



# The effect of CSR initiatives on company credibility and behavioural intentions: the role of focus

## Master Thesis

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## Abstract

Corporate Social Responsibility (CSR) and its outcomes for companies is a much addressed topic in literature. Previous studies have only investigated the outcomes of CSR aimed at one domain, e.g. the environment, while most companies' CSR activities are aimed at multiple domains. This study investigates the effect of CSR in multiple domains versus in one domain. The number of domains CSR is aimed at is in this study referred to as 'CSR focus'. This study argues that CSR focus influences perceived company credibility in relation to CSR, and consumer behavioural intentions, i.e. intention to spread word-of-mouth, purchase intention, and willingness to pay. An online experiment was conducted, in which CSR focus was manipulated through two variations of the same text.

Results show that CSR focus negatively impacts perceived company credibility. A negative direct relationship was found between CSR focus and intention to spread word-of-mouth. The direct relationship between CSR focus and willingness to pay was moderated by consumers' support for CSR. CSR focus was found to have an indirect effect on willingness to pay as well, via one of the dimensions of company credibility, perceived expertise. No significant relationship was found between CSR focus and purchase intention.

## Table of contents

1. Introduction .....	4
2. Theoretical background .....	9
Defining CSR .....	9
CSR domains.....	10
CSR initiatives.....	10
Focus of CSR initiatives .....	11
Company credibility .....	11
Behavioural intentions.....	12
Hypothesis development and conceptual model .....	13
3. Method.....	20
Research design .....	20
Operationalisation.....	22
Pretest.....	23
Population and sample .....	24
Research ethics.....	25
Construct reliability and validity .....	25
4. Analysis and results.....	27
Manipulation check .....	27
Descriptive analysis.....	27
Main analysis.....	28
Additional analysis .....	32
5. Discussion .....	35
6. Conclusion .....	38
Theoretical implications .....	38
Managerial implications .....	38
Limitations .....	39
Further research .....	40
References .....	41
Appendix 1 – survey.....	46
Appendix 2 - text high focus group.....	47
Appendix 3 - text low focus group .....	48
Appendix 4 - operationalisation from previous research .....	49
Appendix 5 - operationalisation for this study .....	50

Appendix 6 - manipulation check.....	52
Appendix 7 - P-P plots and histograms .....	53
Appendix 8 - assumptions for regression analysis.....	55
Appendix 9 - output model 1 WOM .....	58
Appendix 10 - output model 2 PI.....	61
Appendix 11 - output model 3 WTP.....	64
Appendix 12 - output model 3 WTP with CSR support as moderator .....	67

## 1. Introduction

In recent years, Corporate Social Responsibility (CSR) has become a much addressed topic by both academics as well as practitioners (Eweje, 2015). Attention has particularly been paid to how companies can benefit from engaging in CSR, i.e. the business case for CSR (Carroll & Shabana, 2010). Engaging in CSR can, for instance, have a positive impact on employees' commitment to the organization and their turnover intentions (Kim, Song, & Lee, 2016). Especially consumers are susceptible to CSR (Bhattacharya & Sen, 2004), which is why the impact of CSR on consumer-related outcomes is an important subject of academic studies. CSR can, amongst others, positively impact consumers' intention to spread word-of-mouth and willingness to pay (Jarah & Emeagwali, 2017).

Because of the benefits CSR can provide, companies are increasingly communicating about their CSR practices (Pérez, 2015). The number of companies publishing CSR reports has increased over the years to the current number of 16.418 worldwide, not including companies whose reports were in non-Latin scripts such as Chinese (Corporate Register, 2019). The majority of companies engages in several CSR practices, which can be divided into multiple domains. Domains are different areas in which companies can be socially responsible. For instance, Levi Strauss' CSR practices are related to two domains: the environmental and community domain. Within these domains, initiatives are undertaken, such as the 'screened chemistry program' in the environmental domain, and the 'worker wellbeing initiative' in the community domain (Levi Strauss, n.d.).

Different CSR initiatives are usually aimed at different or unrelated domains (Fisman et al., 2005). For example, in the Levi Strauss case, the initiatives are aimed at the environment and the community. While literature already provides insight into how one CSR initiative, aimed at one domain, impacts consumer behavioural intentions, such as purchase intention (e.g. Barone, Miyazaki, & Taylor, 2000; Becker-Olsen et al., 2006; Brown & Dacin, 1997; Folkes & Kamins, 1999; Sen & Bhattacharya, 2001), the effect of multiple initiatives combined remains uninvestigated. In other words, literature provides information about the isolated effect of one initiative, aimed at a single domain, on consumer behavioural intentions. However, this is not directly applicable to companies' actual practices, which often involve multiple initiatives and are aimed at multiple domains. This study aims to fill this identified gap in the literature by investigating the effect of CSR initiatives aimed at one

versus multiple domains on consumer behavioural intentions. The number of CSR domains a company's CSR initiatives are aimed at will be referred to as 'CSR focus' in this study. A high number of domains would indicate low focus.

The effect of CSR on consumer behavioural intentions depends on their evaluation of the CSR initiatives in relation to the company (Becker-Olsen, Cudmore, & Hill, 2006). Consumers often question a company's motives behind CSR initiatives (e.g. Elving, 2012; Webb & Mohr, 1998), i.e. they believe the company has an ulterior motive for engaging in CSR. An example of such an ulterior motive is improving the company's reputation. Additionally, consumers may doubt whether companies live up to their declared CSR practices (Skarmeas & Leonidou, 2013). Such scepticism has unfavourable outcomes for a company. For example, it stimulates consumers to spread negative word-of-mouth (Skarmeas & Leonidou, 2013) and has a negative effect on purchase intention (Chang & Cheng, 2015). It is therefore highly important to make sure consumers are not sceptical about a company's CSR initiatives. The credibility of a company in its association with CSR plays an important role in that matter (Alcañiz, Cáceres, & Pérez, 2010). By means of perceived company credibility, consumers judge whether they should be sceptical or not (Trimble & Rifon, 2006). When consumers perceive a company as highly credible, scepticism will not occur, while low perceptions of credibility result in scepticism. This thesis investigates how CSR focus impacts consumers' credibility perceptions of the company.

Company credibility consists of two dimensions: perceived expertise and perceived trustworthiness (Alcañiz et al., 2010). Expertise refers to whether the company has the skills and experience to engage in CSR. Trustworthiness refers to whether the company's motive for engaging in CSR is sincere, and whether the company is honest about its CSR initiatives (Alcañiz et al., 2010). Based on attribution theory, it is argued that trustworthiness is impacted by the focus of CSR initiatives. It is argued that consumers are more likely to attribute sincere, i.e. altruistic, motives for engaging in CSR when CSR focus is high. Furthermore, by means of Chernev and Carpenter's (2001) theory about efficient markets and compensatory reasoning, it is argued that CSR focus impacts perceived expertise in CSR. It is argued that consumers will make the compensatory inference that when a company operates in a superior number of CSR domains, this is compensated by inferior expertise in CSR, and the other way around. Moreover, research has shown that the variety of products

offered by a company serves as a cue for judging a company's expertise (Berger et al., 2007). Companies specialising in a product category are perceived to be an expert in this category. Applying this to CSR initiatives, companies engaging in CSR initiatives in one domain could be perceived as an expert in CSR initiatives in that domain. The expertise of a company focusing on multiple domains is likely to be judged more negatively, as the company's 'products' are less related, and it is unlikely a company has a lot of expertise in several, unrelated areas. The proposed effect of CSR focus on each dimension of company credibility will be addressed more extensively in the next chapter.

In short, CSR focus is likely to influence company credibility. This credibility, in turn, influences consumer behavioural intentions. For example, a lack of perceived trustworthiness regarding a company's CSR activities stimulates the spread of negative word-of-mouth and decreases purchase intentions (Leonidou & Skarmeas, 2017). Alternatively, high perceived trustworthiness positively impacts purchase intention (Kim & Lee, 2012).

In this research, the effect on consumer behavioural intentions will be investigated. Consumer behavioural intentions refer to specific actions consumers intend to perform (Jarah & Emeagwali, 2017). Examples include intention to spread word-of-mouth (WOM), purchase intention, and willingness to pay. Behavioural intentions are an important outcome, as they are a key predictor of actual behaviour (Jarah & Emeagwali, 2017). Research indicates a positive relationship between CSR and behavioural intentions (Jarah & Emeagwali, 2017). It would be interesting to explore whether this holds for the relationship between the focus of CSR and behavioural intentions, and what role perceived company credibility plays in this relationship. This leads to the following research question:

*“How does the focus of CSR initiatives affect perceived company credibility and consumer behavioural intentions?”*

This study is of theoretical relevance because, as mentioned before, it fills part of a major gap in literature, namely the absence of studies investigating the effect of multiple CSR initiatives combined. This means that this study introduces a new variable to the field: CSR focus. It is important to investigate CSR focus because it is important to understand how and

when CSR impacts certain outcomes, such as consumer behavioural intentions (Bhattacharya & Sen, 2004). Previous research on CSR has investigated a wide variety of factors that may affect the relationship between CSR and its outcomes. Examples of these factors are reactive versus proactive CSR, and high versus low fit between the company and the cause (Bhattacharya & Sen, 2004). CSR focus may be another factor that impacts the relationship between CSR and its outcomes.

