

UNDERSTANDING THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY OF FIRMS AND CONSUMER'S ETHICAL MOTIVATION

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Abstract. *Giving back to society termed “Corporate Social Responsibility (CSR) has become a*

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fundamental believe and important function of any successful organization in the business world. In the current research researcher aims to empirically test the impact of CSR on consumer's ethical motivation of consumers in Pakistani corporate sector. Data on the variables was collected by questionnaire survey from 195 respondents across the Pakistan. Descriptive statistics along with simple regression analysis by SPSS software was run to test the relationship among variables. Results of the regression analysis support the hypothesis/relationships that there is positive and statistically significant impact of CSR on the consumer's ethical motivation. The results confirm that consumers becomes ethically more motivated the corporate is investing in CSR. There is dart of such studies especially from developing countries like Pakistan. The current study is value addition the existing literature of CSR by testing its impact on the consumer's ethical motivation.

Keywords: FMCG; CSR; Ethical motivation

Introduction

Everyday consumer products like food and non-food are normally consider as fast-moving consumer goods (FMCG). Further, relatively low cost and products with a quick turnover are also included in such goods. Such products/goods are consumed at regular intervals. Household products, pharmaceuticals, paper and stationery food and beverages are some prominent industries under the umbrella of The FMCG industry of Pakistan. This industry in the country predominantly deals with the production, marketing and distribution of consumer goods.

The fact is MCG industry is becoming the most profitable business in Pakistan. A huge consumer market belongs to middle class is forced to purchase more

low-unit packs of consumer products like food and commodity because of continuous rise in prices. So the consumer products companies like Nurple, Nestle, Unilever, P&G, LU etc. are banking on the different points to push sales volumes.

Talking about the GDP growth and inflation in Pakistan, according to Economic Survey of Pakistan 2011-12, 3.7% is the estimated growth in DGP of Pakistan where it was 3% in fiscal year 2010-11. Whereas 11.1 % inflation is estimated in food products that as 18.8% is previous year. Further inflation in non-food products is estimated at 10.7 percent in 2011-12 what was 10.8% in the previous year.

Further according to the survey there was 2.3% growth in per capita/the real income in 2011-12 whereas this growth was 1.3% in a year before. In dollar terms, it increased from \$1258 in 2010-11 to \$1372 in 2011-12 (Pakistan Economic Survey 2011-12), this is much smaller than other countries. That's why the companies working in Pakistan use different strategies to grasp more market share by grasping customer attention, loyalty and making them believe that company is concerned about social, economic as well as safety, and health issues. Shamim, Riaz and Shaikh, (2008) found that improvement in quality of product, more focus towards consumer satisfaction, and efficiency in management and operations are very common in many FMCG industries of Pakistan and the major reason behind this development is continuously rising competition among the firms of this industry.

Concern has been raised for environmental and social issues during the past decade (Giacalone, Jurkiewicz, & Knouse, 2012); unethical corporate practices is always a matter of key concern for business experts and academicians. (Leonidou, Kvasova, Leonidou & Chari, 2012). Therefore the demands from stakeholders to allocate resources to CSR is repeatedly encounter by managers. (McWilliams & Siegel, 2001), corporate social responsibility. CSR is a concept by which companies by their own choices, perform the activities which are in concern with social and environmental issues and the well-being, in this way their customers, employees and all the stakeholders of the company feel good and obliged towards it, but in actual circumstance, voluntary and involuntary boundaries of companies actions are vague in the countries which are in their developing stage (Prieto-Carron, Lund-Thomsen, Chan, Muro & Bhushan, 2006). In developing countries like Pakistan companies uses emotional as well as other business strategies to increase their market share, as in FMCG the switching cost of the products is very small (base of perfect competition) so consumers have many choice for shopping, and this is the critical point for businesses working as fast moving consumer goods (FMCG's). Corporate social responsibility includes an emotional strategy, used by different national

and international companies to make consumer believe, that company actually care for society's concern and needs apart from just making their profits themselves.

“Most of the theoretically oriented research on this subject has focused on investigating the connection between corporate social responsibility and corporate financial performance” (Rowley & Shawn, 2000).

