibilities. The second segment contains the questions regarding the Corporate Social Responsibility Activities of Bravo Supermarket. The third segment contains the questions about customer satisfaction from this supermarket. The fourth segment included questions about the effects of Corporate Social Responsibility Components on Customer Satisfaction in Bravo Supermarket.

Research process: Survey was provided for customers of Bravo Supermarket in November 2020. With the consent of the supervisor, the prepared questionnaires were forwarded to the potential respondents. It was emphasized that the survey was anonymous and left the freedom to decide whether to participate in the questionnaire. The research population consists of people who are living in Azerbaijan. The survey was filled by 256 people.

However, as our independent variables are five Corporate Social Responsibility and CSR components and we only have one ordinal dependent variable which is customer satisfaction.

Methods of data analysis: Research data was processed by the statistical program IBM SPSS 22 (Statistical Package for Social Science). As the data were not normally distributed, nonparametric criteria were chosen for data analysis. However, reliability, normality, and non-parametric tests for independent samples and regression analysis methods have been applied to analyze the data.

2.2.Characteristics of the Company

Bravo Supermarket is all included supermarket with an ambition to be the most reliable brand in the retail sale of every kind of daily needed products in Azerbaijan. The supermarket has a capacity to be tied to national values as a source of the country's pride. While educating and providing the required ISO standards to its consumers about each kind of daily usable product, it also proposes new innovations, exciting discounts, high-quality goods, and affordable prices. It has more than 20 grocery chain stores and 3 hypermarkets in 6 different cities and 2 regions.

Bravo Supermarket is also very well-known in Azerbaijan due to its social activities, charity and donation projects, financial support for low-waged families, also due to the recycling and being protective towards the environmental concerns. It supports children which lost one of their children, also during the quarantine regime in the country, the supermarket provided them with daily needed basic food for free. The Bravo Supermarket delivered their necessities with 534000 food containers and has spend over 2 million AZN for this support project.

Besides these, Bravo Supermarket also has different Corporate Social Responsibility activities which are based on every component of Corporate Social Responsibility concept. Basically, it consists of donation boxes, help containers for society and low-income families. In each branch of supermarket, customers can find special help containers and give or take the used or donated products. It also has recycling machines, reusable bags, which are durable and convenient for everyday use. In the near future, supermarket will stop using plastic bags and will provide reusable bags for free.

Additionally, Bravo Supermarket cooperates with ASAN Service Governmental Agency and provides ASAN Letter service as part of its Corporate Social Responsibility Marketing Activities. This project brings joy to the local children and asks them to write down their wished as the Christmas present from Bravo Supermarket. Until now, the project made more than 1000 wishes of children to come true.

3. ANALYSIS OF RESEARCH RESULTS ON THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON CUSTOMER'S SATISFACTION

3.1. Analysis of Respondents

The research study questionnaire involved answers from 256 people from Azerbaijan who has an information about the supermarket's activities. The social and demographic characteristics are presented in Table 1.

This table reflects respondent's distribution by gender. 60,2% are female and 37,1% are male and 2,7% are others.

There is provided data about respondents' age. 24,9% of respondents are aged from 18 to 25 years, 21,3% are between 26 and 35 years old, 22,1% are between 36 to 45 years, 24,1% are from 46 to 55 years and the rest 7,5% are 56 years and older.

Respondent's education – majority of respondents have master's degree – 34,5%, 33,3% has bachelor's degree, 25,0% of respondents have secondary education and the rest 7,1% have postgraduate degree.

82,6% of respondents have already done shopping from Bravo Supermarket while 17,4% of the respondents answered to this question as no.

Besides these, 71,7% of the respondents are aware of the concept of Corporate Social Responsibilities while 28,3% of the respondents are not.

Table 1. Social and Demographic Characteristics of the Study Participants (Source: author)

		N	%
Gender	Female	95	37,1
	Male	154	60,2
	Other	7	2,7
Age	18-25	63	24,9
	26-35	54	21,3
	36-45	56	22,1
	46-55	61	24,1
	56 and more	19	7,5
Education	Secondary Education	63	25
	Undergraduate or Bachelor Degree	84	33,3
	Master Degree	87	34,5
	Postgraduate	18	7,1
Have you ever bought a product from Bravo supermarket?	Yes	209	82,6
	No	44	17,4
Do you know about Corporate Social Responsibility (CSR) concept?	Yes	177	71,7
	No	70	28,3

3.2. Analysis of Study Results

In this section will be analyzed research results of survey about the relationship between Corporate Social Responsibility, its components and customer satisfaction in the Bravo Supermarket in Azerbaijan Republic. The four main 5 questions of the survey included questions about Corporate Social Responsibility, following with 6 questions about Customer Satisfaction (CS). However, each components of CSR had 3 questions (12 in total) based on Philanthropic Responsibilities (PR), Ethical Responsibilities (ER), Legal Responsibilities (LR) and Economic Responsibilities (ECR).

- Corporate Social Responsibility element of the research is the average of 5 questions from CSR field.
- Customer Satisfaction element of the research is the average of 6 questions from Customer Satisfaction field.
- Philanthropic Responsibilities element of the research is the average of 3 questions from the Philanthropic Responsibilities field.
- Ethical Responsibilities element of the research is the average of 3 questions from the Ethical Responsibilities field.
- Legal Responsibilities element of the research is the average of 3 questions from the Legal Responsibilities field.
- Economic Responsibilities element of the research is the average of 3 questions from the Economic Responsibilities field.

The goal of this proposed specific section is to find out if there is a possible positive or negative relationship between Corporate Social Responsibility, its four components, and Customer Satisfaction. The presented data taken as a result of the survey study were evaluated with the SPSS statistics program which was promising and the statistical information has been found as an consequence of the estimations which took place over the study research period within sync of the provided the tables.

In table 2 shown data of descriptive statistics of questionnaire components. The highest mean is 3,95 is for ECR and the lowest is 3,59 for Corporate Social Responsibility.

Corporate Social Responsibility item of the business structure is very strong in “Bravo Supermarket”, was confirmed by the statistics interpretation and the responsible supermarket representative, most probably because of the people and specifically ordered teams which are working on it. This year new Corporate Social Responsibility strategies were revealed and they have presented through a lot of channels, and they are constantly reminded what values are in this company. Economic Responsibilities section of the study research results got a lower score during the interpretation of the statistics. However, it also has a logical explanation – the survey was determined in between current customers, where customers mostly might value lower prices of the products and potential discounts for the daily basic living needs.

Table 2. Descriptive Statistics for the average elements (Source: author)

	N	Minimum	Maximum	Mean	Std. Deviation
CSR	256	1,00	5,00	3,69	,691
CS	256	2,00	5,00	3,87	,624
PR	255	1,67	5,00	3,72	,744
ER	254	1,00	5,00	3,85	,775
LR	254	1,00	5,00	3,93	,749
ECR	254	1,00	5,00	3,95	,778
Total	255	2,17	5,00	3,86	,627

Likewise, in table 3 shown data of descriptive statistics of questions regarding the Corporate Social Responsibility. The highest mean of the statistics is 3,87 is for the question of “This supermarket is socially responsible” and the lowest mean of the statistics is 3,52 for the question of “This supermarket contributes to the welfare of society”. It also explains that the company has a real strong competitive position in the whole market in the country and is trying to improve the quality of its commercial activities from time to time. However, Standard Deviation of the statistics has also been calculated in this table where we can see that the 2 lowest standard deviations of the statistics are close to the mean in the first and sixth questions where the customers agree that the company is socially responsible, and it has a good Corporate Social Responsibility record which positively effects to the customer satisfaction.

