


# The Relationship Between Corporate Social Responsibility and Customer Loyalty: Evidence From Vietnam

Dinh Toan Nguyen, National Economics University, Vietnam\*

 <https://orcid.org/0000-0002-0467-9247>

Khanh Van Bach, National Economics University, Vietnam

Khanh Linh Bui, National Economics University, Vietnam

Ngoc Mai Tran, National Economics University, Vietnam

Hoang Ngan Le, National Economics University, Vietnam

## ABSTRACT

This study was conducted to investigate the relationship between corporate social responsibility and customer loyalty. The study first reviewed previous research and developed hypotheses related to the research survey data sets collected through qualitative research with questionnaires answered by 386 consumers of Grab Holding Inc. Data were collected via internet questionnaires. Structural equation modeling (SEM) was used to test the study hypotheses. The findings from the study indicated that customer- and environment-oriented CSR had a significant positive effect on behavioral loyalty and attitude loyalty. Employees and community-oriented CSR had a significant positive effect behavioral loyalty, while the attitude loyalty had a significant positive effect on behavioral loyalty. Based on the study's empirical analysis, some implications were proposed to help enterprise CSR activities in order for the enterprises to enhance their customer loyalty.

## KEYWORDS

Attitude Loyalty, Behavioral Loyalty, Corporate Social Responsibility

## INTRODUCTION

These years, Corporate Social Responsibility (CSR) has been playing an important role in the brand's strategy. The entry of an increasing number of domestic and foreign technology service providers escalates the competitiveness of the market, posing a challenge to ensure the sustainability of enterprises in many aspects: reputation (Carter et al., 2021; Kiatkawsin & Sutherland, 2020), brand management (Schmeltz & Kjeldsen, 2022) online customers (Wang et al., 2019), and brand loyalty (Ahn et al., 2021; Vu et al., 2020). Among them, brand loyalty emerges as a key factor that directly enlarges market share and profits (Arslan, 2020), and it is a tool to retain customers for survival of business (Chaudhuri et al., 2021).

The literature on the CSR–loyalty relationship have been thoroughly examined. Most of the existing studies on the CSR–customer loyalty relationship focused on developed countries (Chen

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\*Corresponding Author

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McCain et al., 2019; Latif et al., 2020; Palacios-Florencio et al., 2018) and the studies conducted in developing countries (Cha et al., 2016; Chen et al., 2012; Chubchuwong, 2019; Kim & Ham, 2016). Further, existing scholarships studied the role of CSR in accomplishing customer loyalty in the context of airlines (Chen et al., 2012), tourism (Chubchuwong, 2019), hotels (Gürlek et al., 2017; Kim & Ham, 2016), casinos (Chen McCain et al., 2019), restaurants (Kim & Ham, 2016), food chains (Ali et al., 2021), coffee shops (Cha et al., 2016), super markets (Servera-Francés & Piqueras-Tomás, 2019), banking (Pratihari & Uzma, 2018), and shopping malls (Khan & Fatma, 2019). Whether CSR plays an influential role in shaping the CSR–loyalty relationship in technology transport has rarely been investigated, particularly in developing countries. In particular, previous studies on the relationship between CSR and loyalty only measured composite loyalty (a combination of behavioral and attitudinal measurement) (eg, Ali et al., 2021; Chen McCain et al., 2019; Khan & Fatma, 2019; Pratihari & Uzma, 2018; Servera-Francés & Piqueras-Tomás, 2019), but has rarely been investigated on this relationship to the two different aspects of brand loyalty that have been described in previous work on the concept—behavioral and attitudinal (Aaker, 1991; Oliver, 1999), as well as the mediating role of attitudinal loyalty.

Additionally, Some studies on the relationship between CSR and loyalty but must be checked through one or more mediating variables: company evaluation, identity attractiveness of brand, customer-brand relationship identification (Ahn et al., 2021; Islam et al., 2021); corporate image (Chung et al., 2015; Muflih, 2021); stakeholder associations, attitude, and identification, intention to seek employment, consume company's products and invest in the company (Sen et al., 2006); perceived service quality (Lacap et al., 2021; Mandhachitara & Poolthong, 2011). Besides, previous studies focus on testing the impact of social responsibility in general on customer loyalty. In Vietnam, research on CSR have been thoroughly examined. Most of the existing studies on the CSR–customer loyalty relationship focused on the context of hotels (Tran & Nguyen, 2014), banking (V. A. Nguyen & Nguyen, 2021), feed (H. H. Nguyen & Nguyen, 2013), and tourism (Yu & Hwang, 2019).