Additionally, not all companies engage in CSR in just one domain. Most companies that engage in CSR do so in multiple domains. By studying CSR in both one domain as well as multiple domains, the object of investigation more closely represents reality. As scientific research aims to increase our knowledge about reality (Vennix, 2016), this is highly important.

This study also extends research on the company credibility concept. While Alcañiz et al. (2010) already studied the role of perceived company credibility in the formation of a company's CSR image in the mind of the consumer, the effect of company credibility on other consumer responses to CSR remains uninvestigated. Alcañiz et al. (2010) call for further research on this matter, more specifically on the effect of company credibility on consumer behavioural intentions. This study answers that call.

This study is also of managerial relevance. First, it is important for managers to know how the focus of their company's CSR initiatives affects behavioural intentions because a company's resources are limited, making allocating resources in a way that creates maximum value critical (Hult et al., 2011). Most companies engage in CSR in multiple domains, but previous studies have only provided insight into the isolated effect of a CSR initiative in one domain. This means it is not investigated yet whether engaging in CSR in multiple domains is actually better than engaging in just one domain. It is very useful for managers to know what leads to the most favourable behavioural intentions: CSR in one domain or in multiple domains. When this is known, managers will have more insight in how to allocate their company's resources to CSR in the most effective way.

Second, the question of how CSR focus impacts perceived credibility is highly relevant for managers. When a company is not perceived as credible in relation to CSR, consumers are likely to spread negative word-of-mouth (Leonidou & Skarmeas, 2017), which is something



that companies want to avoid. Thus, it is useful for managers to know whether CSR in one or multiple domains is most likely to result in low credibility perceptions.

In short, the results of this study can aid managers in deciding how many CSR domains to engage in, assuming the outcomes of CSR are highly important for the company.

The remainder of this thesis is structured as follows. First, key concepts for this study are defined, a conceptual model is presented, and hypotheses are formulated. Second, the method of this study is elaborated upon. Third, the results are addressed. Fourth, an overview of the main conclusions is provided and managerial recommendations are presented. Finally, further research directions are suggested.

## 2. Theoretical background

In the first part of this chapter, a definition is provided for CSR, CSR domains, CSR initiatives, focus of CSR initiatives, company credibility, and behavioural intentions. Then, the conceptual model and hypotheses are addressed.

### Defining CSR

No unified definition of CSR exists yet (Öberseder, Schlegelmilch, & Murphy, 2013).

Formulating such definition is difficult, as CSR “may mean different things in different places to different people and at different times” (Campbell, 2007, p.950). Campbell views companies as socially responsible when 1) they do not knowingly act in a way that could harm their stakeholders, and 2) if they do harm them, rectify it when they find out. This rectification can either be done voluntarily or as a result of, amongst others, legal and normative pressures. To McWilliams and Siegel (2001), voluntariness is a key part of the concept of CSR. Only practices that go beyond what is required by law may be characterized as CSR, making responding to legal pressures not a part of CSR. They provide a definition that is quite broad, by stating that CSR consists of “actions that appear to further some social good, beyond the interests of the firm and that which is required by law” (McWilliams & Siegel, 2001, p.117).

Öberseder et al. (2014) formulated a definition of CSR from the consumer point of view. In their definition, companies are socially responsible when they integrate “social and environmental topics in their core business activities and act responsibly towards their employees, their customers, the environment, their suppliers, the local community, their shareholders, and society at large” (p.103).

Campbell’s (2007) definition is too stakeholder-centred for this study, as this study looks at areas in which companies can be socially responsible, i.e. CSR domains, rather than stakeholders, who CSR may be directed to. This is an important distinction, as some stakeholders can actively influence a company, for example through the aforementioned ‘normative pressures’, while CSR domains are a passive categorisation. Öberseder et al.’s (2014) definition fits well with this study, as it is consumer-centred, and specifically mentions CSR domains. However, it does not mention McWilliams and Siegel’s (2001) voluntariness aspect. Therefore, “going beyond what is required by law” is added to

Öberseder et al.'s (2014) definition. Thus, the following definition of CSR is used in this study: Companies are engaging in CSR when they integrate social and environmental topics in their core business activities and act responsibly towards their employees, their customers, the environment, their suppliers, the local community, their shareholders, and society at large, going beyond what is required by law.

### CSR domains

CSR domains are different areas of corporate social responsibility (Öberseder et al., 2013). They are broad categories in which companies can engage in CSR. Key domains identified in literature are the community, the environment, customers, employees, suppliers, and shareholders (Jamali, 2008; Pappasolomou, 2005). Additionally, the following CSR domains are identified by Öberseder et al. (2013): local communities, society, NGOs, governments, competitors, and media. In most cases, the name of the domain indicates who or what benefits from CSR in this area, e.g. CSR in the customer domain benefits customers. An example of CSR in the customer domain is setting fair prices for products. CSR in the supplier domain not necessarily benefits suppliers. CSR in this domain can relate to, for instance, providing fair terms and conditions for suppliers, but it can also relate to ensuring ethical working conditions at suppliers.

Five different CSR domains were used in this study: the environmental, employee, customer, supplier, and community domain. These five domains were chosen because consumers consider them important (Öberseder et al., 2013), and because they are five of the six key CSR domains identified in literature (Jamali, 2008; Pappasolomou, 2005). The sixth key domain, shareholders, was not used in this study, because consumers do not consider this an important CSR domain (Öberseder et al., 2013). Consumers consider employees, customers, and the environment to be key domains, because they can identify with the first two, and because the environment is currently a highly relevant topic (Öberseder et al., 2013). Consumers consider suppliers and the community the next important domains.

### CSR initiatives

An initiative is defined as “a new plan or process to achieve something or solve a problem” (Cambridge Dictionary, n.d.). A CSR initiative specifically is defined as a “formal organisational activity that has a socio-environmental focus” (Opoku-Dakwa, Chen, & Rupp,

2018, p.581). This definition does not explicitly state the goal of such formal activity, so a new definition is formulated for this study, combining the two above. In this study, a CSR initiative is defined as a formal organisational activity executed to achieve something or solve a problem in the socio-environmental context. The socio-environmental context refers to the CSR domains initiatives can be executed in. Within one domain, multiple CSR initiatives can be executed. For example, in the environmental domain, a recycling initiative can achieve a reduction in waste, and a green energy initiative can achieve a reduction in pollution. Thus, a CSR domain is a broad category of CSR, and a CSR initiative is an activity that can be executed within a CSR domain.

### Focus of CSR initiatives

As this is the first study investigating the focus of CSR initiatives, no definition exists yet. Therefore, a definition is formulated for this study, namely “the number of CSR domains a company’s CSR initiatives are aimed at”. The more domains a company’s CSR is aimed at, the less focused the initiatives are. Employing a CSR initiative in the environmental domain, while not employing any initiatives in any other domain, would indicate a high focus. Employing CSR initiatives that benefit multiple domains, such as the environment, customers, employees, and the local community, would indicate a low focus.

### Company credibility

As mentioned before, company credibility consists of two dimensions: perceived expertise and perceived trustworthiness (Alcañiz et al., 2010). In the context of CSR, perceived expertise is the degree to which consumers believe the company has the necessary skills and experience to execute its CSR initiatives. Perceived trustworthiness refers to the degree to which consumers judge the company as sincere and honest about these initiatives (Alcañiz et al., 2010). Both dimensions determine perceived company credibility in association with CSR. This association is more credible when the company is perceived to be an expert and as trustworthy, compared to when the company is not perceived as an expert and/or as trustworthy (Trimble & Rifon, 2006).

Thus, in the context of CSR, company credibility is defined as the degree to which a consumer perceives that the company possesses the skills and experience necessary

(expertise) to link to CSR, and expresses sincerity and honesty (trustworthiness) in doing so (adapted from Alcañiz et al., 2010).

Company credibility is related to scepticism. By means of perceived company credibility in association with CSR, consumers judge whether they should be sceptical about the company's CSR initiatives or not (Trimble & Rifon, 2006). In CSR literature, consumers can be sceptical about the perceived motives of a company for engaging in CSR, and about the truth of a company's CSR claims (Elving, 2012). Scepticism occurs when a company's motives are believed to be insincere, and/or when a company is believed to be dishonest, resulting in decreased perceived trustworthiness. Greenwashing is an example of when a company is dishonest. Greenwashing occurs when a company claims it is practicing CSR in the environmental domain, but is in fact not doing so, or in a lesser degree than the company has consumers believe (Lee, Cruz, & Shankar, 2018).

Thus, scepticism is reflected in the trustworthiness-dimension of company credibility. However, the concept of scepticism does not include perceived expertise, as expertise is not related to a company's honesty and its motive for engaging in CSR, but rather its ability to engage in it. In the context of focus of CSR initiatives, perceived expertise is also highly relevant, as the variety of CSR initiatives a company employs can serve as a means to judge the company's expertise and the quality of the initiatives (Berger et al., 2007). Therefore, company credibility is chosen as a variable, rather than scepticism.

### Behavioural intentions

Consumer behavioural intentions refer to specific actions consumers intend to perform (Jarrah & Emeagwali, 2017). Behavioural intentions include intention to spread word-of-mouth (WOM), purchase intention, and willingness to pay (more).

WOM involves spreading information about a company, brand, product, or service. This can happen in person, or by means of a communication medium (Brown et al., 2005). WOM can either be positive or negative. This study will focus on positive WOM. The following definition for intention to spread WOM is formulated: the intention to spread positive information about the company.