During the last several years, consumers are more actively take interest in CSR. Number of studies shows that increasing focus on CSR also makes change in consumers' intentions (Mohr & Webb, 2005) this is the reason, why many companies over last decade and half do focus on CSR. Now-a-days leaders must indulge businesses in economic as well as social and environmental responsible performances (Wade, 2006). “CSR has made progress and force companies to rethink their responsibilities and self-interest in the developing-country context” (Blowfield, 2005). The previous studies have pointed out that to interlink the CSR and strategy of the business, policy makers must take the path that equalize the need of stakeholders with business (Pedrini & Ferri, 2011).

This research is specifically designed to know effect of CSR on ethical motivation of consumers of FMCG sector in Pakistan. This research will help the companies working as FMCG in Pakistan to relate their CSR activities as a tool for making more consumer decision on their side as “CSR is the moral obligations that maximize the positive impact of the company on its social environment and minimize the negative impact” (Berens, Riel and Rekom, 2007).

Literature Review

Corporate Social Responsibility. Heslin & Ochoa (2008) said that the creation of wealth for the stake holders and owners of the company was the old version of success which turns into broader concept of organizational success as a whole. This concept leads to the care and safety issues related to buyers which can use as a competitive edge as well as social responsibility. So the evolution of CSR concept was started in 1950 (Bowen 1953) as Asongy (2007) claimed that all societies and leaders believe that all types of business organizations should be sensitive and responsible the community.

CSR can call “corporate conscience, corporate citizenship, social performance, or sustainable responsible business / responsible business” (Wood, 1991). Corporate social responsibility also refers to as ‘pro-social corporate endeavor’ or ‘corporate social performance’ (Turban and Greening, 1997) and it can also called as corporate concern about the society and its antecedents. There have

been number of attempts to define CSR as McWilliams & Siegel (2001) define “actions that appear to further some social good, beyond the interests of the firm and that which is required by law”. Wood (1991) collect previous researches and form the definition of CSR as "the configuration of the principles of social responsibility, processes of social responsiveness, and policies, programs, and observable outcomes as they relate to the company's societal relationships". Crowther & Arad, (2008) says “Concern with the relationship between corporation and the local society in which it resides or operates”. Bowen (1953) defined CSR as the “obligation 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”. Carroll (1979) define different types of social obligations distinguish in “a) economic obligations (b) legal and ethical obligations and (c) philanthropic obligations”.

CSR is a business function/activity which shows to the customer, that company is working in ethically and socially responsible for the community with intention to change and improve it and there will be no such activities by the company that can harm society’s interest. So in short both corporate and society get benefits from each other without any damage on either side.

According to Moir (2001) in CSR corporates intentionally and voluntarily perform several activities related to responsibility. Three theories of CSR are common in literature (Secchi, 2007) first is the utilitarian, that explains the key purpose of business is to earn profits for the stakeholders, second is the managerial, explains that the sense responsibility arises from within the organization and lastly the third is relational, that explains the relationship between the business entity and the community.

While Garriga and Mele (2004) found four group of theories of CSR: (1) instrumental theories, (2) political theories, (3) integrative theories; and (4) ethical theories, and in practice each theory follow four sub-categories, profits, political performance, social demands and ethical values.

The four above mentioned theories are also supported by practitioners and CSR regulators. Garriga & Mele´ (2004) explain that in the instrumental theories it is consider that the sole purpose of the company is to generate wealth, and social concerned activities must be done only in the case when there is any way to gain profits. While the second group of theories emphasis the company to accept their social responsibility and their responsibilities in politics’ area, therefore they call this group political theories. In the next group which is called integrative theories it is supposed that it is the responsibility of businesses as an obligation to work for the society, it is also found that utilitarian and instrumental theories can be take combine to work for society because they exist due to society in the community. Ethical theories, the next

group describes that the linkage between business and society is with ethical values, this shows that companies should perform ethical activities frequently. Now-a-days king on institutional theory is in popularity (Brammer, Jackson & Matten, 2012).