Thus, how does consumers in Vietnam perceive CSR activities? What effect does perceived CSR have on brand loyalty? What should Vietnamese firms do to enhance and maintain consumers' CSR perceptions, thereby strengthening brand loyalty? This study was conducted to answer those questions.

## LITERATURE REVIEW

### Corporate Social Responsibility and Customer's Perception of CSR

Bowen (2013, p. 6)'s definition of social responsibility as “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society”. Woo and Jin (2016) indicated that CSR is essential in building trust between society and the organization. A few scholars have conceptualized CSR multi dimensionally. According to Carroll (1991), the CSR model was conceptualized by four responsibilities: economic (providing desirable goods and services), legal (conforming to regulations), ethical (following codes of conduct of and ethical standards), and philanthropic (taking part in charitable and voluntary activities). In this construct, economic responsibility is the foundation and the discretionary is the top of the pyramid. From this perspective, economic and legal responsibilities are socially required, ethical responsibility is socially expected, while philanthropy is socially desired.

The customer's perception of CSR and business ethics requires further in-depth research (Lee et al., 2013; Sen & Bhattacharya, 2001) because the majority of the existing research relating to CSR and business ethics focus on decision-making processes in companies. Crane (2005) suggests that companies lack a clear understanding of their customer's perception of CSR and ethics. Rust et al. (2001) offer five dimensions of customer perception of a brand's ethics: Community events, private policy, environmental record, hiring practices, and guarantees. Customers' perception of businesses becomes stricter because they understand more about CSR so their judgments about those activities

will eventually change and may affect the willingness to buy (Ali et al., 2021; Mejri & De Wolf, 2012). This means that when businesses start doing CSR, consumers gradually become more sensitive, and at the same time begin to use CSR as a criteria to evaluate the business's performance. In the other hand, Customer's perception of social welfare also motivated organizations to demonstrate the sense of social responsibility (Osman et al., 2021).

## Customers Loyalty

According to Ballantyne et al. (2006), loyalty is a favorable attitude and a commitment towards a brand, leading to continuous purchase. Oliver (1999, p. 34) defined brand loyalty as "a deeply held commitment to rebuy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior." This comprehensive definition vividly illustrates the two aspects of brand loyalty: attitudinal and behavioral loyalty, that have been even depicted in other scholarly works (Aaker, 1991; Yeh et al., 2016). Due to its significance, firms have been thoroughly considerate about customer 5 loyalty as a key success factor in the market (Tsimonis & Dimitriadis, 2014). Prasad et al. (2019), noted that highly loyal customers would virtually exclude competitive products/brands/firms from their consideration. Bowen & Chen (2001) outline three approaches to evaluate customer loyalty: behavioral measurement, attitudinal measurement, and composite measurement (a combination of behavioral and attitudinal measurement). Moreover, Yeh et al. (2016) and Rathnayake (2021) revealed that both attitudinal and behavioral loyalty significantly contribute to the performance of a brand. According to the authors, consumer loyalty research should include both behavioral and attitudinal perspectives, as these are the two components of a comprehensive "loyalty" structure.

*Behavioral Loyalty:* Behavioral loyalty refers to a customer's repeated purchases of a brand, suggesting a long-term preference for that brand. Oliver (1999) suggested counting the final phase in the loyalty formation process: the action stage, i.e., customers act in their own specific ways to gain their desired product or service. Alternatively, in this phase, customers focus on their behavioral actions frequently (Han et al., 2011).

*Attitudinal Loyalty:* Attitudinal loyalty is defined as a consumer's identification with a specific supplier and preference for one product or service above alternatives (Jones & Taylor, 2007). Jani and Han (2014) described this in several ways, such as: The encouragement of customers to their relatives and friends to use their loyal products or services; the intention of customers to continue to use these products or services for a long period of time; the willingness of customers to pay a higher price for their loyal brand products or services than others, etc.

## Customer's Perception Of CSR And Customer's Loyalty

Many researchers implied the necessity of investigating the impact of customers' perception of CSR on both loyalty perspectives – behavioral and attitudinal (Kim & Ham, 2016; Mandhachitara & Poolthong, 2011). Firstly, in terms of behavioral loyalty, consumers are willing to buy products from companies involved in social activities, such as donations, energy programs, sponsorships, etc. (Bhattacharya & Sen, 2004). Sen et al. (2006) examined whether perception of a company's CSR has an effect on stakeholders' overall beliefs and attitudes towards the company as well as the intention to apply to it, buy its products, and buy its stock. The results show that perception of CSR will be associated with the intention to consume the company's product more. Secondly, in terms of attitudinal loyalty, according to Marin et al. (2009), CSR is not only a to generate short-term sales, but also a supporting for the consumer's relationship with the brand over time; thereby creating loyalty. Consumers perceive a company's marketing and public relations efforts with suspicion, as many do not believe that companies engage in CSR activities with the sole purpose of benefiting consumers