Table 3. Descriptive Statistics for the Corporate Social Responsibility questions (Source: author)

	N	Minimum	Maximum	Mean	Std. Deviation
This supermarket is socially responsible	253	1	5	3,87	1,076
This supermarket protects the environment	255	1	5	3,73	1,119
This supermarket contributes to the welfare of society	254	1	5	3,52	1,141
This supermarket contributes to the donation programs	255	1	5	3,72	1,143
Do you agree that this supermarket has a good Corporate Social Responsibility record	252	1	5	3,66	1,087

In table 4 shown data of descriptive statistics of questions regarding to the satisfaction of the customer of Bravo Supermarket in Azerbaijan. The highest mean of the statistics is 4.10 is for the question of “This supermarket always meets my expectations” and the lowest mean of the statistics is 3,66 for the question of “I am satisfied with this supermarket’s services”. However, from the chart, we can observe that customers are pretty much satisfied from the provided service of the supermarket and often give positive feedback about the company which also proves the customer creditability and loyalty.

Moreover, if we consider the lowest rate of standard deviation, it is observed in the first question with the rate of 1.077. Thereby, it also presents the Bravo supermarket is matching with the expectations of the customer.

Table 4. Descriptive Statistics for the Customer Satisfaction questions (Source: author)

	N	Minimum	Maximum	Mean	Std. Deviation
This supermarket always meets my expectations	254	1	5	4,10	1,077
This supermarket has all the exact basic products that I need	255	1	5	3,77	1,165
I am satisfied with this supermarket’s CSR services	253	1	5	3,66	1,111
I feel satisfied with the supermarket’s overall performance	254	1	5	4,04	1,141
I often tell positive things about this supermarket to other	253	1	5	3,75	1,133
I will continue to do shopping at this supermarket	253	1	5	3,91	1,105

In table 5 shown data of descriptive statistics of questions regarding the customer’s awareness of the philanthropic responsibilities of the Bravo Supermarket in Azerbaijan. The highest mean of the statistics is 3.97, for the question of “This Bravo supermarket tries to sponsor cultural or educational events.” and the lowest mean of the statistics is 3,52 for the question of “This Bravo supermarket tries to recycle properly waste”. Nevertheless, we can notice from the chart that customers are aware that supermarket management is trying to recycle the waste and send it back to production companies. The supermarket charges an extra small amount for this to involve customers to recycle and get the money back.

Table 5. Descriptive Statistics for the PR questions (Source: author)

	N	Minimum	Maximum	Mean	Std. Deviation
This supermarket tries to sponsor cultural or educational events.	254	1	5	3,97	1,112
This supermarket tries to sponsor activities in favor of the environment.	253	1	5	3,68	1,049
This supermarket tries to recycle properly waste.	249	1	5	3,52	1,212

In table 6 shown data of descriptive statistics of questions regarding the customer’s awareness of the ethical responsibilities of the Bravo Supermarket in the Republic of Azerbaijan. The highest mean of the statistics is 3.92, for the question of “This supermarket tries to behave ethically with

consumers.” and the lowest mean of the statistics is 3,82 for the question of “This supermarket tries to treat fairly and as equals its workforce”. However, this information presents that the Bravo Supermarket is very fair with its employees and acting ethically towards them according to the customer observations. The supermarket also tries to prevent unethical actions inside the markets and specific terms & conditions have been adapted for these.

Moreover, the lowest deviation of the statistics is 1.1 matchings with the first question where there is the highest mean has been observed during analysis.

Table 6. Descriptive Statistics for the Ethical Responsibilities questions (Source: author)

	N	Minimum	Maximum	Mean	Std. Deviation
This supermarket tries to behave ethically with consumers.	253	1	5	3,92	1,111
This supermarket tries to treat fairly and as equals its workforce.	254	1	5	3,82	1,094
This supermarket prevents unethical behaviors.	253	1	5	3,84	1,147

In table 7 shown data of descriptive statistics of questions regarding to the customer’s awareness on the legal responsibilities of the one of the biggest supermarket chains, Bravo Supermarket in Azerbaijan Republic. The highest mean of the statistics is 4,05 for the question of “This supermarket tries to have a code of ethics and procedure in order to respect it.” and the lowest mean of the statistics of the statistics is 3,85 for the question of “This supermarket meets minimal legal requirements related to goods and services”. However, this information indicates that the company

is very fair with its employees and acting ethical towards them according to the customer observations. The Bravo supermarket also tries to respect the laws and needed procedures during sales towards customers and towards its workforce.

Furthermore, the lowest deviation of the statistics is 1,057 corresponding with the first matter where there is the highest mean has been noticed throughout assessment.

Table 7. Descriptive Statistics for the LR questions (Source: author)

	N	Minimum	Maximum	Mean	Std. Deviation
This supermarket tries to respect the laws and procedures in its activities.	254	1	5	3,89	1,153
This supermarket tries to have a code of ethics and procedure in order to respect it.	252	1	5	4,05	1,057
This supermarket meets minimal legal requirements related to goods and services.	254	1	5	3,85	1,208

In table 8 shown data of descriptive statistics of questions regarding to the customer’s consciousness on the economic responsibilities of the one of the biggest supermarket chains, Bravo Supermarket in Azerbaijan Republic. The highest mean of the statistics is 3.99 for the question of “This supermarket always tries to improve its commercial activities.” and the lowest mean of the statistics is 3,93 for the question of “This supermarket has a strong competitive position”.

However, this information indicates that the company has a strong position in the market

Furthermore, the lowest deviation of the statistics is 1,057 corresponding with the first matter where there is the highest mean has been noticed throughout assessment.

Table 8. Descriptive Statistics for the ECR questions (Source: author)

	N	Minimum	Maximum	Mean	Std. Deviation
This supermarket has the potential to obtain long term economic success.	253	1	5	3,94	1,126
This supermarket always tries to improve its commercial activities.	253	1	5	3,99	1,114
This supermarket has a strong competitive position.	251	1	5	3,93	1,143

Table 9 presents the normality test for the Corporate Social Responsibility element histogram if we consider Customer Satisfaction as a dependent variable where the mean of the statistics is 2.53. However, standard deviation for this Corporate Social Responsibility element is above 0.5.