Moir (2001) found that “CSR increasingly associated with a number of issues which include plant closures, employee relations, human rights, corporate ethics, community relations and, the environment”. Other than making profit for stakeholders, should a business entity also be concerned about society? is the mostly asked questions from corporates (Mohr, Webb, & Harris, 2001). Although the primary point of concern for CSR is that businesses and society must be tightly linked together (Wood, 1991) and stay together in the mutually beneficial manners. Researchers’ are struggling to specify the accurate phenomena of linking company and community but the middle point of this discussion is the economic effects which also includes the de profitability of CSR on businesses. Turban & Greening (1996) said that CSR activities of the organization also attracted the applicant showed that organization is working. Business gets times get their competitive edge with CSR activities they perform in the society, as Jackson and Nelson (2004) found that firms their get there competitive advantage due to their CSR activities must do it practically to gain and retain the advantage.

Researchers found that manager all the time face forces from multiple stakeholders of the company to spend their reses on the society’s welfare and growth (McWilliams and Siegel, 2001). Companies get more profits and benefits when they are in long-term relationships their consumer rather than ort ones and if customers believe the business care the safety and health and other social responsibilities, it will help the company in retaining them. Naturally consumers will switch towards those products and services that are socially and environmentally more responsible. This shift in customer choices has been recorded in many countries (Freestone & McGoldrick, 2007), as consciousness increases with the increase in information and progress and Fournier (1998) concluded that consumers feel closer to some companies and brands than to others. When a corporate behaves have in such a way that it is perceived as corporate so responsibility, consumer conclude that the company has specific desirability traits due to which they are inclined towards it (Drumwright, & Braig, 2004).

Research also shows that those customers who evaluate companies based on of social responsibility are inclined towards companies, which are doing CSR (Marin & Ruiz, 2007) and prefer them over other, but CSR still not does playing major role in consumption decisions of consumers (Mohr et al., 2001).

Henderson (2005) said that businesses must do responsibly, but responsible behavior requires reason, endorsing the current issue of CSR.

Scholars point out that the role of business in the society is to fulfilling the demand/need of consumers and in return generate profits and revenues; it is not the responsibility of business to do work for the society progress as businesses are economic entity and are form to generate money or returns in profit. But it is also believes that businesses should indeed act responsibly, and should be seen to do so. But now-a-days responsible behavior does not need mean, or ought to mean, endorsing the current doctrine of CSR. Henderson (2005) found that in the future, businesses will not enough space to avoid CSR.

Psychologist looking forward to answer that whether negative characteristics can compensate by positive one (Berens et al., 2007) and there is a opposing view point of CSR that claims there will be an additional expense by CSR results in less profit of the firms and failure of cost leadership strategy of firm in the competitive market.

Ethical Motivation of Consumers. Ethics is not just a concept of psychology but, actually a guideline which shows right and wrong in personal as well as collective or social prospective (Tseng & Fan, 2011). Ethics is use to determine the individuals moral life, their decision making behavior, acts in the daily life , responses to particular situations, reactions in specific scenarios with respect to responsibility and obligation (McDaniel, 2004). The ethical consumptions mean getting the need/want to be fulfill at the same time morally acceptable and (Valor, 2008) act responsibly in the market.

There are number of researches done, which shows great importance toward consumer ethical motivation. Business unethically affect both the buyers and sellers, in the business literature day to day, ethical consciousness is gaining increasing importance. (Bandura, 1999). During the recent years, practitioners and managers spend lots of their time on the implementation of strategies. Consumers are considering as market king, but this is not the case in the places where inelastic demands exist, this case is true in totally competitive market places. Market shares of ethical goods and services are continuously growing. Joyner and Payne (2002) emphasis that businesses do ethical activities either by their own choice or in trying to convinces their stakeholders that companies actually care for them and community. Number of survey results shows that consumers want, that firms should do CSR activities and they need to know about them and will support the firms, which are corporately and socially responsible (Pomeroy & Dolnicar 2009). Researches find that demographical characteristics, interpersonal behaviors, personality traits, self-image, beliefs, norms and values are also related to ethical decision making process (Albert & Horowitz, 2009) and members of organizations also guided about right and

wrong, good or bad, acceptable and unacceptable by the moral values which are equally accepted and applied and people actually know that ethics should be followed and if not they will be followed through enforcement (Tseng & Fan, 2011).