Purchase intention is defined as “an individual’s conscious plan to make an effort to purchase a company” (Spears & Singh, 2004, p.56).

Willingness to pay refers to the maximum price a consumer would pay for a certain product or service (Wertenbroch & Skiera, 2002). This study does not investigate specific products or services, but a company, making it impossible to investigate the maximum price. Therefore, willingness to pay more is chosen as a variable, defined as “a consumer’s readiness and likelihood of spending more for a particular company’s products than the alternatives” (adapted from Bruner, 2017, p.627).

### Hypothesis development and conceptual model

The proposed conceptual model is depicted in figure 1. The focus of CSR initiatives is expected to influence the two dimensions of company credibility, perceived trustworthiness and perceived expertise. In turn, these dimensions are expected to influence consumer behavioural intentions, namely the intention to spread WOM, purchase intention, and willingness to pay. The argumentation for the hypothesized relationships is addressed below.

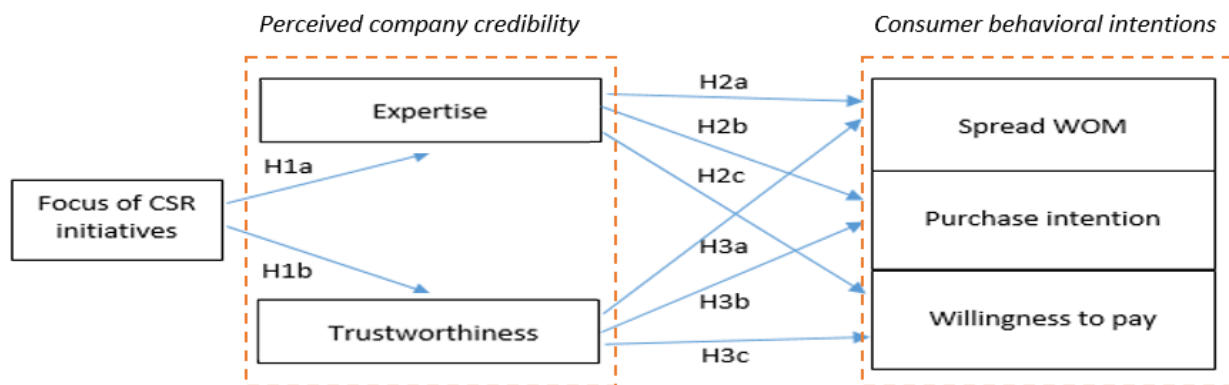


Figure 1: Conceptual model

### **The focus of CSR initiatives and company credibility**

#### PERCEIVED EXPERTISE

Consumers may perceive a company focusing on one CSR domain as a specialist in this domain, increasing perceived expertise. This is related to the fact that consumers can make inferences based on the variety of products a company offers (Berger, Draganska, & Simonson, 2007). Product variety serves as a cue for consumers to judge company expertise,

and related to that product quality (Berger et al., 2007). Companies offering a focused variety of related products are perceived experts in that category, while companies offering an unfocused variety of products are not. This is the case because focusing on a certain product category allows companies to commit all their resources to refining the development process and becoming more skilled and knowledgeable in making that specific type of product (Eggers, 2012). Companies that do not focus on a specific product category have to spread their resources over several categories, leaving less resources per category for increasing skills and knowledge about this category.

Applying this to CSR initiatives, the variety of initiatives a company employs may serve as a cue for the company's expertise related to these initiatives (Berger et al., 2007). In the case of unfocused CSR initiatives, the expertise of the company in relation to these initiatives may be seen as low, as the company needs to divide its resources among several unrelated CSR domains. This makes successful specialisation unlikely. The opposite is true when a company focused on one CSR domain.

This is related to the so-called compensatory inferences consumers make about unobservable product attributes, based on their knowledge about efficient markets (Chernev & Carpenter, 2001). When a market is perceived as efficient, consumers make use of such compensatory inference strategy. In a competitive, efficient market, consumers would expect that different products, or options are balanced in overall performance (Chernev & Hamilton, 2008). For instance, they expect companies to offer similar value for a similar price. If laptop A and laptop B are equally priced, and laptop A is faster than B, consumers may infer that laptop A must score worse than B on another attribute, such as durability. In other words, if a company seems superior on one attribute, consumers may infer that this superiority is compensated by an inferior score on another attribute.

Knowing how options are priced is not a prerequisite for making compensatory inferences about an option's attributes. Compensatory reasoning can also occur when price

information of different options is not available (Chernev, 2007), or when evaluating a single option (Chernev & Hamilton, 2008). In case of the latter, compensatory inferences are based on consumers' ideas about the dispersion of attributes in other options in general. When an option is specialised in a specific attribute, and is superior in this attribute, compared to the general dispersion, consumers infer an inferior value on one or multiple other attributes (Chernev & Hamilton, 2008). Then, balanced overall performance is achieved. This also works the other way around: when an option is inferior in a specific attribute, consumers infer a superior value on one of multiple other attributes.

In the case of focused CSR initiatives, a limited or inferior number of domains may be compensated by superior expertise. In the case of unfocused CSR initiatives, the superior number of domains may be compensated by inferior expertise.

In short, it is argued that a company is more likely to be perceived as having a lot of expertise when the employed CSR initiatives are focused. Thus, the following hypothesis is formulated:

*H1a CSR focus is positively related to perceived expertise*

#### PERCEIVED TRUSTWORTHINESS

Engaging in CSR can be costly, because it requires additional resources from the company (McWilliams & Siegel, 2001). For instance, making the production process more environmentally friendly may require purchasing special equipment. These additional resources devoted to CSR result in higher costs for the company, compared to companies not engaging in CSR (McWilliams & Siegel, 2001). Consumers can often not validate the truth of a company's CSR claims, making some companies inclined to avoid the extra costs and not live up to their claims (Lee, Cruz, & Shankar, 2018), while still reaping the benefits CSR can bring (Jarrah & Emeagwali, 2017). Such dishonesty is more likely when a company engages in CSR in multiple domains, because this would involve higher costs than engaging



in CSR in one domain. Consumers may also follow this line of reasoning, and thus be more likely to perceive a company as dishonest when its CSR initiatives are unfocused.

The perceived motives for engaging in CSR play a role as well. This is related to attribution theory. This theory argues that people's actions are influenced by causal inferences they make regarding something they observe (Ellen, Mohr, & Webb, 2000). In the context of CSR, this theory posits that consumers' evaluations of initiatives depend on the attributions they make concerning a company's motives for engaging in CSR (Walker et al., 2010). Consumers can perceive a company's motives either as altruistic or as egoistic (Pérez & Del Bosque, 2013). Altruistic motives are driven by a desire to provide benefits for something or someone other than of the company, i.e. a desire to do what is right, without having an ulterior motive. Egoistic motives, on the other hand, are driven by a desire to provide benefits for the company, e.g. improve financial performance by engaging in CSR. Research has shown that a company's perceived motives for engaging in CSR influence perceived company credibility (Alcañiz, Currás-Pérez, & Sánchez-García, 2009; Pérez & Del Bosque, 2013). The attribution of altruistic motives positively impacts perceived company credibility, because there is a congruence between what the company is doing, i.e. engaging in socially responsible practices, and why, i.e. altruistic motives (Alcañiz et al., 2009). The attribution of egoistic motives negatively impacts perceived company credibility, because consumers believe they are being deceived (Forehand & Grier, 2003).

When a company engages in CSR in multiple domains, consumers are likely to judge the company's motive for doing so as egoistic rather than altruistic. It may appear the company is engaging in CSR as much as possible, in order to benefit from it as much as possible too. It is unlikely for a company to devote a lot of resources to many different CSR domains and not expect anything in return.

In short, it is argued that a company employing focused CSR initiatives is likely to be

perceived as more trustworthy than a company employing unfocused initiatives. Thus, the following hypothesis is formulated:

*H1b CSR focus is positively related to perceived trustworthiness*

### **Company credibility and behavioural intentions**

Research has shown that CSR positively impacts intention to spread WOM, purchase intention, and willingness to pay more (Jarah & Emeagwali, 2017). One of the motives for these behavioural intentions is supporting or rewarding a company that engages in CSR. Consumers are more likely to reward a company for its engagement in CSR when they perceive this engagement as credible (Hur, Kim, & Woo, 2014). Alternatively, they are less likely to reward CSR when they perceive credibility to be low. For example, Leonidou and Skarmeas (2017) found that when consumers do not find a company's engagement in CSR in the environmental domain credible, they are unlikely to spread positive WOM, and may even spread negative WOM, and are unlikely to purchase anything from the company. Thus, consumers base their decision to support or reward a company that engages in CSR with behavioural intentions on credibility judgements, making perceived company credibility a mediator for the relationship between CSR focus and behavioural intentions.

Below, the hypothesised effect of the dimensions of perceived company credibility, perceived expertise and perceived trustworthiness, on the three behavioural intentions is addressed.