Table 9. Normality Test for CSR element (Source: author)

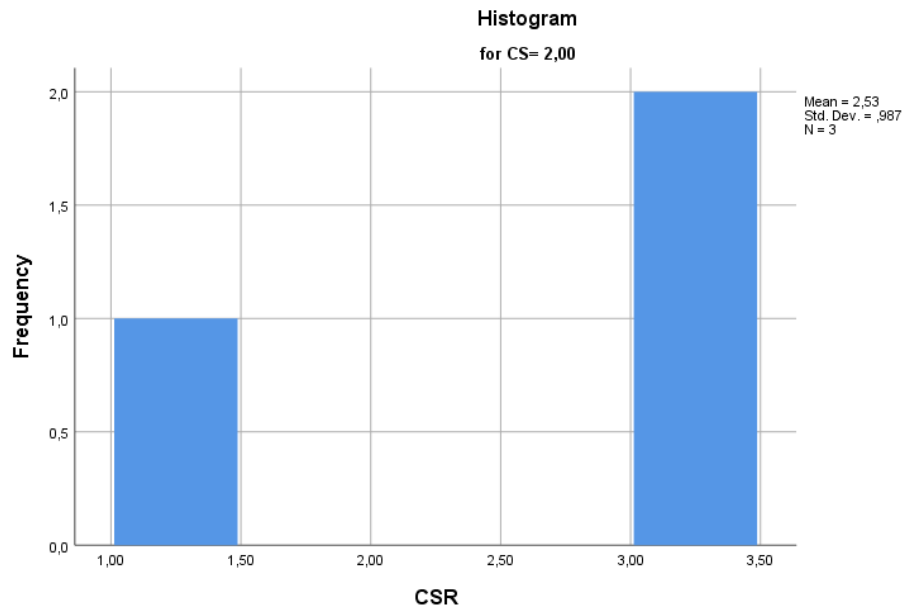


Table 10 presents the normality test for the PR histogram if we consider Customer Satisfaction as an dependent variable where the mean of the statistics is 2.67.

Table 10. Normality Test for PR element (Source: author)

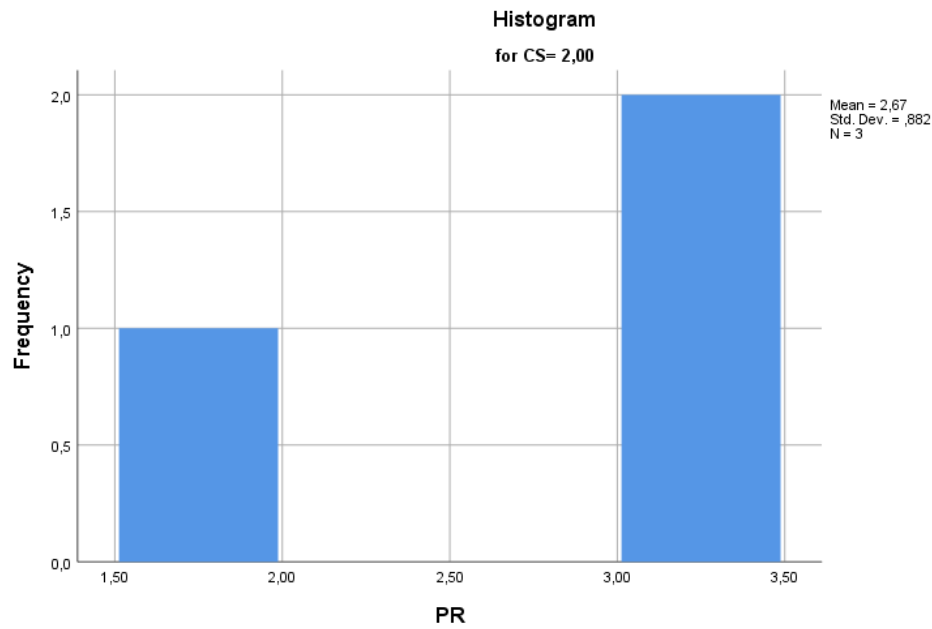


Table 11 presents the normality test for the Ethical Responsibilities element histogram if we consider Customer Satisfaction as an dependent variable where the mean of the statistics is 3.22. The standard deviation for this element is below 0,5.

Table 11. Normality Test for ER element (Source: author)

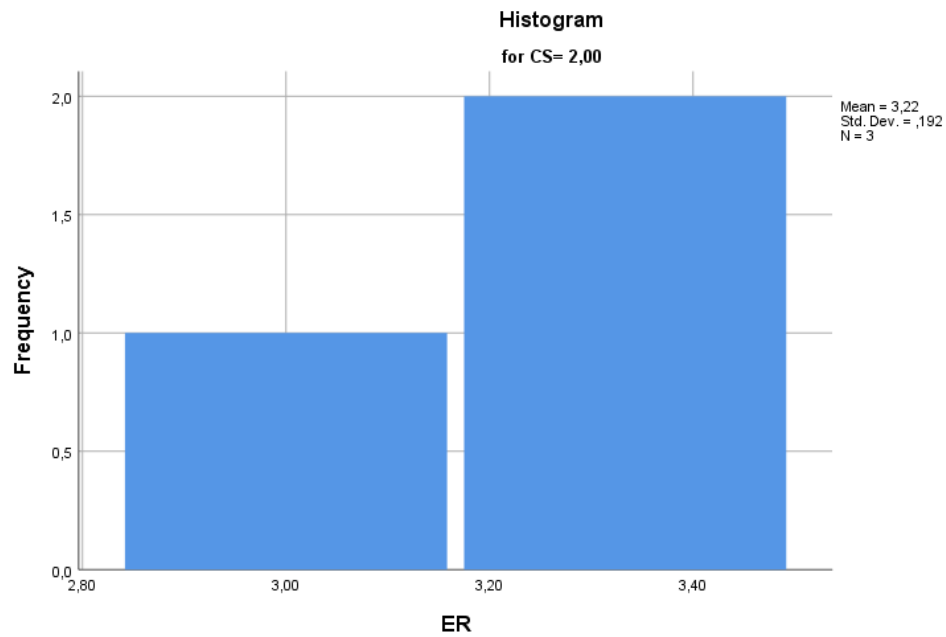


Table 12 presents the normality test for the LR histogram if we consider Customer Satisfaction as an dependent variable where the mean of the statistics is 3.11.

Table 12. Normality Test for LR element (Source: author)