(O'Malley & Prothero, 2004). Therefore, companies must take actions to change customers' perception of CSR activities that are not comprehensive. Mandhachitara and Poolthong (2011) demonstrated the relationship between CSR and loyalty. The results indicated that corporate social responsibility has a significantly positive and strong association with attitude loyalty. CSR activities did not have a direct impact on repeat patronage intention, but attitudinal loyalty has a positive and significant relationship with repeat patronage intention. It implied that an increase in attitude loyalty will generate an increase in behavior loyalty.

Consumers' recognition of businesses becomes more demanding as they become more aware of CSR and their attitudes will ultimately influence their willingness to buy (Mejri & De Wolf, 2012). Consumer understanding and sensitivity to social welfare have motivated organizations to demonstrate a sense of social responsibility (Osman et al., 2021). Consumer perceived ethicality - CPE reflects the question of who or what will ultimately be affected by the perceived violation or ethical behavior cited by the respondent (Brunk, 2010). Six areas of CPE origin can influence the ethical perception of a company or brand: consumers, employees, environment, local community and the economy, the business community, and the overseas community.

### **Relationship Between Customer Oriented CSR and Customers' Loyalty**

Customer oriented CSR is about providing customers with high-quality products and services to meet customer needs (Wu & Wang, 2014). The corporations performing CSR will provide the platform for consumers to review and evaluate businesses (Boonpattarakon, 2012; Maignan & Ferrell, 2004). Customer-oriented CSR helps businesses fulfill customer needs (Brunk, 2010; Clarkson, 2016). Therefore, initiating Customer-oriented CSR approach can encourage consumers to actively connect with the brand (He & Li, 2011) and create a positive brand image in the minds of consumers (Alexander et al., 2014; Moisescu, 2015). Consumers are concerned about selling substandard products and poor customer service. Consumers feel they have a free choice when buying a product or a service, so sales strategies aimed at retaining customers or making them loyal can cause the business to be judged as unethical (Brunk, 2010). In a study of Perrini et al. (2006), business managers rated customer-oriented business as one of the least important aspects of CSR. However, consumers have opposite opinions and a research by Brunk (2010) has demonstrated that underestimating the importance of responsible marketing of products to customers can lead to harmful effects on perceived ethics of the company or brand. Therefore, proposes the following hypotheses:

**H1a:** Customer oriented CSR has a positive impact on attitudinal loyalty.

**H1b:** Customer oriented CSR has a positive impact on behavioral loyalty.

### **Relationship Between Employee Oriented CSR and Customers' Loyalty**

Employee oriented CSR is about providing fair evaluation, promotion, and compensation to employees. The way employees are treated evokes strong emotions in consumers. Yin et al. (2021) and Galavielle (2004) indicated that the treatment of employees is the highest rated by consumers among the business ethical aspects. According to Brunk (2010) customers do not approve of enterprises' bad treatment of employees. Respondents expect employers to take care of employees' working conditions. Some conditions are considered unacceptable by the customer, such as unsatisfactory safety procedures and unusually long working hours. Moreover, inappropriate pay and cheap labor incentives create the notion that it is unethical, while paying higher-than-average wages and providing additional social benefits, such as retirement insurance or providing childcare through company-owned kindergartens may have positively affect to customers' perception of CSR activities of enterprises (Brunk, 2010). It will impact customer loyalty to products and businesses (Moisescu, 2015). Therefore, proposes the following hypotheses:

**H2a:** Employee oriented CSR has a positive impact on attitudinal loyalty.

**H2b:** Employee oriented CSR has a positive impact on behavioral loyalty.

### **Relationship Between Environment Oriented CSR and Customers' Loyalty**

Environment oriented CSR is defined as the support of environmental initiatives and the integration of environmental sustainability into company operations (Wu & Wang, 2014). Environmental issues dominate in many universal agreements (Brunk, 2010). This finding contrasts with the conclusion drawn from the IPSOS-Novethic survey, which found that environmental concerns are only of secondary importance, much lower than issues related to the employee treatment (Galavielle, 2004). Not only do consumers assume that a company polluting and destroying the environment is unethical, they also expect a positive and preventative approach, especially from corporations whose business nature are more polluting than others (Brunk, 2010). Therefore, in such cases, complying with consumer expectations of methods to ensure and remedy environmental conditions can have a positive impact on customer loyalty (Moisescu, 2015). Since then, the theory has been that:

**H3a:** Environment oriented CSR has a positive impact on attitudinal loyalty.

**H3b:** Environment oriented CSR has a positive impact on behavioral loyalty.

### **Relationship Between Economic Oriented CSR and Customers' Loyalty**

Providing products and services at reasonable prices to meet social needs and share profits with investors (Wu & Wang, 2014). According to Brunk (2010), company should feel obligated to its country and local economy. Moving production lines to low-wage countries, especially at a time when the company has good profits, is an act of irresponsible behavior. Lichtenstein et al. (2004) suggested that if consumers are more aware that businesses are doing economic-oriented CSR such as fair pricing and profit sharing with investors, it will enhance the brand image of the business. Economic oriented CSR can influence consumers' evaluation and instill consumers with a good perception of brand image and brand attitude of enterprises (Sen et al., 2006). The impact of CSR awareness has also shown that brand attitude can have an impact on customer loyalty (Moisescu, 2015; Wu & Wang, 2014). Consequently, the hypothesis put forward is:

**H4a:** Economic oriented CSR has a positive impact on customer attitudinal loyalty.

**H4b:** Economic oriented CSR has a positive impact on customer behavioral loyalty.

### **Relationship Between Community Oriented CSR and Customers' Loyalty**

Support charities and sponsor cultural, sports and educational activities, in order to fulfil the commitment to improve the community (Wu & Wang, 2014). Brunk (2010) has shown that participation in community activities is at the core of many CSR programs and is therefore considered the archetype for behavioral and ethical social responsibilities of consumers. The study also pointed to some ethical examples such as investing in charities or investing back into the community is important for every business, an ethical company will transfer a portion of its profits. invest their profits into socially responsible projects: create foundations, contribute to charities and support local organizations such as libraries or schools (Brunk, 2010). Consumers' perceptions of community-oriented CSR activities have the potential to impact brand image, brand attitudes and customer loyalty (Moisescu, 2015; Wu & Wang, 2014). From there, the hypothesis put forward is:

**H5a:** Community oriented CSR has a positive impact on customer attitudinal loyalty.

**H5b:** Community oriented CSR has a positive impact on customer behavioral loyalty.

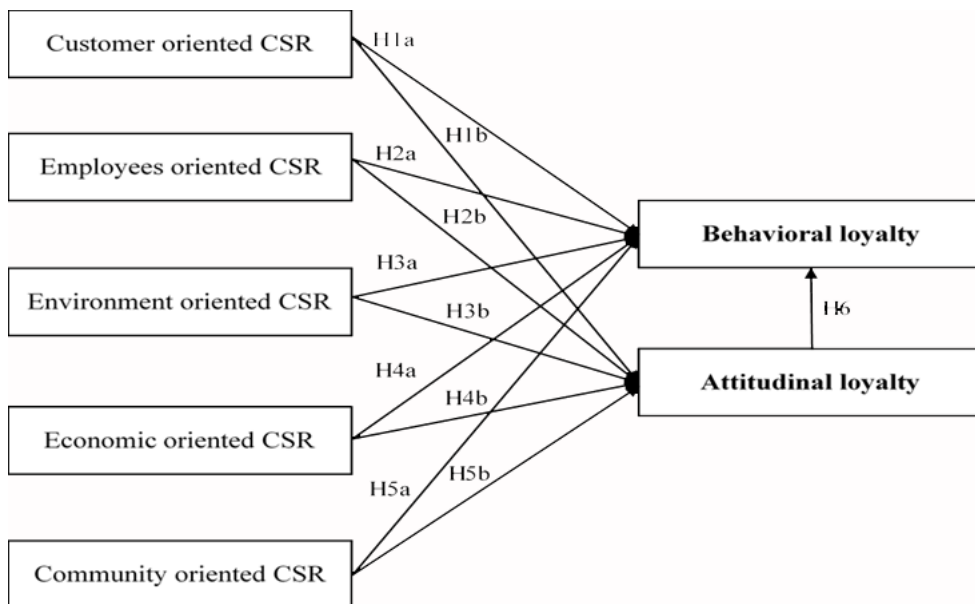
## Relationship Between Attitudinal and Behavioral Loyalty