### **WORD-OF-MOUTH**

One of the reasons consumers spread positive WOM is because it gives a signal about their identity to others (Berger, 2014). According to self-enhancement theory, people want others to evaluate them positively (Alexandrov, Lilly, & Babakus, 2013). Talking to others about a company's CSR initiatives signals that someone values CSR (Alexandrov et al., 2013), and could result in the desired positive evaluations from others. However, when a consumer talks to others about a company's CSR initiatives, and the company turns out to be untrustworthy regarding these initiatives, or turns out not to have the required expertise to execute the initiatives, the identity built by associating oneself with this company gets damaged. For example, if a consumer associates him- or herself with a company that claims to use only green energy in its production process, and this turns out to be untrue, the

consumer's built identity gets damaged. As another example, consider a case when a consumer associates him- or herself with a company that claims to work on reducing its CO<sub>2</sub> emissions. If turns out that this company did try, but was not successful in actually reducing CO<sub>2</sub> emissions, the consumer's built identity gets damaged as well, because trying to do something is not as positive as actually accomplishing something.

This undesired damage to identity is something that a consumer can prevent by not associating him or herself with a company that is not credible in relation to its CSR initiatives. Thus, on the one hand, low perceived credibility, i.e. low expertise and trustworthiness, is likely to result in a low intention to spread WOM. On the other hand, spreading WOM about a highly credible company, i.e. high expertise and trustworthiness, poses little risk of identity damage. In other words, the higher perceived expertise and trustworthiness, the higher the intention to spread WOM. Thus, the following hypotheses are formulated:

*H2a Perceived expertise is positively related to intention to spread WOM*

*H3a Perceived trustworthiness is positively related to intention to spread WOM*

## PURCHASE INTENTION

Research has found that perceived sincerity regarding CSR positively impacts purchase intention (Kim & Lee, 2012). Alternatively, scepticism regarding a company's CSR initiatives negatively impacts purchase intention (Chang & Cheng, 2015; Connors et al., 2017). This indicates that consumers are more likely to reward CSR when it is perceived as trustworthy. This is the case because, when they do not perceive CSR as trustworthy, they have doubts as to whether a company is actually doing what it claims it is doing. The lower the perceived trustworthiness, the more likely it is that consumers believe that the company is not actually engaging in CSR, or at least not engaging in CSR as much as it claims. This would result in lower purchase intention, because consumers would not reward a company for engaging in CSR when they believe a company is not doing so, or at least is overstating its CSR activities.

Perceived expertise is also likely to impact purchase intention, as perceived expertise in CSR is related to the perceived quality of the executed CSR initiatives (Berger et al., 2007). Consumers may be more willing to reward socially responsible behaviour when this

behaviour is of a high quality. Moreover, consider again the example of a company claiming to work on reducing its CO2 emissions. It is unlikely that a consumer would reward this initiative (by means of a higher purchase intention) when he or she believes the company does not have the required expertise to actually reduce its CO2 emissions.

In short, it is argued that the higher perceived expertise and the higher perceived trustworthiness, the higher purchase intention will be. Thus, the following hypotheses are formulated:

*H2b Perceived expertise is positively related to purchase intention*

*H3b Perceived trustworthiness is positively related to purchase intention*

#### WILLINGNESS TO PAY MORE

Research has shown that consumers who value CSR are willing to pay more for socially responsible products (e.g. Miller et al., 2017). A reason for this is that by paying more for these kind of products, consumers show support towards socially responsible behaviour (Podnar & Golob, 2007). Consumers are most likely to pay more when the socially responsible behaviour they want to support is trustworthy. It is unlikely that consumers would pay more for products from a socially responsible company when they believe that this company is in fact not as socially responsible as it claims, as this would mean the behaviour they want to support by paying more is absent.

Regarding expertise, when consumers believe that the company does not have the necessary skills and knowledge to execute its CSR initiatives, they will consider the quality of the CSR initiatives to be low (Berger et al., 2007). When consumers perceive the company's expertise in CSR as high, they will also perceive the quality of the CSR initiatives as high. As willingness to pay more is a way of supporting a socially responsible company, it makes sense that the higher the quality of CSR, and thus the 'better' the socially responsible behaviour, is, the more likely consumers are to pay more.

Thus, the higher a company's perceived trustworthiness and expertise in relation to CSR, the more likely consumers are to show their support by a higher willingness to pay more.

Therefore, the following hypotheses are formulated:

*H2c Perceived expertise is positively related to willingness to pay more*

*H3c Perceived trustworthiness is positively related to willingness to pay more*

### 3. Method

#### Research design

In order to test the hypotheses, data was collected using an online experiment. An experimental design was chosen because, in order to investigate the relationship between the focus of CSR and company credibility, manipulation of the focus-variable was necessary. An online experiment was chosen because this is a convenient quantitative method of data collection. The program used for executing this experiment was Qualtrics. The language for the experiment was set to Dutch, to ensure that differences in English language ability among respondents would not impact the results of this study.

In the experiment, respondents read about the fictional company PrintSolutions. A fictional company was chosen in order to exclude the effect of respondents' prior knowledge. Respondents were first given a brief introduction of the company, consisting of four sentences. They were told that PrintSolutions produces printers and cartridges, mainly for consumers rather than companies. The latter was mentioned to make sure respondents could imagine themselves buying something from PrintSolutions. Additionally, the introduction contained some information on how many employees PrintSolutions has, and where its headquarters and production facilities are located. It was also stressed that the company's products are sold throughout Europe, again to ensure that respondents could imagine themselves buying something from PrintSolutions. The complete introductory text can be found in appendix 1.

After reading the brief introduction, respondents were told that they would read another text about PrintSolutions, originating from the company's website. They were asked to read the text carefully. This text consisted of five paragraphs of roughly equal size. To manipulate the focus of CSR initiatives, two different texts were written, one representing high focus, i.e. CSR aimed at one domain, and one representing low focus, i.e. CSR aimed at five domains. Respondents were randomly assigned one of the two texts.

The text for the high focus group included one paragraph (the first) on PrintSolutions engaging in CSR in the environmental domain, and four other paragraphs consisting of neutral information. The CSR initiative in the environmental domain that was used in this

study was a recycling program. PrintSolutions' would deliver a prepaid return envelope with every ink cartridge sold, which customers could use to return the empty cartridge to the company for free. PrintSolutions would then recondition the cartridge. A concrete goal was added to the paragraph as well, namely to recycle each cartridge a minimum of three times. The information in the four neutral paragraphs concerned four different subjects: company history, operating region, logistics, and management. The company history included, for instance, when PrintSolutions produced its first printer. In the operating region paragraph, it was mentioned that PrintSolutions' products are sold in Europe, and where the company's products were sold exactly, e.g. a webshop. The paragraph on logistics mentioned that PrintSolutions' logistics department is responsible for distribution of the company's products. The paragraph on management mentioned PrintSolutions' Board of Directors and Managing Board.

For the low focus group, all paragraphs included information about PrintSolutions engaging in CSR, in five different domains: the environmental, employee, customer, supplier, and community domain. The paragraph about the environmental domain was the same as the one for the high focus group.

CSR in the employee domain concerned the balance between work- and family-life of PrintSolutions' employees. The paragraph mentioned free childcare at PrintSolutions' production facilities and headquarters, and a generous parental leave policy for both mothers as well as fathers.

The paragraph about CSR in the customer domain addressed customer safety, and mentioned that PrintSolutions goes beyond legal requirements with product safety tests. The paragraph about CSR in the supplier domain addressed working conditions in Chinese factories, where PrintSolutions gets its supplies from. It was mentioned that PrintSolutions regularly inspects these factories, to ensure optimal working conditions and an absence of child labour. This paragraph was loosely based on the text that Sen and Bhattacharya (2001) used in their study on consumer responses to CSR.

Finally, the paragraph about CSR in the community domain mentioned the so-called 'community day', a day on which PrintSolutions stimulates its employees to take a paid day off in order to volunteer at their local community. During the rest of the year, employees can get up to 4 hours per month of paid leave for the purpose of volunteering. This

paragraph was based on Levi Strauss' community day initiative (Levi Strauss, n.d.). The complete texts can be found in appendices 2 and 3.

After reading either the high or the low focus text, respondents were told that companies could engage in CSR, and what CSR was (see appendix 1). They were then asked about their perception of the degree of focus of PrintSolutions' CSR initiatives. Then, respondents were asked to judge PrintSolutions credibility in relation to CSR, i.e. the company's expertise and trustworthiness. Respondents were then asked about their intention to spread word-of-mouth, purchase intention, and willingness to pay more. Finally, respondents were asked questions concerning their support for CSR, and some demographic questions.

### Operationalisation

The manipulation check for focus was operationalised as a single-item construct, which was measured on a seven-point Likert scale. This item (in Dutch) is included in appendix 5. In English, it can be translated to the statement "PrintSolutions engages in a lot of different areas of CSR". This means that a higher score indicates a lower focus of CSR initiatives. To ensure reliability and validity of the measures for the remaining variables, the operationalisation of the variables was adopted from previous research as much as possible. The operationalisation from previous research (in English) is shown in appendix 4. However, some scales included only one or two items. This was the case for willingness to pay more (single item), and the dimensions of company credibility, trustworthiness and expertise (both with two items). Therefore, items were added to these scales. The complete operationalisation used for this study can be found in the table in appendix 5 (in Dutch). This table includes the translated items from previous research, as well as the additional items that were added to ensure all variables had at least three items. As these additional items were not adopted from previous research, a reliability analysis was performed in the pretest, which will be addressed in the next section. First, the operationalisation of the different variables is addressed.

For company credibility, the operationalisation of Alcañiz et al. (2010) has been chosen, because these authors adapted the operationalisation of company credibility in general to company credibility in relation to CSR. Both dimensions of company credibility, expertise and trustworthiness, are assessed with two items, consisting of bipolar adjectives. Because

both dimensions only had two items, two items were added to the expertise dimension, and one item to the trustworthiness dimension.