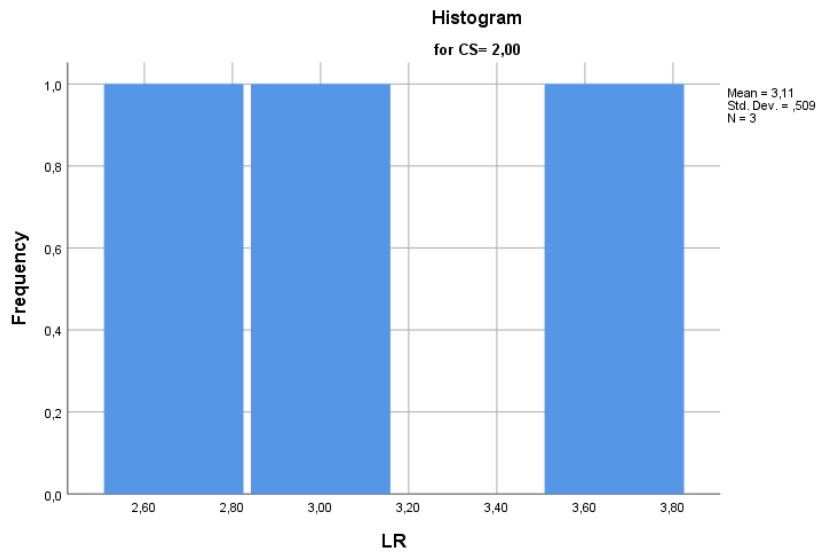
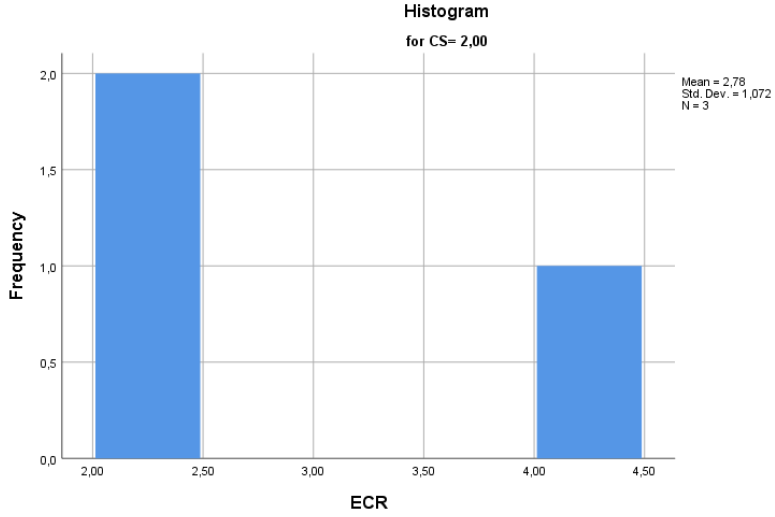


Table 13 presents the normality test for the ECR histogram if we consider Customer Satisfaction as an dependent variable where the mean of the statistics is 2.78.

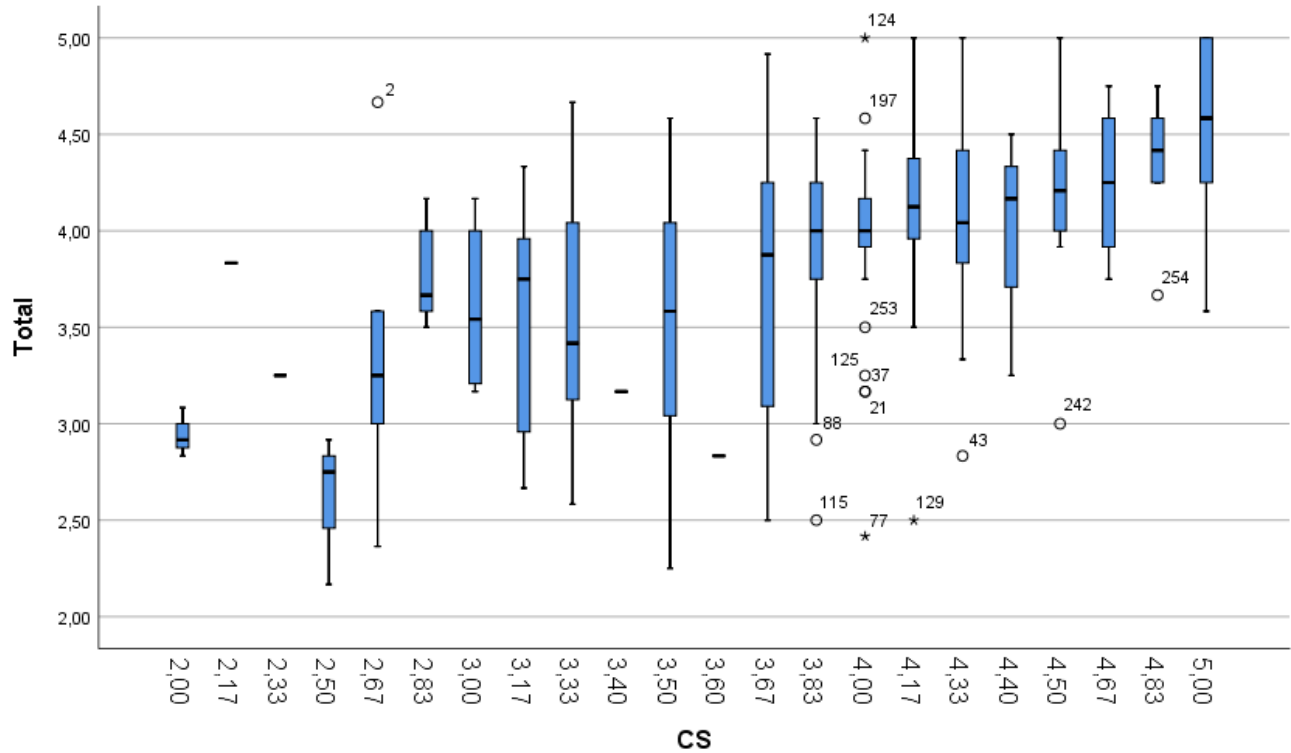
Table 13. Normality Test for ECR element (Source: author)



However, the total average of Corporate Social Responsibility components and our dependent variable are presented in the table below.

Table 14. Normality Test for the average of Corporate Social Responsibility Components

(Source: author)



According to the non-parametric evaluation if we assess the demographic factor of gender, it will be noticed that the statistic test results was modified and considered for ties. Significance standards have been adjusted by the Bonferroni reform for several tests. Each row examinations the null assumption that the Sample 1 and Sample 2 distributions are the same.

In table 15 data reveals that there is no considerable difference concerning female and male evaluation of organization ($p > 0,05$) while the others calculated differently. Both parties evaluate assertions about the Bravo Supermarket higher than average.

Table 15. Non-parametric test for the pairwise comparisons of gender (Source: author)

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig. ^a
other-male	83,012	30,639	2,709	,007	,020
other-female	99,057	30,985	3,197	,001	,004
male-female	16,045	9,575	1,676	,094	,281

In table 16 data shows that there is no considerable difference concerning people according to their ages, except the fact of comparison of people aged between 36-45 & 26-35 and, there is a significant difference between people aged between 36-45 & 18-25. Other groups evaluate statements about the Bravo Supermarket higher than average.

Table 16. Non-parametric test for the pairwise comparisons of age (Source: author)

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig. ^a
36-45 - 56 and more	-16,586	21,316	-,778	,437	1,000
36-45 - 46-55	-18,542	13,378	-1,386	,166	1,000
36-45 - 26-35	32,850	13,821	2,377	,017	,175
36-45 - 18-25	54,815	13,428	4,082	,000	,000
56 and more - 46-55	1,956	21,072	,093	,926	1,000

In table 17 data shows that there is no considerable difference concerning people according to their education, except the fact of comparison of people who got a degree of Postgraduate-Secondary Education, Master's degree-Secondary Education and Undergraduate or bachelor's degree-Secondary Education. Other than secondary education group, the respondents evaluate statements about the Bravo Supermarket higher than average.