The literature refers to customer loyalty as a favorable attitude and consistent purchase behavior toward a particular brand (Hawkins et al., 2009), which can be interpreted as a function of perceived product superiority, social bonding and their synergic effect (Oliver, 2014). As such, true loyalty only exists when a consumer regularly purchases the product and displays a strong attitudinal disposition toward a particular brand and its products (Caruana, 2002; Kaynak et al., 2008). Therefore, the conceptualization of brand loyalty in the current research is focused on both attitudinal and behavioral dimensions as a way to better understand the correspondence of actual and future behaviors of the consumers toward brand (Moisescu, 2015). Previous studies has indicated that behavioral loyalty is an observable result of attitudinal loyalty; the attitudinal loyalty has positive impact on behavioral loyalty (Bandyopadhyay & Martell, 2007; Saini & Singh, 2020; Yao et al., 2019). Drawing upon this view, the following hypothesis is proposed:

**H6:** Customers’ attitudinal loyalty has a positive impact on customers’ behavioral loyalty.

The hypotheses mentioned in the framework (see Figure 1) of this study are described below.

Figure 1. Proposed research framework



## METHODOLOGY

### Measurement

We measured all constructs using a survey instrument was developed with measures adapted from previous studies. Minor modifications were made to the measures to suit the study’s context. Although various measurement instruments were available to assess all latent variables, these scales have never been tested in the current context. All construct items (measures) were measured on a five-point Likert scales, ranging from 1 “strongly disagree” to 5 “strongly agree” were used to measure the study variables. Because this study was conducted in Vietnam, all items were translated from

English to Vietnamese and back to English for vetting. When necessary, adjustments were made to the Vietnamese translation.

Therefore, We adopted a six-item measure of Employee oriented CSR from Lichtenstein et al. (2004), Environment oriented CSR and Community oriented CSR were measured respectively with four items and three items by Holcomb et al. (2007), which were modified to fit the research setting. Customer oriented CSR and Economic oriented CSR was measured with four items for each by Wu and Wang (2014). Finally, attitudinal loyalty and behavioral loyalty were measured respectively five and four items by Biscaia et al. (2013), which were modified to fit the research setting.

### Data Collection and Analysis

To test the study hypotheses, a web-based survey was conducted. The main survey questionnaire used a convenience sample of all youth in Hanoi, Vietnam. More specifically, the data collection was conducted by 3 reminders. Reminders will send questionnaires online to selected respondents, or on student groups of universities in Hanoi. The survey was conducted from January 10th to 25th, 2021. Of 412 completed questionnaires, 386 questionnaires were retained for the data analysis; 26 questionnaires were discarded due to missing values or extreme outliers. Of the respondents, 125 (32.4%) were male and 261 (67.6%) were female, and most respondents were used to Grab services. A total of 89.6% of the respondents were university students (Table 1).

SPSS 22.0 and AMOS 20.0 were used for the data analysis. Following Anderson and Gerbing (1988), a two-step approach was adopted. First, confirmatory factor analysis (CFA) was conducted to test the measurement model fit and factor structure of each scale. Second, structural equation modeling (SEM) was used to test the study hypotheses.

Table 1. Respondent profiles (N = 386)

Sociodemographic variables		N	Percentage (%)
Gender	Male	125	32.4
	Female	261	67.6
Age	Under 18	6	1.6
	18 – 22	346	89.6
	23 – 34	33	8.5
	35 and over	1	0.3
Occupation	Students	346	89.6
	Others	40	10.4
Used to Grab services	Yes	386	100
	No	0	0.0

### Pretest

Prior to the main study, quantitative and qualitative pretests were conducted. The goal of the qualitative pretest was to identify participants' general use of brands and to identify the brands used most frequently for incorporation in the main study. Thirty respondents who were students at National economics university were asked to list five brands that they used the most and with which they were most familiar. The pretest identified three brands: Grab, Shopee, Highland coffee. Besides, To ensure the effectiveness of the questionnaire, it was subjected to a pretest and pilot two-phase modification.

For the pretest, a convenient sampling was used to pick 30 respondents for in depth interviews. The pretest results showed that some questions had vague meanings, thus these words and sentences were modified for clearer understanding. As part of the quantitative pretest, an additional 94 participants were selected from students at National economics university who had used Grab’s services during the past two months. The level of internal consistency in each construct was acceptable with Cronbach’s alpha estimates ranging from 0.753 to 0.955 (Customer oriented CSR = 0.753, Employee oriented CSR = 0.900, Environment oriented CSR = 0.955, Economic oriented CSR = 0.814, Community oriented CSR = 0.947, Attitudinal loyalty = 0.927, Behavioral loyalty = 0.913). The results indicated good reliability for the seven variables; therefore, all measurement items were included in the main study.