Browne, Harris, Hofny-Collins, Pasiecznik, and Wallace (2000) describe ethical consumerism as “purchasing decisions that are made with consideration for moral dimensions of how products are produced” while “environmental movement and green consumerism are the concepts that give power to raise head to ethical consumerism” (Freestone & McGoldrick, 2008).

Consumers often use different grounds for decision making (Berens et al., 2007). Personal ethical decision about businesses doing ethical activities and their reactions against them are under the influence of their personal ethical philosophies and moral intensities (Chen, Pan, & Pan, 2009). Appreciation and gratitude can also be used to motivate consumer response towards CSR and create a positive relationship between consumer and companies doing it (Romani, Grappi & Bagozzi, 2012). Mixed results are shown by finding about the consumer attitude for ethical and unethical decision making for purchases.

Maignan and Ralston (2002) said that principles represent the motivational inputs driving the commitment to CSR. As suggested by Swanson (1995), that there are basically three types of motivation, in the first type which is called utilitarian perspective CSR is used as a tool to achieve some targets of profitability or sales. While in the second one the negative duty approach businesses do CSR activities to show the stakeholders that they actually care for them and in the third one which is positive duty view, businesses voluntarily want to do CSR to create loyalty and positivity for them apart from any social pressure.

Several studies explicitly found that CSR has a significant influence/impact on number of customer-related reactions (Sen & Bhattacharya, 2001). Companies also take direct and prominent steps towards CSR and communicate with all of their stakeholders (Luo & Bhattacharya, 2006). Market and information and advertisement campaigns help the consumers to become more aware about ethical consumption (Harrison, Shaw, & Newholm, 2005).

Socio-cultural differences can be neutralized by ethical problems (Patel & Schaefer, 2009), consumers sometimes use their purchasing power against the businesses which they think are not in accordance with CSR. Consumers behave both in rational and irrational way, boycotts often are associated with liberal, domestic, values, moral reasons they can come from the right as well as the left, by using this power, and consumers influence the businesses in the

remarkable way that sometimes, those companies just disappear from the globe or go in severe recession.

Religion and cultural norms is also a very sensitive and sentimental point for consumers (Singhapakdi, Vitell, Lee, Nisius & Yu, 2012), little research on this area shows the sensitivity of the issue. Smith (1990) found that large number of boycotting is done by the consumer over social responsible issue, for example U.K. consumers were said to be boycotting South African products was ultimately a key factor in the Barclays Bank's decision to sweepback from South Africa although it was a largest bank there. The boycott of Dow Chemical's in late 1960's because the Dow's manufacture of napalm didn't take action to end the Vietnam War is another example of boycotts due to CSR issues (Vogel 1978). According to findings of Hoffmann & Hutter (2012) customers prefer to engage in subtype of boycotts called "carrotmob". Porter and Kramer (2006) claimed that in total 360 CSR-related shareholder resolutions were filled during 2005 which shows that businesses should to be liable for society.

Studies have proved that ethical consumption is more often for low value commodities which include basic needs like food related items, cosmetics, shoes etc. (McGoldrick & Freestone, 2008) but different for luxurious items like cars, etc. (Davies, Lee, & Ahonkhai, 2012). Number of studies shows that consumer behaviors are moral base also (Low & Davenport, 2009).

Literature shows different viewpoints of researchers, therefore this study is design to know the relationship between CSR and ethical motivation of consumer about the businesses in developing countries like Pakistan. As Leonard & McAdam (2003) said that "An organization's leaders should stress responsibilities to the public, ethical behavior and the need to practice good citizenship."

Null Hypothesis: There is no relationship between corporate social responsibility and ethical motivation of customer.

Alternate Hypothesis: There is a positive relationship between CSR and ethical motivation of customer.