Table 17. Non-parametric test for the pairwise comparisons of age (Source: author)

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig. ^a
Postgraduate-Master Degree	6,265	18,749	,334	,738	1,000
Postgraduate-Undergraduate or Bachelor Degree	17,556	18,845	,932	,352	1,000
Postgraduate-Secondary Education	49,452	19,370	2,553	,011	,064
Master Degree-Undergraduate or Bachelor Degree	11,291	11,090	1,018	,309	1,000
Master's degree-Secondary Education	43,187	11,961	3,611	,000	,002
Undergraduate or bachelor's degree-Secondary Education	31,896	12,111	2,634	,008	,051

With the intention of understanding the validity of the planned survey, the Reliability test was effectively done. Data on the Table 18 shows the Cronbach's Alpha with the 0,6 point where the reliability of the database is acceptable. The database included 5 questions and average is taken as an valid number.

Table 18. Reliability Statistics for the CSR element (Source: author)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,602	,601	5

Data on Table 19 shows the Cronbach's Alpha with the 0,65 point where the reliability of the database is satisfactory. The database included 6 issues and the average is taken as a valid number.

Table 19. Reliability Statistics for the Customer Satisfaction element (Source: author)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,645	,641	6

Data on the Table 20 shows the Cronbach's Alpha with the 0,35 point where the reliability of the database is not satisfactory. The database included 3 questions and average is taken as the valid number.

Table 20. Reliability Statistics for the PR element (Source: author)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,350	0,340	3

Data on the Table 21 shows the Cronbach's Alpha with the 0,65 point where the reliability of the database is not satisfactory. The database included 3 questions and average is taken as the valid number.

Table 21. Reliability Statistics for the ER element (Source: author)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,648	,545	3

Data on Table 22 shows the Cronbach's Alpha with the 0,64 point where the reliability of the database is not acceptable. The database included 3 questions and the average is taken as the valid number.

Table 22. Reliability Statistics for the LR element (Source: author)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,644	,521	3

Data on the Table 23 shows the Cronbach's Alpha with the 0,66 point where the reliability of the database is not acceptable. The database included 3 questions and average is taken as the valid number.

Table 23. Reliability Statistics for the LR element (Source: author)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,663	,561	3

According to the regression analysis of the survey, if we take the constants into account, Corporate Social Responsibility, PR, ER has constructive effect on the customer satisfaction. The Durbin-Watson method was applied while evaluating the data and bootstrapping has been implemented. In table 24 data shows that there is a significant correlation between Corporate Social Responsibility and the first two components of it, if we consider customer satisfaction as the dependent variable. However, the highest t number in regression analysis can be seen in corporate social responsibility element and the lowest t level is in Economic Responsibilities average element.

Table 24. Regression analysis for the Corporate Social Responsibility and its components (Source: author)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
	(Constant)	,871	,207		4,210	,000	
	CSR	,426	,043	,476	9,845	,000	,908
	PR	,099	,049	,119	8,021	,004	,613
	ER	,081	,052	,102	6,575	,017	,507
	LR	,104	,054	,126	7,920	,056	,491
	ECR	,087	,050	,109	1,726	,086	,528

3.3. Research Findings

To create and sustain a successful customer satisfaction strategy in the company, its administration must realize that the application of Corporate Social Responsibility strategies and Corporate Social Responsibility components should certainly accelerate, and thus, it also supports the organization itself to expand. A successful company with improved sales results should have strong Corporate Social Responsibility strategies, that encourages its customers to become involved in the company, to constantly attract and expand to achieve greater excellence of work.

Main research findings:

1. Customer Satisfaction is related to the corporate social responsibility activities of the company.
2. Customer Satisfaction is linked to corporate social responsibility components including philanthropic, ethical, and legal Corporate Social Responsibilities.
3. Customer Satisfaction is not related to corporate social responsibility component – Economic Responsibilities
4. Male and female customers of the company are thinking about Corporate Social Responsibility activities and their efficiency in the same way.
5. CSR is not only a public relations tool, but also an important part of corporate governance. Therefore, all interrelated layers of corporate governance can take decision in CSR. These includes business members, board of directors and management executives. The main conception of this research is focused to consider the social, legal, ethical and environmental inferences for industries and communal, every advance and economic choice would be completed.
6. Corporate social responsibility procedures are the subject of voluntary civic initiatives that interact with the company itself and with stakeholders in society as a whole and show their moral responsibilities as a powerful tool for the state and development of society through business. As in other countries, Corporate social responsibility is increasingly becoming a fundamental ideology of corporate governance and management. There are currently a number of required responsibilities in the West that are part of Corporate social responsibility.

7. CSR is a robust influence in the growth of the market prices of corporations as well as strategic improvement, profitable trustworthiness, and modest influence in this procedure.
8. Each corporation defines this concept with its strategic mission and priorities, commercial culture, and the prism of accountabilities and compulsions it is willing to assume.
9. The younger generation is more interested in the Corporate Social Responsibility activities of the company and is more motivated for the campaigns. Elder customers give a better evaluation of stability in the company
10. Corporate Social Responsibilities are affecting the performance of the company in several various ways. It assists in upturn the financial performance of the firm so that the firm can grow its sales speedily and advance to the maximum income in the expected market.
11. More educated customers are more aware of the company's social activities and value them more.
12. There is a significant correlation between Corporate Social Responsibility and the first two components of it if we consider customer satisfaction as the dependent variable.
13. These movements have a positive effect on customer loyalty, brand fulfillment, perceived product superiority, faith in the enterprise, product redemptions and brand image, created with strategic forecasting.
14. Instead of intervening with political existence by coordinated economic power against the will of the people by conjunctural and political calculations, promoting human rights and reconciliation and consultation at all levels as irreplaceable principles of high internal consistency and constructiveness, institutions with a purely political vision must come to life free from vulnerability. By supporting a purpose that provides to the building of a democratic infrastructure within an ethical corporate social responsibilities as well as a democratic base, companies will improve the growth of democracy and a participatory political culture.
15. One of the ultimate benefits of businesses that seek to develop consumer brand satisfaction and acknowledge the value of trustworthiness in doing this is that they use operations for corporate social responsibility with the encouraging image, mindset and compassion they create for consumers.

Conclusion and Recommendations

1. Corporate Social Responsibilities and its components could be understood as an investment for the organization's performance in both financial and social ways. This investment is significant to the employer, customers, organization itself, and society members who take advantage of it. Different scholars have different angles of view on this aspect, but all of them agree about the importance of Corporate Social Responsibility and customer satisfaction for the company. Some of the authors clarified that socially responsible companies have more of the advantage to increase the sales of their preferred products or services and according to the surveys made Corporate Social Responsibility is a crucial factor that directly influences customer behavior which leads to their satisfaction.
2. Another conclusion revealed in the study is that social responsibility practices increase customer satisfaction and trust. It has been observed that there is a positive (+) relationship between perceived corporate social responsibility of customers and customer loyalty. If employees are happy, they also provide this trust to the customer. When the customer has an objection or complaint, behave with tolerance, behave politely and respectfully, the same quality of services always affects customer confidence.
3. Customers do not evaluate an organization with direct benefits only. The institution's policy on the environment, employees, corporate philosophy, etc. are also important factors in customers' perception of the business. In this context, it is accepted that responding to all kinds of social expectations of customers as the primary stakeholder has a direct and significant relationship with the corporate image.
4. Nowadays, when social awareness is increasing, to create a strong, long-term, and effective corporate image, is essential to be an institution with an understanding of social responsibility. Institutions along with an understanding of Corporate Social Responsibility are perceived as institutions that are respected and trusted by both their employees and their customers. As a result of these perceptions, a strong image of institutions is obtained.