## RESULTS AND DISCUSSIONS

### Measurement Model

CFA was used to verify the scales’ unidirectionality, reliability and validity after the initial descriptive analysis phases. The findings of the index scale test are all acceptable, and the scales are accepted. Based on the indexes, the CFA results indicate compatibility with the possible model:  $\chi^2$  (386) = 689.265,  $p = .000$ ; Normed  $\chi^2$  (CMIN/DF) = 2.058,  $p = 0.000$ ; RMR = 0.047, GFI = .885, RMSEA = 0.052, IFI = 0.945, TLI = 0.938, CFI = 0.945. Moreover, all standardized factor loadings for the scales were greater than 0.6 ( $p < 0.001$ ), and the composite reliabilities of the seven scales were all greater than 0.7 ranging from .802 to .913 (Table 2). Additionally, Cronbach alpha coefficients were calculated for each scale, ranging from 0.808 to 0.911. Convergent validity and discriminant validity were assessed by calculating the average variance extracted (AVE) for each scale. All AVE values exceeded 0.5, ranging from 0.503 to 0.779, indicating uni-dimensionality and convergent validity. To assess discriminant validity, the average variance extracted (AVE) for each scale was compared with the squared correlation between all pairs of variables. For each variable, the squared correlation was greater than the AVE, indicating acceptable discriminant validity.

Table 2. Summary of the measurement model

Constructs	items	Cronbach’s Alpha	CR	A.V.E
Customer oriented CSR	4	0.808	0.802	0.503
Employee oriented CSR	6	0.886	0.873	0.536
Environment oriented CSR	4	0.911	0.913	0.779
Economic oriented CSR	4	0.830	0.820	0.533
Community oriented CSR	3	0.860	0.877	0.705
Attitudinal loyalty	4	0.883	0.832	0.668
Behavioral loyalty	4	0.875	0.866	0.628

### Structural Model

SEM was used to assess the conceptual model and study hypotheses. The model fit was acceptable:  $\chi^2$  (386) = 938.513,  $p = 0.000$ ; Normed  $\chi^2$  (CMIN/DF) = 2.705,  $p = 0.000$ ; RMR = 0.049, GFI = 0.839, RMSEA = 0.067, IFI = 0.908, TLI = 0.899, CFI = 0.908.

Subsequently, the hypothesized relationships were examined. The customer oriented CSR had a significant effect on behavioral loyalty ( $\beta = .100$ ,  $p < .05$ ). Thus, hypothesis 1a was supported. Hypothesis 1b was supported with the result that the customer oriented CSR was significantly related



with attitudinal loyalty ( $\beta = 0.140, p < 0.05$ ). Hypothesis 2b was supported with the result that the Employee oriented CSR was significantly related with attitudinal loyalty ( $\beta = .226, t = 4.103, p < .001$ ). However, there was no effect on behavioral loyalty ( $\beta = .054, p = .256$ ), indicating lack of support for hypothesis 2a. Hypothesis 3b was supported with the result that the environment oriented CSR was significantly related with attitudinal loyalty ( $\beta = .142, p < .01$ ). However, there was no effect on behavioral loyalty ( $\beta = .045, p = .327$ ), indicating lack of support for hypothesis 5b. There was also a significant relationship between economic oriented CSR and behavioral loyalty ( $\beta = .363, p < .001$ ). Thus, hypothesis 4a was supported. However, there was no effect of economic oriented CSR on attitudinal loyalty ( $\beta = -.086, p = .129$ ), indicating a lack of support for hypothesis 4b. Hypothesis 5b was supported with the result that the community oriented CSR was significantly related with attitudinal loyalty ( $\beta = .284, p < .001$ ). However, there was no effect on behavioral loyalty ( $\beta = -.030, p = .518$ ), indicating lack of support for hypothesis 5b. Finally, hypothesis 5 were supported. Attitude loyalty had effect on consumers' behavioral loyalty ( $\beta = .629, p < .001$ ). The results of the hypothesis demonstrated the importance of attitude loyalty in shaping positive role behavioral loyalty. Table 3 summarizes the findings, and Fig. 2 shows the results with structural path model.