For intention to spread WOM, the measures of Alexandrov et al. (2013) were chosen. WOM is measured on a seven-point scale, ranging from very unlikely (1) to very likely (7). The variable is measured by three items.

Purchase intention was measured with the three items from Grappi, Romani, and Bagozzi (2015), measured on a seven-point Likert scale. The first item of willingness to pay more was adopted from Netemeyer et al. (2004). Two items were added to the scale. All items were also measured on a seven-point Likert scale.

Finally, several control variables were taken into account, namely CSR support, age, gender, and level of education. Consumers' support for CSR is important to take into account, as this support affects the extent to which consumers respond to CSR (Sen & Bhattacharya, 2001). The scale for CSR support consisted of four items, measured on a seven-point Likert scale. The four items were not adopted from previous research, because items from previous research addressed support for a particular CSR cause, while for this study, CSR support in general needed to be measured. The items can be found in appendix 5.

### Pretest

A pretest (n=20) was performed to check whether manipulation by means of the two different texts was successful. This was the case. The independent sample t-test that was conducted showed a significant difference in respondents' agreement with the statement "PrintSolutions engages in a lot of different areas of CSR" ( $p = .028$ ). The mean for the low focus group was 6.10, and the mean for the high focus group was 5.10.

It was also checked whether there was an undesired difference in how complex, realistic, and informative the different texts were perceived by including four extra statements in the survey: the text was easy to understand / informative / realistic / complex. The independent sample t-test that was executed indicated that there was no significant difference on these aspects.

A second pretest (n=20) was conducted without the four extra statements mentioned before. In this pretest, the reliability of the scales used was checked by looking at Cronbach's alpha. The alpha score was high for each construct, indicating high internal



consistency. Scores ranged from .848 to .956. Based on this, it was concluded that the scales were reliable and could be used in the study without any adjustments.

### Population and sample

This study investigated the effect of CSR focus on company credibility as perceived by consumers, and consumer behavioural intentions. Therefore, the research population consisted of consumers. As everyone can be considered a consumer, anyone could participate in this study. As the experiment was in Dutch, the unit of analysis was Dutch consumers.

Respondents were acquired by using the researcher's network. The survey was distributed via LinkedIn, WhatsApp, and email. The final sample consisted of 125 respondents, 46.4% of which were male, and 53.6% of which were female (see table 1 on the next page). People aged between 18 and 24 were overrepresented (60%), resulting from the fact that a large part of the researcher's network consisted of students. Regarding the highest level of education (completed, or in the process of completing), people belonging to the category university were overrepresented (57.6%). The second largest category was university of applied sciences with 31.2%. Thus, overall, respondents were relatively highly educated.

61 of the respondents were randomly assigned to the high focus group, and 64 to the low focus group. The distribution of age, gender, and level of education in both groups was checked to ensure the groups were comparable. To do this, a variable indicating which group a respondent was in had to be created. Respondents in the high focus group were given a score of 0, respondents in the low focus group a score of 1. The groups had approximately the same ratio of males/females. In group 0, 45.9% of respondents was male, and in group 1 46.9%. The number of respondents per age group and education level was roughly equal between groups. The median for age and level of education was the same for both groups. The means were comparable, although the mean for age was slightly higher for group 1, compared to group 0 (see table 2). Group 1 had both a higher minimum value as well as a higher maximum value.

*Table 1 Demographic overview*

	Category	Percentage
<b>Gender</b>	Male	46.4%
	Female	53.6%
<b>Age</b>	< 18	1.6%
	18 - 24	60%
	25 - 34	24.8%
	35 - 44	1.6%
	45 - 54	6.4%
	55 - 64	4%
	≥ 65	1.6%
<b>Education</b>	Primary school	0.8%
	High school	4%
	Vocational education	6.4%
	University of Applied Sciences	31.2%
	University	57.6%

*Table 2 Group comparison*

		GROUP 0	GROUP 1
<b>Age</b>	Mean	2.46	2.92
	Median	2	2
	Minimum value	1	2
	Maximum value	6	7
<b>Education</b>	Mean	4.44	4.38
	Median	5	5
	Minimum value	1	2
	Maximum value	5	5

## Research ethics

Data acquired from respondents was treated confidentially and anonymously. This was also made clear to respondents. Additionally, respondents were assured their participation was entirely voluntarily, and that they could withdraw their participation at any time during completion of the survey.

Regarding the goals of the research, in order to not influence respondents' responses, these goals were not communicated specifically beforehand. The introduction to the survey merely stated that the data would be used to write a master thesis, and that the survey was about CSR. Respondents could leave their email address after completing the survey if they wished to get more information about the goals of the study, or if they wished to be notified of the results.

## Construct reliability and validity

After collecting the data, the reliability and validity of the different constructs was tested. The measurement scales used turned out to be highly reliable. All scores for Cronbach's alpha exceeded the threshold of .70 (see table 3). This indicated a high level of internal consistency.

A factor analysis was also performed for all constructs. The first construct was company credibility, which should consist of two dimensions, namely expertise and trustworthiness.

When including all items for expertise and trustworthiness in the analysis, two factors were extracted. All items for trustworthiness loaded on factor 1, and all items for expertise on factor 2. Factor 1 explained 35.88% of variance, and factor 2 34.83% (see table 3). The value of the KMO test was above .5 (.839), and Bartlett’s test of sphericity was significant (.000), indicating that factor analysis was appropriate. The remaining constructs for which a factor analysis was performed were WOM, PI, WTP, and CSR support. Bartlett's test was significant for each analysis, and the KMO values were all above the .5 threshold. For each analysis, 1 factor was extracted, explaining 74.66%, 71.86%, 78.46%, and 67.46% of the variance, respectively.

The high internal consistency and results of the factor analyses indicated that it was appropriate to compute a new variable for each construct, calculated using the means of the individual items.

*Table 3 Internal consistency and convergent validity*

Construct	Number of items	Cronbach’s alpha	Explained variance	KMO test	Bartlett’s test
Expertise	4	.872	34.83%	.839	.000
Trustworthiness	3	.904	35.88%		
Word-of-mouth	3	.895	74.66%	.725	.000
Purchase intention	3	.879	71.86%	.732	.000
Willingness to pay	3	.912	78.46%	.722	.000
CSR support	4	.884	67.46%	.820	.000

Another factor analysis was run to determine discriminant validity (see table 4). The fixed number of factors to extract was set to five. The value of the KMO test was .828, and Bartlett’s test was significant (.000). For all constructs, the items loaded on one factor. This indicates that discriminant validity exists.

*Table 4 Factor analysis for discriminant validity*

Factors extracted	Constructs loading on factor	Explained variance
1	Expertise	17.45%
2	Trustworthiness	16.93%
3	Word-of-mouth	16.82%
4	Willingness to pay	16.62%
5	Purchase intention	14.08%

## 4. Analysis and results

### Manipulation check

The CSR focus-variable was reverse coded to make the analysis more intuitive. Originally, a high score on this variable represented low focus. After recoding the variable, an independent sample t-test was conducted to check whether manipulation of CSR focus had been successful (see appendix 6). The mean score on the focus-variable for the high focus group was 3.41, while the mean score for the low focus group was 2.03. This was a significant difference ( $p = .000$ ). Thus, the manipulation was successful. However, it should be noted that while the difference between the two groups was significant, the high focus group did not have an extremely high score on focus. The score for focus could range from 1 to 7, with 7 being the highest, meaning an average score of 3.41 is not particularly high.

### Descriptive analysis

It was first checked whether the dependent variables (including expertise and trustworthiness) had a normal distribution. This was the case for all variables, as could be concluded from the histograms and P-P plots. On the P-P plots, all scores were closely situated along the diagonal line. In appendix 7 the histograms and P-P plots are shown. In table 5, the correlation matrix between the variables is depicted. Most of the correlations were significant. This was to be expected, as it was hypothesized that the variables in the conceptual model influence each other. The insignificant correlations between trustworthiness and purchase intention / willingness to pay already provided an indication that the hypothesized relationship between trustworthiness and the two dependent variables would not be supported.

*Table 5 Correlation matrix and descriptive statistics*

	1	2	3	4	5	6
1. Focus						
2. Expertise	-.571**					
3. Trustworthiness	-.418**	.655**				
4. Word-of-mouth	-.461**	.397**	.326**			
5. Purchase intention	-.312**	.269**	.172	.644**		
6. Willingness to pay	-.188*	.268**	.157	.374**	.521**	
Mean	2.700	5.070	5.419	4.997	4.581	4.032
Standard deviation	1.431	1.011	.999	1.167	1.219	1.380

$n = 125$ ; \*\* $p < .01$ ; \* $p < .05$

In table 6 the mean scores for the dependent variables are shown. It can be observed that the means for group 1, the low focus group, are higher than the means for group 0 for all variables. However, the differences between the two groups are not very large. For example, the difference in mean score for trustworthiness is only 0.56. This should be kept in mind when interpreting the results.

*Table 6 Means per group*

	GROUP 0	GROUP 1
Expertise	4.73	5.39
Trustworthiness	5.13	5.69
Word-of-mouth	4.57	5.40
Purchase intention	4.18	4.97
Willingness to pay	3.77	4.29

### Main analysis

The data was analysed using IBM SPSS Statistics version 24 and the PROCESS macro for SPSS (version 3), developed by A.F. Hayes. This macro conducts ordinary least squares (OLS) regression analysis. Thus, first the assumptions for regression analysis needed to be checked. To do this, three separate linear regression analyses were run, one for each dependent variable (WOM, PI, and WTP). Focus, expertise, and trustworthiness were included as predictors.