5. There is a relationship between Corporate Social Responsibility components and customers according to their age and education differences. The lower aged, but higher educative customers – the more showed interest in the application of activities for the improvement of Corporate Social Responsibility mechanisms within the company. In this context, it is advised that companies follow a holistic approach to social responsibility and apply this approach to all qualities of sustainable development all through their policies and procedures.
6. Personnel is one of the greatest essential stakeholders of firms that fall underneath their main area of accountability. It is an indisputable fact that employees spend most of their time in the business in their daily lives. When this condition is evaluated, enhancing the working relationships of the employees, guaranteeing that they operate in a strong and secure environment will also improve the company benefits and expected turnover.
7. Besides fulfilling the employee's expectations, another important factor is also to keep both sides of stakeholders including employees and customers happy from ethical and financial aspects. This is expected to return to the enterprise as revenue.
8. In order to protect organizations from different risks they will face in the future, CSR is the best move. The corporation not only enhances administrative skills by joining in volunteering, but also increases the employees' practical activity, their commitment to moral and national principles, promotes cooperation, and supports the commercial image and trustworthiness.
9. The Corporate Social Responsibility structure represents commercial principles and is strongly associated with the organization's mission, vision and values. Corporate Social Responsibility executes an important role, we can clearly claim, not only in the advancement of social or environmentally friendly values, but also in the expansion of corporate values.
10. To improve the existing situation, the company should pay attention to older customers and others. As well, less educated customers should be more introduced to the company's mission and its activities to improve their Corporate Social Responsibility strategies.

11. Companies could attend the stimulating Corporate Social Responsibility events and help customers financially and mentally. Those events could be supportive for the government or also for the small and medium small business enterprises. All international corporations should inspire personnel to contribute their capability, skills, and substantial commitment to the civilization on a volunteer basis.
12. Respecting societal norms, traditions and principles and behaving accordingly is one of the core obligations of businesses. Moreover, the modern philosophy of work allows them to contribute to such activities in such a way as to make it possible for all members of the community in which they work to live and perform in the best possible way, and to increase social value through the benefit of society.
13. Increasingly valuable in terms of corporations, corporate social responsibility includes not just the logo, but also the intricacies of domestic and outside teams. Social and environmental practices, including the management of human capital, health and safety regulations in the workplace, modification to change and the supervision of natural resources and the ecosystem, are domestic phenomena. Support from the local community, corporate partners, distributors and clients, international business practices and global environmental factors are outside dynamics.
14. On the basis of these consequences and literature bases, companies ought to increase their brand appearance with the support of corporate social responsibilities' strategies and thus consumer satisfaction and loyalty. This one is recommended for businesses to act socially reliably in all fields such as the landscape, education, health, ethnicity, sport, individual rights, economics, occupation, and work ethics, and to coordinate operations in the mentioned fields.
15. Corporate social responsibility extends to codes of conduct that follow both legal and ethical standards. Corporate social responsibility is characterized as the continued commitment of an organization to ethical conduct and its continued contribution to economic growth in a manner that enhances the quality of life of all parts of society, as well as workers and families. Although corporate social responsibility plays an ethical role in the long-term ramifications of obligations that will improve society, it tends to prevent society from doing

worse. In this respect, it is also feasible to explain corporate social responsibility as the continuous implementation of the objectives of the company without acknowledging the concerns of the individual divisions. Corporate social responsibility has importance for the organization if it is completely and professionally proven. This basically involves guaranteeing sustainable growth in socially sensitive areas, making the notion of corporate social responsibility an important part of the day-to-day activities of the association, inventing administration procedures and regulating them to request preparations.

The Impact of Corporate Social Responsibility on Customer's Satisfaction

Surayya Valiyeva

Master Thesis

Global Business and Economics Master Programme

Faculty of Economics and Business Administration, Vilnius University

Supervisor prof. D. Diskienė, Vilnius, 2020

68 pages, 6 figures, 24 tables, 67 references.

This research aimed to examine how the execution of CSR components adds value to customer satisfaction. It includes a broad range of interests that must be taken into account in a local and international business environment. Philanthropic, ethical, legal, and economic responsibilities were contained as the main components. By using statistical data analysis, the research found out how CSR and the realization of its components affect customer pleasure. CSR, CSR Components, and customer satisfaction were crucial research objects.

The research included three crucial parts which were introduction, analysis of scientific literature sources to reveal theoretical aspects of CSR and customer satisfaction, and methodological analysis, its interpretation, and conclusion. The theoretical part of the thesis parts with different authors' systematic literature and scientific journals. However, afterward survey of customers of Bravo Supermarket in Azerbaijan was successfully done in order to inspect the relationship between CSR and buyer satisfaction and to find out the view of customers about CSR and its components.

The research was concluded with research findings, conclusions, and recommendations. If we refer to the survey, it was proved that costumers value CSR activities in a company and it has proportional effects on their buying behaviors.

Įmonių socialinės atsakomybės įtaka klientų pasitenkinimui

Surayya Valiyeva

Baigiamasis magistro darbas

Globalaus verslo ir ekonomikos magistro programa

Vilniaus universiteto Ekonomikos ir verslo administravimo fakultetas

Vadovas prof. D. Diskienė, Vilnius, 2020 m

68 puslapiai, 6 paveikslai, 24 lentelės, 67 šaltiniai.

Šiuo tyrimu buvo siekiama išnagrinėti, kaip ĮSA komponentų įgyvendinimas suteikia pridėtinės vertės klientų pasitenkinimui. Tai apima platų interesų spektrą, į kurį būtina atsižvelgti vietos ir tarptautinėje verslo aplinkoje. Pagrindinės sudedamosios dalys buvo filantropinė, etinė, teisinė ir ekonominė atsakomybė. Naudojant statistinę duomenų analizę, tyrimas išsiaiškino, kaip ĮSA ir jos komponentų įgyvendinimas veikia klientų pasitenkinimą. ĮSA ir jos komponentai ir klientų pasitenkinimas buvo esminiai tyrimų objektai.

Tyrimą sudarė trys esminės dalys: įvadas, mokslinės literatūros šaltinių analizė, siekiant atskleisti teorinius ĮSA ir klientų pasitenkinimo aspektus, metodinė analizė, jos aiškinimas ir išvada.

Teorinėje darbo dalyje pateikiama įvairių autorių publikacijų analizė. Vėliau pateikiama atlikta Azerbaidžano „Bravo Supermarket“ klientų apklausa, siekiant patikrinti ĮSA ir pirkėjų pasitenkinimo ryšį ir sužinoti klientų požiūrį į ĮSA ir jos komponentus.