Figure 2. Structural path model

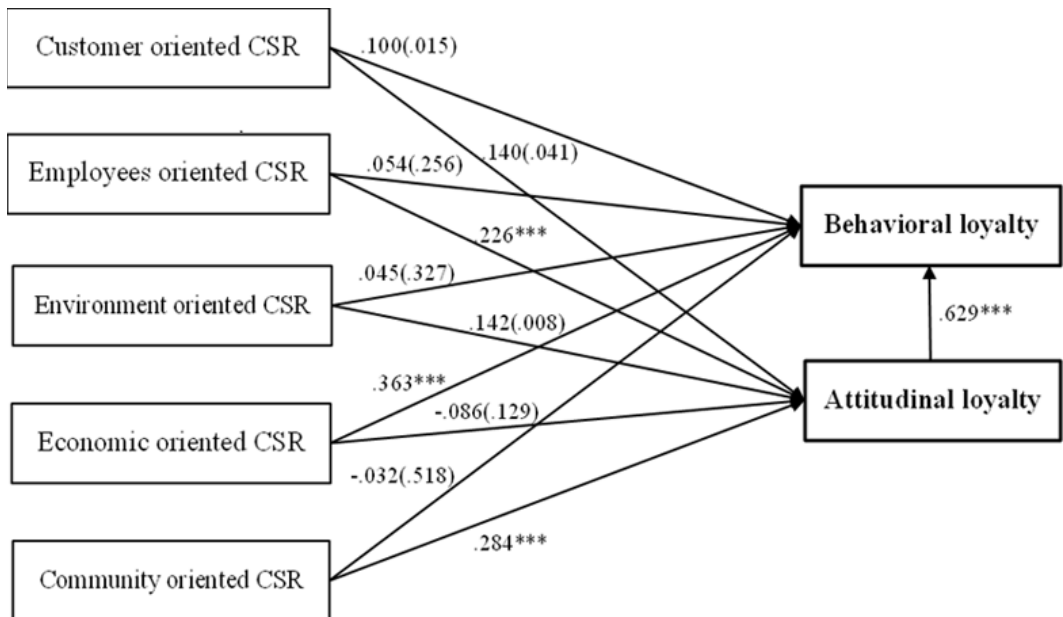


Table 3. Estimated path coefficients

			Estimate	S.E.	C.R.	P	Hypotheses
Behavioral loyalty	<- --	Customer oriented CSR	.100	.055	2.049	.041	H1a: Supported
Attitudinal loyalty	<- --	Customer oriented CSR	.140	.072	2.434	.015	H1b: Supported
Behavioral loyalty	<- --	Employee oriented CSR	.054	.055	1.136	.256	H2a: Not supported
Attitudinal loyalty	<- --	Employee oriented CSR	.226	.070	4.103	***	H2b: Supported
Behavioral loyalty	<- --	Environment oriented CSR	.045	.036	.980	.327	H3a: Not supported
Attitudinal loyalty	<- --	Environment oriented CSR	.142	.047	2.636	.008	H3b: Supported
Behavioral loyalty	<- --	Economic oriented CSR	.363	.048	7.509	***	H4a: Supported
Attitudinal loyalty	<- --	Economic oriented CSR	-.086	.063	-1.517	.129	H4b: Not supported
Behavioral loyalty	<- --	Community oriented CSR	-.032	.047	-.646	.518	H5a: Not supported
Attitudinal loyalty	<- --	Community oriented CSR	.284	.058	5.088	***	H5b: Supported
Behavioral loyalty	<- --	Attitudinal loyalty	.629	.049	11.465	***	H6: Supported

Note: \*\*\*p < 0.001

## TESTS OF MEDIATION EFFECTS

To further the analyses, the mediating effects of attitudinal loyalty were investigated. A bias-corrected bootstrap-function with 1000 samples (Baron & Kenny, 1986) was used to investigate mediating effects. To examine the mediating effects of attitudinal loyalty, the effects of Community oriented CSR, Economic oriented CSR, Environment oriented CSR, Employee oriented CSR, Customer oriented CSR on behavioral loyalty were examined. The results from Table 4 indicated a partial mediation effect: Customer oriented CSR (total effect:  $\beta = .188$ ,  $p < .05$ ; direct effect:  $\beta = .100$ ,  $p < .05$ ; indirect effect:  $\beta = .088$ ,  $p = .151$ ), employee oriented CSR (total effect:  $\beta = .196$ ,  $p < .001$ ; direct effect:  $\beta = 0.054$ ,  $p = .256$ ; indirect effect:  $\beta = .142$ ,  $p = .001$ ), environment oriented CSR (total effect:  $\beta = .135$ ,  $p < .05$ ; direct effect:  $\beta = .045$ ,  $p = .327$ ; indirect effect:  $\beta = .090$ ,  $p = .032$ ), economic oriented CSR (total effect:  $\beta = 0.309$ ,  $p < .001$ ; direct effect:  $\beta = 0.363$ ,  $p < .001$ ; indirect effect:  $\beta = -.054$ ,  $p = .221$ ), Community oriented CSR (total effect:  $\beta = .146$ ,  $p < .01$ ; direct effect:  $\beta = -.032$ ,  $p = .518$ ; indirect effect:  $\beta = .178$ ,  $p = .003$ ). These results indicate that, customers who perceive high Community oriented CSR, Economic oriented CSR, Environment oriented CSR, Employee oriented CSR, Customer oriented CSR had more favorable attitudinal loyalty directly and, as a result, more favorable behavioral loyalty.