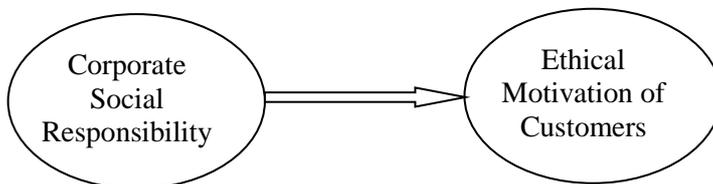


Figure 1 Theoretical Framework

The framework shows the relationship between CSR and Ethical Motivation of Consumers. In the above model CSR is an independent variable and ethical motivation of consumers is dependent one, in this model it is speculated that when corporate social responsibility by the businesses change the ethical motivation of consumer also changes, Consumers respond to CSR initiatives (Sen and Bhattacharya, 2001).

Methodology

Data was collected from major cities of Pakistan. For sampling, non-probability convenient sampling, questionnaires were distributed to the customers of FMCG's in Pakistan, which include all the national and international products. A total of 250 questionnaires were floated out of which 195 were return. There were 22- numbers of items in the questionnaire

The questionnaire was use to collect the primary data included the brief description about the issue under study and its significance for the society. The respondents were briefed about the scope and use of the questionnaire and were motivated to fill the questionnaire with their true opinion about the issue.

As it was difficult task to collect the responses in cost effective and timely manners. The questionnaires were also floated online in such a way that all items must be filled in order to submit the questionnaire , choice was there to change the option (after you selected) was because there were no specific and sensitive choices.

Out of 195 received responses which become 78% of total, 12 were rejected on the basis of various grounds. Total 183 questionnaires were analyzed by using SPSS 20.0 which was 73% of total. First internal validity factor analysis was performed which is measured by cronbach's alpha whose value .782 indicates that internal consistency of the items is reliable, and then different tests were performed to verify the hypothesis under study.

Measures

Questionnaire was divided into two main sections, one was about the demographics of the respondent and second comprises of items about CSR and ethical motivation of consumers. Ethical motivation of consumers about companies' performing CSR is measured by using 22 items questionnaire which were modified for the convenience of respondents. 4 items were taken from the study of Maignan & Ralston (2002), where they explain them as types of CSR, a next 4 were taken from Sen, Bhattacharya & Korschun (2006), in their study these items are use to find out 'role of CSR in strengthening multiple stakeholders relationships', later 14 items were gather from Freeston

& McGoldrick (2007), they used these items to calculate the ‘motivation of ethical consumers’. From mentioned above we use first 8 items to find CSR and remaining 14 were used to know the ethical motivation of consumers.

Research Analysis

Demographic characteristics of respondents

It is a causal, explanatory, non-contrived and cross-sectional study. Between 183 respondents one hundred and twenty two were male (67%) and sixty one were female (33%) respondents participated in the survey. Average ages of majority of respondents were between 20 years to 30 years. The educational qualifications of 9 % of the respondents were M.S / M. Phil, 53% were Masters in education, 30% were bachelors level educated, and 8% were of intermediates level in education. In the respondents 28% were married and remaining 72% were single, while 43% were employed and 57% were unemployed.

Descriptive analysis

Likert scale was used in the questionnaire to explain the intensity of relationship between CSR and ethical motivation of consumers. (As shown in the Table 2) the calculated mean of CSR 3.69 and that of ethical motivation is 3.56. The standard deviation of CSR is 0.522 and of ethical motivation is 0.535, variance can be calculated by squaring the SD for the number of 183 responses.

Table1: *Descriptive Statistics*

Variables	N	Mean	Std. Deviation
CSR	183	3.6926	.52246
Motivation	183	3.5605	.53598

Correlation. To find out the strength and direction of relationship between CSR and ethical motivation (in Table 3) correlation test was applied, which is 2-tail test whose value was .455, while the value of $p < 0.01$ which shows that there is a positive and strong relationship exists between CSR and ethical motivation of consumers. It can be said that 1% increase in CSR can increase the ethical motivation consumers by 45.5%. It is also used to determine if and how CSR and ethical motivation are related with the Pearson correlation coefficient.