The first assumption of OLS regression is linearity of the phenomenon measured (Hayes, 2013). A matrix scatterplot was created, depicting the relationships between all variables in the model (see appendix 8). The relationships between the predictor variables and dependent variables appeared linear, so the first assumption was met.

The second assumption is constant variance of the error terms (Hayes, 2013). The residuals need to be homoscedastic. This can be checked by looking at the scatterplot based on ZRESID (the standardized residuals) and ZPRED (the standardized predicted values of the dependent variable). If this scatterplot does not show a clear pattern, the residuals are homoscedastic. None of the three scatterplots showed a clear pattern (see appendix 8), so the second assumption was met.

The third assumption is independence of the error terms (Hayes, 2013). For each regression analysis, the mean of the standardized predicted values was .000, and the standard deviation 1.000. This indicates that the errors do not correlate with the independent variables, and thus do not significantly influence the regression model.

The fourth assumption is normality of the error term distribution (Hayes, 2013). This can be checked by looking at the histograms of the residuals and the normal probability plot of the standardized residuals (see appendix 8). In the P-P plots, the residuals follow the normality line. All three histograms indicate normality as well. Thus, the fourth assumption is met.

As the assumptions were met, regression was a suitable method of analysis. Before conducting the analysis, however, dummy variables had to be created for the categorical variables age and level of education. 61.6% of the respondents was 24 years old or younger. This group was taken as a reference category. Regarding education, 57.6% of the respondents were attending or had attended university. The remaining levels of education were taken together as a reference category.

After creating the dummy variables, the analysis could be conducted. As PROCESS only allows for one dependent variable in the analysis, three separate analyses were conducted, one for each dependent variable. Analysing the effect of the independent and mediator variables on the dependent variables separately rather than simultaneously does not impact the results of the analysis (Hayes, 2013). Three separate analyses meant that three models were tested. These are shown in figure 2.

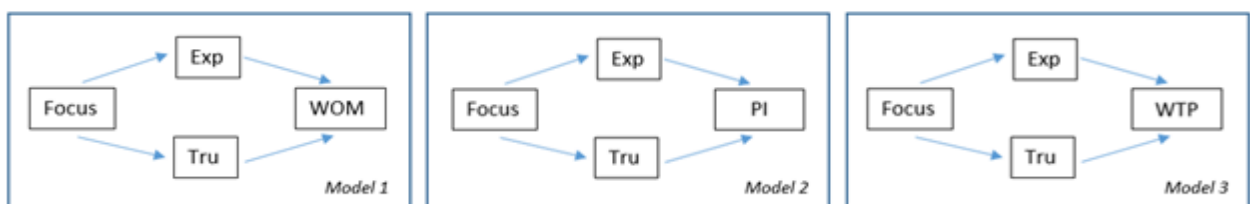


Figure 2: models for regression analysis

For each model, CSR focus was added as independent variable, expertise and trustworthiness as mediators, and age, gender, level of education, and CSR support as covariates. 95 percent bootstrap confidence intervals were generated for the indirect effects, using 5000 bootstrap samples. The output is shown in appendix 9, 10, and 11.

In the next section, the relationship between CSR focus, expertise, and trustworthiness, is addressed first, as this part is the same in all models. Then, the complete results for the three models are addressed separately.

### Relationship between Focus, Expertise, and Trustworthiness (H1a and b)

CSR focus significantly predicts expertise ( $b = -.388$ ,  $t(119) = -6.820$ ,  $p = .000$ ), as shown in table 7. The relationship is negative, indicating that the more focused respondents perceived PrintSolutions' CSR activities to be, the less expertise they assigned to the company, and vice versa. This means that hypothesis 1a is rejected, as the relationship is not positive, as expected.

CSR focus significantly predicts trustworthiness ( $b = -.245$ ,  $t(119) = -4.097$ ,  $p = .000$ ). The relationship is negative, indicating that the more focused respondents perceived PrintSolutions' CSR activities to be, the less trustworthy respondents judged PrintSolutions, and vice versa. Thus, hypothesis 1b is rejected. There is a relationship between CSR focus and trustworthiness, but not in the expected positive direction.

Of the covariates, age was significant when expertise was the outcome variable ( $b = -.327$ ,  $t(119) = -2.071$ ,  $p = .041$ ). This indicates that respondents older than 24 scored slightly lower on expertise, compared to people that are 24 or younger (the reference category).

Additionally, level of education was significant when trustworthiness was the outcome variable ( $b = .427$ ,  $t(119) = 2.584$ ,  $p = .011$ ). This indicates that respondents who had attended or were attending university scored higher on the trustworthiness, compared to respondents whose level of education was lower.

Table 7 Significant direct effects

	Expertise			Trustworthiness			Word-of-mouth			Purchase intention			Willingness to pay		
	<i>b</i>	SE	<i>p</i>	<i>b</i>	SE	<i>p</i>	<i>b</i>	SE	<i>p</i>	<i>b</i>	SE	<i>p</i>	<i>b</i>	SE	<i>p</i>
<b>Main</b>															
Focus	-.388	.057	.000	-.245	.060	.000	-.193	.080	.017						
Expertise													.373	.171	.031
Trustworthiness															
<b>Control</b>															
CSR support							.317	.106	.003	.388	.120	.002	.450	.137	.001
Gender															
Age	-.327	.158	.041												
Education				.427	.165	.011							-.716	.250	.005
R-squared		.359			.274			.325			.200			.195	

Table 8 Significant total and/or indirect effects

	<i>b</i> / coefficient	SE	<i>p</i>	95% CI	Type of effect
Focus -> WOM	-.298	.069	.000	[-.435, -.161]	Total
Focus -> WOM	-.105	.042	-	[-.199, -.029]	Total indirect
Focus -> PI	-.176	.077	.024	[-.329, -.023]	Total
Focus -> Exp -> WTP	-.145	.069	-	[-.290, -.015]	Indirect

### **Model 1: intention to spread word-of-mouth as dependent (H2a and H3a)**

As shown in table 7, CSR focus has a significant negative direct effect on WOM ( $b = -.193$ ,  $t(117) = -2.415$ ,  $p = .017$ ). Additionally, CSR support predicts WOM ( $b = .317$ ,  $t(117) = 2.999$ ,  $p = .003$ ). Neither expertise nor trustworthiness has a significant effect on WOM ( $p = .168$  and  $p = .277$ , respectively). However, as shown in table 8, the total effect of CSR focus on WOM is significant ( $b = -.298$ ,  $t(119) = -4.302$ ,  $p = .000$ ). The total indirect effect of CSR focus on WOM is also significant (indirect =  $-.105$ ,  $SE = .042$ , 95% CI  $[-.199, -.029]$ ). This may indicate that the sample size for this study (125) and the size of the effects were not large enough to determine how CSR focus relates to WOM. In other words, this study may have had sufficient statistical power to detect the total direct and indirect effect of CSR focus on WOM, but not enough power to detect the smaller effects resulting from decomposing the total effect. As these potential smaller effects were not detected in this study, hypotheses 2a and 3a are not supported.

### **Model 2: purchase intention as dependent (H2b and H3b)**

As shown in table 7, neither expertise nor trustworthiness has a significant effect on PI ( $p = .181$  and  $p = .920$ , respectively). The direct relationship between CSR focus and PI is also insignificant ( $p = .269$ ). However, as shown in table 8, the total effect of CSR focus on PI is significant ( $b = -.176$ ,  $t(119) = -2.279$ ,  $p = .024$ ). Again, this may indicate a lack of statistical power. Thus, hypotheses 2b and 3b are not supported.

As for the covariates, CSR support predicts PI ( $b = .388$ ,  $t(117) = 3.229$ ,  $p = .002$ ).

### **Model 3: willingness to pay as dependent (H2c and H3c)**

Neither the direct effect nor the total effect of CSR focus on WTP is significant ( $p = .629$ ;  $p = .306$ ). The effect of trustworthiness is also insignificant ( $p = .948$ ). Expertise, on the other hand, has a significant positive effect ( $b = .373$ ,  $t(117) = 2.183$ ,  $p = .031$ ). The covariates level of education and CSR support also have a significant effect ( $b = -.716$ ,  $t(117) = -2.867$ ,  $p = .005$ ;  $b = .450$ ,  $t(117) = 3.293$ ,  $p = .001$ ). The negative coefficient for education indicates that respondents whose level of education was university scored lower on willingness to pay, compared to people with lower levels of education. The positive coefficient for CSR support indicates that higher CSR support results in higher willingness to pay.

The indirect effect of CSR focus on WTP via expertise is significant at a 95 percent confidence interval (indirect =  $-.145$ ,  $SE = .069$ , 95% CI  $[-.290, -.015]$ ). This indicates that



expertise mediates the relationship between CSR focus and WTP, even though the total effect was insignificant: a significant total effect between the independent and dependent variable is not a prerequisite for evidence of indirect effects (Hayes, 2013).

The data provides support for hypothesis 2c: as proposed, expertise has a positive relationship with WTP. As the effect of trustworthiness on WTP is insignificant, hypothesis 3c is not supported.