## CONCLUSIONS

The study examined the role of perceived CSR in deriving customer loyalty by exploring the direct effects of community oriented CSR, economic oriented CSR, environment oriented CSR, employee

oriented CSR, customer oriented CSR on both aspects of loyalty – attitudinal loyalty and behavioral loyalty in Vietnam's technology transport. Specifically, the positive effects of community oriented CSR, environment oriented CSR, employee oriented CSR, and customer oriented CSR on attitudinal loyalty were found. No effect of Economic oriented CSR on attitudinal loyalty was found. In addition, the results showed a significant positive direct relationship between economic oriented CSR, customer oriented CSR and behavioral loyalty. While there were no direct effects of community oriented CSR, environment oriented CSR, employee oriented CSR on behavioral loyalty, an indirect effects of community oriented CSR, environment oriented CSR, employee oriented CSR on behavioral loyalty through attitudinal loyalty were found. This results is consistent with previous studies (Ali et al., 2021; Gürlek et al., 2017; Kim & Ham, 2016; Latif et al., 2020; Moisescu, 2015), but at a deeper understanding of the relationship between CSR-loyalty on both aspects of loyalty – attitudinal loyalty and behavioral loyalty.

The findings of this research bring some theoretical and practical implications. Concerning academic contribution, this research highlights the significance of some constructs, including behavioral loyalty and attitudinal loyalty, in determining the CSR–loyalty relationship in technology transport in developing countries. These constructs have not been explored in detail in the extant literature on CSR–loyalty relationships in developing countries.

Concerning practical implications, it is noticeable that CSR activities contribute towards positive customer outcomes, including loyalty in the technology transport. According to research findings, customers still believe that technology transport enterprises take their actions in line with economic reasons rather than environmental, communal, customer, and employee concerns. Technology transport companies should carry out more CSR activities on social and environmental issues. Considering that customers' perceptions of CSR are derived from their exposure to certain information sources (personal, commercial, public and experience), technology transport enterprises that operate in the Vietnam market and are interested in increasing their customers' loyalty should actively communicate and disclose their CSR policies and actions through commercial and public channels, emphasizing those categories of responsibilities which have a significant impact on brand loyalty.

This paper has some limitations. Firstly, potential mediating factors of the relationship between customers' perceptions of CSR and customer loyalty were not included in the proposed and tested framework. Further studies could be tested several mediating factors such as corporate image, customer satisfaction, Brand love, brand trust, corporate reputation and integrating them into a structural equation model. It is observed that since we introduced fairly new constructs (attitudinal loyalty and behavioral loyalty) to examine well-researched constructs, it would be prudent to expand this research further to other technology transport companies in the other Regions of Vietnam with more sample sizes. This could also help better the understanding of CSR–loyalty relationships, and how CSR play a role in building customer loyalty in the technology transport industry of a developing country. A future study could also examine how CSR activities of technology transport companies and other service sectors could lead to customer loyalty. further research is required to examine how these relatively new constructs can contribute to building customer loyalty programs in the service sectors such as traditional transport, food, and hotel industries.

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*Dinh Toan NGUYEN is currently a PhD at Faculty of Marketing, National Economics University located in 207 Giai Phong, Hanoi, Vietnam. He obtained his PhD majoring in Business Management from National Economics University, Vietnam, in 2018; as well as Master of Marketing from National Economics University, Vietnam in 2004. He also received a Bachelor's degree in Business Administration from National Economics University, Vietnam in 1999. His research interests include marketing, communication marketing, public relations, CSR, and consumer behaviour.*

*Khanh Van BACH is currently a student at Faculty of Marketing, National Economics University, Hanoi, Vietnam. Her research interests include marketing, communication marketing, behavioral customers.*

*Khanh Linh BUI is currently a student at Faculty of Marketing, National Economics University, Hanoi, Vietnam. Her research interests include marketing, communication marketing, behavioral customers.*

*Ngoc Mai TRAN is currently a student at Faculty of Marketing, National Economics University, Hanoi, Vietnam. Her research interests include marketing, communication marketing, behavioral customers.*

*Hoang Ngan LE is currently a student at Faculty of Marketing, National Economics University, Hanoi, Vietnam. Her research interests include marketing, communication marketing, behavioral customers.*