Table 2: *Correlation*

Variables	CSR	Ethical Motivation
CSR	1.00	
Ethical Motivation	.455**	1.00

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.46 ^a	0.21	.203	0.48

a. Predictors: (Constant), CSR

Regression. To estimate the relationship between CSR and ethical motivation of consumers regression analysis was also performed, it shows that how ethical motivation of consumers change when the value of CSR changes. The value of R which is 0.455 (in table 4) indicates that there is high degree of correlation present between CSR and ethical motivation of consumers. Whereas value of R square is 0.21 and which shows 21 % change in dependent variable can be explained by independent variable.

Table 4. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	10.82	1	10.82	47.25	.000 ^b
Residual	41.46	181	.229		
Total	52.28	182			

a. Dependent Variable: Motivation

b. Predictors: (Constant), CSR

ANOVA. Analysis of variance (in Table 5) was performed to check the significance of the linear relationship and the p-value is .000 which shows that there is significant relationship present between CSR and ethical motivation of consumers, it also include F-test which is use to check the overall significance of the model.

In this $P < 0.0005$ which is smaller than .05 hence shows that model applied is significantly good in predicting the dependent variable.

Table 5. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.84	0.25		7.25	0.00
CSR	0.47	0.07	0.46	6.87	0.00

a. Dependent Variable: Motivation

Table 6 also uses to find the information on each independent variable, which provide information necessary to predict ethical motivation of consumers from CSR, this is indicated that constant and the CSR both contribute significantly to the model as $p < 0.005$ which shows the significance. And by looking at the B

column under unstandardized coefficients, the following regression equation form;

$$\text{Ethical motivation} = 2 + 0.467(\text{CSR})$$

Results and Discussion

CSR is a complex phenomenon and its effect on motivation of ethical consumption are also interrelated to number of factors, While studying only these two factors on the whole are taken to work on other factors are not considered. Findings of this study clearly shown that CSR is an important factor due to which ethical motivation of consumers changes, FMCG is the sector of any country in which consumer choice can be change at any instant due to number of options present to fulfill the need / want, therefore the companies which use to perform different CSR activities to grasp the attention of consumers and to retain them, can use the above regression equation to find the change in ethical motivation of their consumers by making change in CSR activities. The results of correlation shows that consumers are motivated towards the companies which show move towards CSR activities and their actions shows that they actually care for society in return consumers feel ethically motivated and oblige to buy the product from that company. Empirically the result shows the positive relationship between CSR and ethical motivation of consumers but at the time of decision making, consumers hardly think about CSR activities of the companies but if in the mind of consumer it sets that the particular company actually care for the benefit of society, community and even environment then that company's products become the first preference of consumer. Therefore the hypothesis that 'there is positive and significant relationship between CSR and ethical motivation of consumers' is accepted and null hypothesis us rejected on the basis of statistical tools applied.

Recommendations and Future Implementations

Empirical evidence shows that to increase the ethical motivation of consumers, companies can increase their CSR activities and vice versa. From the results taken by the study managers should devote great number of efforts to make their business ethically attractive for the consumers, it will work in four ways, first credibility of business will increase in the society, which means that community will consider company more desirable. Second, revenues will increase because while shopping consumers prefer your product to purchases and company will be in consumers' wish list which eventually goes to increase in profitability of business also. Third and the equally important, it will help in making consumers loyal to the company which is the ultimate objective of any business working in the globe. Forth one is more economical then ethical for

businesses is that their CSR activities will work in two ways, first, ethically motivated company (obvious advantage) in the minds of consumers and second these activities also serve as marketing of the business. On the basis of study following future studies recommendations could be in a way that:

- This study was performed in the Asian prospective, for other continents, point of view of Australian, American and African countries must be select to get the responses.
- The total number of responses evaluated were 183, number of responses can be increase to get more accurate results or for verification of current result.
- This study was performed by using overall view of CSR; items related to specific type of CSR can also use to get results and to find the relationship of specific type of CSR with ethical motivation of consumers.
- Specific theory of CSR could also select to extract different results.
- The study was performed for FMCG sector, other business sectors should also employed.

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