Tyrimas buvo baigtas tyrimo išvadomis, ir rekomendacijomis. Jei kalbėtume apie apklausą, buvo įrodyta, kad klientai vertina ĮSA veiklą įmonėje ir tai daro proporcingą poveikį jų pirkimo elgesiui

References

1. Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, 242.
2. Albuquerque, R., Durnev, A., & Koskinen Yrjö. (2014). CSR and Firm Risk: Theories and Empirical Evidence. *London: Centre for Economic Policy Research*.
3. Al-Zubi, D. A., Hamdan, K. B., & Al-Zubi, H. A. (2012). A Study of Benchmarking Influence on Customer Satisfaction. *International Journal of Business and Management*, 7(8), 109-114.
4. Al-Ghamdi, S. A. A., & Badawi, N. S. (2019). *Do corporate social responsibility activities enhance customer satisfaction and customer loyalty? Evidence from the Saudi banking sector*.
5. Antoni, G. D., & Sacconi, L. (2011). Modeling Cognitive Social Capital and CSR as Prerequisites for Sustainable Networks of Social Relations. *Social Capital, Corporate Social Responsibility, Economic Behavior & Performance*. 27-31.
6. Attig, N., Ghoual, S. E., Guedhami, O., & Suh, J. (2013). Social Responsibility and Credit Ratings. *SSRN Electronic Journal*.
7. Awang, Z. H., & Jusoff, K. (2009). The Effects of Corporate Reputation on the Competitiveness of Malaysian Telecommunication Service Providers. *International Journal of Business and Management*, 4(5).
8. Becchetti, L., Giacomo, S. D., & Pinnacchio, D. (2005). CSR and Corporate Performance: Evidence from US Listed Companies. *SSRN Electronic Journal*.
9. Bhattacharya, C. B., Korschun, D., & Sen, S. (2009). Strengthening Shareholder–Firm Relationships Through Mutually Beneficial CSR Initiatives. *Journal of Business Ethics*, 85(S2).
10. Bolton, R. N. (2004). Invited Commentaries on “Evolving to a New Dominant Logic for Marketing.” *Journal of Marketing*, 68(1), 18–27.
11. Brown, T. J., & Dacin, P. A. (1997). The Organization and the Product: Corporate Associations and Consumer Product Responses. *Journal of Marketing*, 61(1), 68.
12. Cao, S., Ma, G., Tucker, J. W., & Wan, C. (2016). Technological Peer Pressure and Product Release. *SSRN Electronic Journal*.

13. Candra, S., & Juliani, M. (2018). Impact Customer Value on Customer Satisfaction in Local Brand. *Binus Business Review*, 9(2), 125.
14. Carroll, A. B. (1991). The pyramid of CSR: Toward the ethical management of organizational stakeholders. *Business Horizons*, 34(4), 39–48.
15. Carroll, A. B. (2009). A History of Corporate Social Responsibility. Oxford Handbooks Online.
16. Carroll, A. B., & Shabana, K. M. (2010). The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice. *International Journal of Management Reviews*, 12(1), 85–105.
17. Carroll, A. B. (2016). Carroll’s pyramid of CSR: taking another look. *International Journal of Corporate Social Responsibility*, 1(1).
18. Castelo, B. M. (2013). Economic-Sociological Perspectives on CSR. *Encyclopedia of Corporate Social Responsibility*, 903–909.
19. Cheng, B., Ioannou, I., & Serafeim, G. (2013). CSR and access to finance. *Strategic Management Journal*, 35(1).
20. Cuesta-Valiño, P., Rodríguez, P. G., & Núñez-Barriopedro, E. (2019). *The impact of corporate social responsibility on customer loyalty in hypermarkets: A new socially responsible strategy*.
21. Davidson, R. H., Dey, A., & Smith, A. J. (2016). CEO Materialism and CSR. *SSRN Electronic Journal*.
22. De Schutter, O. (2008). CSR European style. *European Law Journal*, pp. 201– 216.
23. Dhaliwal, D. S., Radhakrishnan, S., Tsang, A., & Yang, Y. G. (2012). Nonfinancial Disclosure and Analyst Forecast Accuracy: International Evidence on CSR Disclosure. *SSRN Electronic Journal*.
24. Dong, H., Lin, C. & Zhan, X. (2017). Stock analysts and CSR. *SSRN Electronic Journal*.
25. Dimitrijević, M., & Mistele, T. (2016). “Can You Hear Me Now?” *Frontier Investor*.
26. Drucker, P.F. (2006). *The Practice of Management*. New York: Collins
27. Eberle, D., Berens, G., & Li, T. (2013). The Impact of Interactive Corporate Social Responsibility Communication on Corporate Reputation. *Journal of Business Ethics*, 118(4), 731–746.
28. Edelman (2010). Citizens in Emergent Markets Outpace the US & Europe. *Engaged in Social Good, Annual Global Goodpurpose Study*

29. Ellen, P. S., Mohr, L. A., & Webb, D. J. (2000). Charitable programs and the retailer: do they mix? *Journal of Retailing*, 393–406
30. Endrikat, J., de Villiers, C., Guenther, T. W., & Guenther, E. M. (2020). *Board Characteristics and Corporate Social Responsibility: A Meta-Analytic Investigation*. Business & Society
31. Faisal, M. N. (2010). Analyzing the barriers to CSR in supply chains: an interpretive structural modeling method. *International Journal of Logistics Research and Applications*. 179–195.
32. Flatt, S., & Kowalczyk, S. (2011). Corporate reputation persistence and its diminishing returns. *International Journal of Business and Social Science*, 2(19).
33. Flint, D. J. (2006). Innovation, symbolic interaction and customer valuing: thoughts stemming from a service-dominant logic of marketing. *Marketing Theory*, 6(3), 349–362.
34. Friedman, M. (n.d.), (2007). The Corporate Social Responsibility of Business Is to Increase Its Revenues. *Corporate Ethics and Corporate Governance*, 173–178.
35. Four Interpretations of Social Capital. (2013). *OECD Statistics Working Papers*.
36. García de los Salmones, M.M., Pérez, A. and Rodríguez del Bosque, I. (2009), “The social role of companies through consumer behavior”, *Journal of Bank Marketing*, pp. 467-485.
37. Ghouli, S. E., Guedhami, O., Kwok, C. C., & Mishra, D. R. (2011). Does CSR affects the cost of capital? *Journal of Banking & Finance*, 35, 2388–2406.
38. Godfrey, P. C. (2011). The Relationship Between Corporate Philanthropy And Shareholder Wealth: A Risk Management Perspective. *Academy of Management Review*, 30(4), 777–798.
39. Griffin, J. J., & Mahon, J. F. (1997). The Corporate Social and Financial Performance Debate. *Business & Society*, 36(1), 5–31.
40. Gursoy, D., & Swanger, N. (2007). Performance-enhancing internal strategic factors and competencies: Impacts on financial success. *International Journal of Hospitality Management*, 26(1), 213–227.
41. Harjoto, M. A., & Jo, H. (2014). Legal vs. Normative CSR: Differential Impact on Analyst Dispersion. *Journal of Business Ethics*, 128(1), 1–20.
42. Ismail, M. (2009). CSR and its role in community development: International perspective. *International Social Research*.