Below, in table 9, is an overview of the hypothesis testing results.

*Table 9 Summary of hypothesis testing results*

Hyp	Relationship between...	Expected relationship	Relationship found	Conclusion
<b>1a</b>	Focus -> Exp	Positive	Negative	Rejected
<b>1b</b>	Focus -> Tru	Positive	Negative	Rejected
<b>2a</b>	Exp -> WOM	Positive	ns	Not supported
<b>2b</b>	Exp -> PI	Positive	ns	Not supported
<b>2c</b>	Exp -> WTP	Positive	Positive	Supported
<b>3a</b>	Tru -> WOM	Positive	ns	Not supported
<b>3b</b>	Tru -> PI	Positive	ns	Not supported
<b>3c</b>	Tru -> WTP	Positive	ns	Not supported

ns = not significant

### Additional analysis

CSR support had a significant effect on WOM, PI, and WTP ( $b = .317, .388, \text{ and } .450$ , respectively). It makes sense for CSR support to play a moderating role in the model, because people who do not support CSR are not likely to reward a company for engaging in CSR with behavioural intentions. This moderating effect could occur on the relationship between CSR focus and behavioural intentions. The main analysis of this study showed that high focus, and thus few initiatives, lead to more negative outcomes, such as lower intention to spread WOM. More initiatives seemed to be evaluated better. However, this may not be the case when CSR support is low. A high focus may indicate a lack of CSR to consumers who score high on CSR support, resulting in a negative effect on behavioural intentions. However, to consumers who score low on CSR support, a high focus may indicate little CSR, which in their case would be a good thing, making the effect on behavioural intentions less negative, or even positive.

To test for a moderation effect of CSR support, three additional analyses were conducted using PROCESS. The independent variable, mediators, dependent variables, and covariates

were the same as for the previous analyses, except that CSR support was entered as a moderator instead of as a covariate.

CSR support had no moderating effect on the relationship between CSR focus and WOM or PI. CSR support did act as a moderator on the relationship between CSR focus and WTP, suggesting the model below in figure 3. The complete output for this analysis can be found in appendix 12. As shown in table 10, the interaction term between CSR focus and CSR support was significant with a coefficient of  $-0.332$  ( $t(114) = -2.995, p = .000$ ).

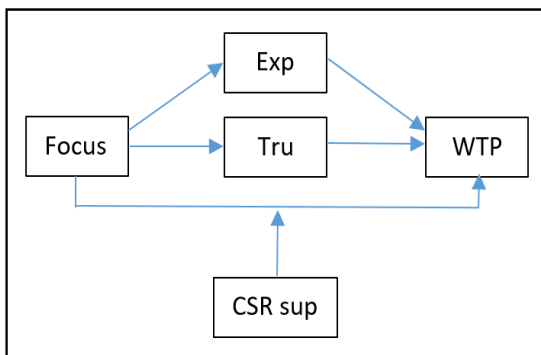


Figure 3: revised model for regression analysis

As can be seen in table 10 on the next page, the effects in the WTP model largely remained the same. Most (in)significant effects were still (in)significant, and the indirect effect of Focus on WTP via expertise remained significant at a 95% confidence interval (indirect =  $-0.124$ ,  $SE = .060$ ,  $CI [-.244, -.004]$ ). One main difference that can be observed between the WTP model with and without the moderator, is the significance of the direct effect of Focus on WTP. While this effect was not significant before ( $b = .050, p = .629$ ), it is now significant, and the  $b$  has increased considerably ( $b = 1.931, p = .000$ ). The  $b$  for the effect of CSR support on WTP has also increased, from  $.450$  to  $1.566$ .

Table 10 CSR support as moderator

Willingness to pay			
	b	SE	p
Focus	1.931	.359	.000*
Expertise	.323	.154	.038
Trustworthiness	.047	.146	.751
CSR support	1.566	.240	.000
Focus x CSR support	-.332	.061	.000
R-squared	.598		

\*was not significant before including CSR support as moderator

In table 11 and 12, the conditional effects of Focus on WTP are shown. The data shows that for CSR support scores lower than or equal to 5.239, Focus has a positive effect on WTP. For scores higher than or equal to 6.435, the effect is negative. For CSR support scores between these two numbers, the effect is not significant.

Table 11 Conditional direct effects of Focus on WTP for values of CSR support

Value of CSR support	b / coefficient	SE	p	95% CI
4.750*	.353	.108	.001	[.139, .568]
6.000*	-.062	.095	.516	[-.250, .126]
6.750*	-.311	.114	.007	[-.537, -.085]

\*these values represent the 16th, 50th, and 84th percentile, respectively

Table 12 Precise significance regions

Value of CSR support	% of respondents in this region	Direct effect
≤ 5.239	23.2%	Significant
> 5.239, < 6.435	48.8%	Not significant
≥ 6.435	28%	Significant

A graph depicting the moderation effect can be found in appendix 14. In this graph, it can be observed that even though, in case of relatively low CSR support, more focus results in higher willingness to pay, the overall willingness to pay is lower than is the case for the high CSR support.

## 5. Discussion

### **Perceived expertise and trustworthiness**

The results indicated that the more focused a company's CSR initiatives were perceived, the lower perceived expertise and trustworthiness in relation to CSR, and vice versa. Regarding expertise, it seems respondents did not use the variety of CSR initiatives as a cue to judge expertise, at least not in the expected way based on Berger et al. (2007). Rather than inferring that specialising in one domain would make the company an expert, respondents seem to have inferred that more domains equals more expertise. Additionally, respondents do not appear to have used a compensatory inference strategy (Chernev & Carpenter, 2001), as they did not judge that a superior number of CSR initiatives would be compensated by an inferior level of expertise in relation to these initiatives. A reason for this result may be that consumers consider one domain to only be a small part of CSR, and that in order to be perceived as highly competent and as having a lot of expertise in CSR, a company must engage in more domains than one.

As both Berger et al.'s (2007) and Chernev and Carpenter's (2001) study concerned tangible products, rather than something relatively intangible, such as CSR initiatives, the results of this study may indicate that expertise in CSR is not judged the same way as expertise in making products. It could also be that the way perceived expertise in relation to CSR was measured in this study was not nuanced enough. While perceived expertise in relation to CSR in general was higher when perceived CSR focus was higher too, the distribution of expertise among different domains may have been different. Respondents in the high focus group may have judged PrintSolutions' expertise in the environmental domain as high, using the variety of initiatives as cue, yet rated the company's expertise in CSR as lower because the environment is only a part of CSR. In other words, perceived domain-specific CSR expertise may have been higher for the high focus group, but because the low focus group could judge CSR expertise in more domains than one, the overall expertise score turned out higher for the low focus group.

The distribution of perceived expertise over different domains can be linked to Chernev's (2007) study about perceived performance on different product attributes for a specialised versus all-in-one positioning strategy. The specialised strategy refers to describing a product by one attribute, while the all-in-one strategy refers to describing a product by a

combination of attributes. The specialised strategy can be related to high CSR focus, while the all-in-one strategy can be related to low CSR focus. Chernev (2007) found that when the specialized strategy is used, the product is perceived superior on that one attribute, compared to the all-in-one option, even when this attribute is the same for both products. This can be related to CSR in the environmental domain, which was the same for the high and low focus group. The perceived superiority on the specialised option's attribute can be explained by the idea that consumers believe the superior quantity of the product attributes of the all-in-one option is compensated by an inferior performance on these attributes (Chernev, 2007).

Regarding the results for the effect of CSR focus on perceived trustworthiness, it seems that in neither of the two groups respondents questioned the motives behind the CSR initiatives or doubted the company's honesty, as the mean score for trustworthiness was positive for both groups (5.13 for the high focus group, and 5.69 for the low focus group). Moreover, only 5.6 percent of the respondents judged trustworthiness negatively with a score lower than the neutral '4'. This result could be the consequence of using a survey. Respondents may have filled in the survey too quickly, not taking the time to think critically before providing their answers.

### **Behavioural intentions**

CSR focus was found to have a relatively small negative effect on intention to spread word-of-mouth. Intention to spread word-of-mouth was the highest in case of low CSR focus, i.e. CSR in multiple domains. Consumers spread positive word-of-mouth about a company engaging in CSR because it is a means of supporting or rewarding this company. The negative effect of CSR focus indicates that consumers are more likely to reward CSR in multiple domains. This is an intuitive result, as more domains equalled a higher number of CSR initiatives in this study. It is not surprising that the intention to reward CSR by means of spreading word-of-mouth increases as the number of CSR initiatives increases.

The most logical explanation for the lack of significant effects of perceived expertise and trustworthiness on intention to spread word-of-mouth and purchase intention is a lack of statistical power in this study. This is indicated by the significant total effects of CSR focus on word-of-mouth/purchase intention. The effects of expertise and trustworthiness may simply

have been too small to detect with the current sample size. This possibility should be explored in further research with a larger sample. Nevertheless, it needs to be noted that, should further research indeed find significant effects, these effects are likely to be small.