43. Jackson, L., Parsa, H.G. (2009). CSR and financial performance: a typology for industries. *Journal of Business Insights and Transformation*. 13-16.
44. Lin, C., Yang, H. L., and Liou, D. (2009). The influence of CSR on financial performance: Evidence from business in Taiwan. *Tech in Society*. 56-63.
45. Liu, Y. (2009). Investigating external environmental pressure on firms and their behavior in Yangtze River Delta of China. *Journal of Cleaner Production*, 17(16), 1480–1486.
46. Luo, X., & Homburg, C. (2007). Neglected Outcomes of Customer Satisfaction. *Journal of Marketing*, 71(2), 133–149.
47. Margolis, J. D., Elfenbein, H. A., & Walsh, J. P. (2009). Does it Pay to Be Good...And Does It Matter? A Meta-Analysis of the Relationship between Corporate Social and Financial Performance. *SSRN Electronic Journal*.
48. Matute-Vallejo, J., Bravo, R., & Pina, J. M. (2011). The influence of corporate social responsibility on customer behaviour. *Environmental Management*, 317–331.
49. Maminiainaimee, R. (2019). A Thorough Literature Review Of Customer Satisfaction Definition, Factors Affecting Customer Satisfaction And Measuring Customer Satisfaction. *International Journal of Advanced Research*, 7(9), 828–843.
50. Menon, S., & Kahn, B. E. (2003). Corporate Sponsorships of Philanthropic Activities: When Do They Impact Perception of Sponsor Brand? *Journal of Consumer Psychology*, 13(3), 316–327.
51. Minor, D., & Morgan, J. (2011). CSR as Reputation Insurance: Primum Non Nocere. *California Management Review*, 53, 40–59.
52. Moser, D. V., and Martin, P. R. 2012. A broader perspective on CSR research in accounting. *The Accounting Review* 87.
53. Narver, J. C., Slater, S. F., & MacLachlan, D. L. (2004). Responsive and Proactive Market Orientation and New-Product Success*. *Journal of Product Innovation Management*, 21(5), 334–347.
54. Nunkoo, R., Teeroovengadam, V., Ringle, C. M., & Sunnassee, V. (2020). *Service quality and customer satisfaction: The moderating effects of hotel star rating*. *International Journal of Management*.
55. Pawlik, T., Gaffron, P., & Drewes, P. A. (2012). Corporate Social Responsibility in Maritime Logistics. *Maritime Logistics*, 205–226.

56. Pirsch, J., Gupta, S., & Grau, S. L. (2006). A Framework for Understanding Corporate Social Responsibility Programs as a Continuum. *Journal of Business Ethics*, 70(2), 125–140.
57. Sagar, P., & Singla, A. (2004). Trust and corporate social responsibility: Lessons from India. *Journal of Communication Management*, 8(3), 282–290.
58. Sánchez-Torné, I., Morán-Álvarez, J. C., & Pérez-López, J. A. (2020). The importance of corporate social responsibility in achieving high corporate reputation. *Corporate Social Responsibility and Environmental Management*, 27(6), 2692–2700.
59. Sharma, S., & Aragón-Correa, J. (2005). Corporate Environmental Strategy and Competitive Advantage.
60. Shin, Y., & Thai, V. V. (2014). The Impact of CSR on Customer Satisfaction, Relationship Maintenance and Loyalty in the Shipping Industry. *CSR and Environmental Performance Management*, 22, 381–392.
61. Shum, P. K., & Yam, S. L. (2010). Ethics and Law: Guiding the Invisible Hand to Correct Corporate Social Responsibility Externalities. *Journal of Business Ethics*, 98(4), 549–571.
62. Sirsly, C., Lamertz, K., (2007). CSR initiative provides the first-mover benefit. 341-344.
63. Walsh, G., Mitchell, V.-W., Jackson, P. R., & Beatty, S. E. (2009). Examining the Antecedents and Consequences of Corporate Reputation: A Customer Perspective. *British Journal of Management*, 20(2), 187–203.
64. Willcocks, L. (2016). Business & Management in a global perspective.
65. Wilson, A. (2002). Attitudes towards Customer Satisfaction Measurement in the Retail Sector. *International Journal of Market Research*, 44(2), 1–9.
66. Yuen, K. F., & Lim, J. M. (2016). Barriers to the Implementation of Strategic Social Responsibilities / Shipping Industry.
67. Yuill, C. (2016). New Directions for Corporate Social Responsibility and Health? CSR, Sustainability, Ethics & Governance Corporate Social Responsibility.

Appendixes
1 Appendix
Survey questionnaire

Dear Respondent,

I am a master's degree student of the Global Business and Economics program at Vilnius University. As a requirement for my degree program, I am carrying out research that aims to examine "The Impact of Corporate Social Responsibility on Customer's Satisfaction".

While filling the survey, please keep in mind that the mentioned supermarket is Bravo, the most trusted food and non-food retail brand in Azerbaijan.

Your responses will be kept confidential and will be only used for academic purposes.

Thank you in advance!

Section A: Demographic Indicators

Your gender?

- Female
- Male
- Other

Your age?

- 18-25
- 26-35
- 36-45

- 46-55
- 56 and more

Your education?

- Secondary Education
- Undergraduate or Bachelor Degree
- Master Degree
- Postgraduate

Have you ever bought a product from Bravo supermarket?

- Yes
- No

Do you know about Corporate Social Responsibility (CSR) concept?

- Yes
- No

Section B: CSR Activities of Bravo Supermarket

	1 – strongly disagree	2 – disagree	3 – neither agree nor disagree	4 – agree	5 – strongly agree
This supermarket is socially responsible					

This supermarket protects the environment					
This supermarket contributes to the welfare of society					
This supermarket contributes to the donation programs					
Do you agree that this supermarket has a good CSR record					

Section C: Customer Satisfaction

	1 – strongly disagree	2 – disagree	3 – neither agree nor disagree	4 – agree	5 – strongly agree
This supermarket always meets my expectations					
This supermarket has all the exact basic products that I need					
I am satisfied with this supermarkets CSR services					

I feel satisfied with the supermarket's overall performance					
I often tell positive things about this supermarket to other					
I will continue to do shopping at this supermarket					

Section D: Effects of CSR Components on Customer Satisfaction

	1 – strongly disagree	2 – disagree	3 – neither agree nor disagree	4 – agree	5 – strongly agree
1. Philanthropic Responsibilities					
This supermarket tries to sponsor cultural or educational events.					
This supermarket tries to sponsor activities in favor of the environment.					
This supermarket tries to recycle properly waste.					

2. Ethical Responsibilities					
This supermarket tries to behave ethically with consumers.					
This supermarket tries to treat fairly and as equals its workforce.					
This supermarket prevents unethical behaviors.					
3. Legal Responsibilities					
This supermarket tries to respect the laws and procedures in its activities.					
This supermarket tries to have a code of ethics and procedure in order to respect it.					
This supermarket meets minimal legal requirements related to goods and services.					

4. Economic Responsibilities					
This supermarket has the potential to obtain long term economic success.					
This supermarket always tries to improve its commercial activities.					
This supermarket has a strong competitive position.					