The significant positive effect of expertise on willingness to pay indicates that consumers are indeed more willing to reward a company for engaging in CSR when they believe the company has the skills and experience necessary to execute its CSR initiatives. However, few respondents were actually willing to pay more. The low focus group, which also had the highest mean score for expertise (see table 5), had a mean score for willingness to pay of 4.29, which is quite close to the neutral option '4'. This is in line with previous research, which found that consumers are reluctant to trade-off CSR for product price (Bhattacharya & Sen, 2004). Consumers who are willing to compromise and pay a higher price for a product for a socially responsible company often consider CSR highly important (Bhattacharya & Sen, 2004). That this is in fact the case is indicated by the results of the moderation analysis that was executed. This analysis provides preliminary evidence for a relatively large positive effect ( $b = 1.797$ , on a 7-point scale) of CSR focus on willingness to pay, given that scores for CSR support fall in a specific region. Willingness to pay was highest for respondents with a high score on CSR support, while it was lowest for respondents with a relatively low score on CSR support. This is in line with previous research. Miller et al. (2017), for instance, found that consumers who value CSR are willing to pay more for products from a socially responsible company. For the high CSR support group, a higher (lower) focus resulted in a lower (higher) willingness to pay, while for the low CSR support group, a lower (higher) focus resulted in a lower (higher) willingness to pay. This is an intuitive result. A higher focus means decreasing the number of CSR domains. It makes sense that, on the one hand, that would result in lower willingness to pay when people value CSR, because the amount of CSR decreases. On the other hand, a decrease in willingness to pay when increasing the number of CSR domains makes sense in case of low CSR support. People who do not care (much) about CSR will not be willing to pay more for products from a socially responsible company. In that case, less CSR is better.

## 6. Conclusion

The question this study aimed to answer was: *“How does the focus of CSR initiatives affect perceived company credibility and consumer behavioural intentions?”*. The results showed that CSR focus negatively impacts perceived expertise and trustworthiness, i.e. perceived company credibility. CSR focus impacts behavioural intentions both directly as well as indirectly. Perceived expertise was found to act as a mediator between CSR focus and willingness to pay. A direct relationship between CSR focus and willingness to pay was found as well, moderated by CSR support, which impacted the direction of the relationship. When CSR support was relatively low, the relationship was positive, while the relationship was negative in case of high CSR support. For medium values of CSR support, CSR focus did not have an effect on willingness to pay.

CSR focus did not influence purchase intention, but a direct negative relationship was found between CSR focus and intention to spread word-of-mouth.

### Theoretical implications

This study contributes to the current body of literature on CSR by showing that CSR focus is indeed a factor that affects the relationship between CSR and its outcomes. Thus, this study adds to research on the factors that affect the outcomes of CSR, and thus adds to our knowledge about how and when CSR impacts certain outcomes.

Additionally, this study extends research on the concept of company credibility in relation to a company's CSR, thereby answering the call for further research from Alcañiz et al.

(2010). Alcañiz et al. found that the two dimensions of company credibility, expertise and trustworthiness, acted as a mediator in the relationship between CSR and CSR image as formed in the mind of consumers. This study confirms the mediating role of expertise in the relationship between CSR focus and willingness to pay. This indicates that perceived company credibility is an important concept in understanding consumer reactions to CSR.

### Managerial implications

The most important take-away of this study for managers is that engaging in CSR in multiple domains is evaluated better than engaging in just one. Compared to engaging in one CSR domain, engaging in multiple results in higher perceived expertise and trustworthiness in relation to CSR, which means the company's association with CSR is more credible in case of

CSR in multiple domains. In turn, perceived expertise impacts willingness to pay: the higher perceived expertise, the higher willingness to pay. Additionally, CSR in multiple domains results in higher intentions to spread word-of-mouth.

For companies that are currently engaging in one CSR domain, the results of this study indicate that spending extra resources on engaging in CSR in additional domains would be worth it, as this would improve credibility perceptions of the company's association with CSR, and positively impact consumer behavioural intentions. Especially the improvement of credibility perceptions is highly important. When consumers perceive a company as not credible in relation to its CSR, they are likely to spread negative word-of-mouth (Leonidou & Skarmeas, 2017). Thus, improving credibility perceptions would minimize the chance that consumers spread negative word-of-mouth about the company.

For companies that are already engaging in CSR in multiple domains, the results of this study are reassuring. More domains result in more positive outcomes for the company, which means that the resources they are allocating to CSR are not wasted.

### Limitations

The company described in the experiment was fictional. On the one hand, this excluded the effect of prior knowledge about a certain company. On the other hand, it might have been easier for respondents to imagine spreading word-of-mouth, buying something, and the price they would be willing to pay had the company been real. The observed effect on behavioural intentions in this study might therefore be smaller than it would have been in real life.

The choice to do an online experiment may also have affected results. Respondents may not have taken the time to carefully consider their answers to the questions. This may have especially impacted the results for the effect of CSR focus on perceived expertise and trustworthiness. Thinking about possible motives for engaging in the CSR initiatives mentioned in the experiment, or making compensatory inferences, requires time.

What is also important to mention here is that while the manipulation of the CSR focus variable was successful, it was not a very strong manipulation. The low focus group scored 2.03 on average, indicating low focus. However, the high focus group scored 3.41 on average, which is higher than the low focus group, but does not indicate a high focus, as the



highest possible score was 7. This makes it difficult to draw any meaningful conclusions about the effect of a high focus of CSR initiatives. In hindsight, a different manipulation of CSR focus would have been better, in which the number of CSR initiatives were equal for the high and low focus condition. This would have resulted in a description of five CSR initiatives in the environmental domain for the high focus group, making it more clear that the company specialises / focuses on this domain. The text for the low focus group would remain the same, as manipulation was already successful. Changing the text for the high focus group would also have eliminated the effect of the difference in number of initiatives between groups.

### Further research

Future research should further explore the effect of CSR focus on perceived expertise and trustworthiness, for example by investigating how CSR focus affects domain-specific perceived expertise and trustworthiness, compared to overall perceived expertise and trustworthiness. Moreover, as mentioned before, the relationships between expertise/trustworthiness and consumer behavioural intentions should be investigated with a larger sample, in order to find out whether the insignificant relationships found in this study were the result of a statistical power issue.

It would also be interesting to investigate the degree of CSR focus in more detail. Rather than comparing a highly different number of domains, i.e. one versus five, the incremental change in effects when adding an extra domain could be studied. Results of this study indicated that more CSR domains is better, but how do the outcomes of 5 domains compare to 6? From which number of domains does adding another one no longer matter? Answering these kind of questions will help determining the ideal number of CSR domains.

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## Appendix 1 – survey

### **Brief company introduction**

PrintSolutions is een bedrijf dat printers en cartridges produceert, voornamelijk voor particulier gebruik. Het bedrijf is opgericht in 1986 en heeft op dit moment circa 2.300 medewerkers. Het hoofdkantoor van PrintSolutions is gevestigd in Dublin, Ierland, en de productiecentra liggen in Frankrijk, Ierland, en Portugal. De producten van het bedrijf worden verkocht in heel Europa.

### **Explanation of CSR**

Bedrijven kunnen zich richten op maatschappelijk verantwoord ondernemen (MVO). Dit houdt in dat zij niet alleen naar winst streven en rekening houden met het effect dat hun activiteiten hebben op mens, milieu, en maatschappij.

## Appendix 2 - text high focus group

Bij PrintSolutions staat het milieu hoog in het vaandel. Daarom hebben wij een recyclingprogramma opgezet voor onze cartridges. Bij elke verkochte cartridge leveren wij een prepaid retourenvelop waarmee de klant de lege cartridge gratis retour kan sturen. De cartridges die wij ontvangen worden geschikt gemaakt voor hergebruik. Ons doel is om elke cartridge minimaal drie keer te recyclen.

In het jaar waarin PrintSolutions opgericht werd, 1986, produceerden wij onze eerste printer. In datzelfde jaar begonnen we met het ontwikkelen van printeraccessoires, zoals cartridges. Onze eerste printer was gericht op de zakelijke markt. Later is PrintSolutions zich gaan focussen op de consument, door printers voor deze doelgroep te ontwikkelen.

PrintSolutions' producten worden verkocht in heel Europa. De meeste producten worden verkocht in de landen waar ook onze productiecentra gevestigd zijn: Frankrijk, Ierland, en Portugal. Onze producten zijn te koop in verschillende winkelketens, bij lokale ondernemers, en in onze webshop.

Onze logistieke afdeling is verantwoordelijk voor de distributie van onze producten binnen Europa. Medewerkers op deze afdeling coördineren samen met het door ons ingehuurde transportbedrijf welke producten wanneer en waar geleverd moeten worden.

PrintSolutions wordt aangestuurd door een Raad van Bestuur en een directie. De Raad van Bestuur neemt alle belangrijke beslissingen en is verantwoordelijk voor de koers van het bedrijf. Leden van de directie staan ieder aan het hoofd van een van de afdelingen binnen PrintSolutions, zoals de afdeling productie.



## Appendix 3 - text low focus group

Bij PrintSolutions staat het milieu hoog in het vaandel. Daarom hebben wij een recyclingprogramma opgezet voor onze cartridges. Bij elke verkochte cartridge leveren wij een prepaid retourenvelop waarmee de klant de lege cartridge gratis retour kan sturen. De cartridges die wij ontvangen worden geschikt gemaakt voor hergebruik. Ons doel is om elke cartridge minimaal drie keer te recyclen.

Bij PrintSolutions vinden wij het belangrijk dat onze medewerkers hun gezinsleven goed kunnen combineren met hun baan. Op zowel onze productiecentra als ons hoofdkantoor is daarom gratis kinderopvang beschikbaar. Daarnaast bieden wij een aantrekkelijke ouderschapsverlofregeling, voor zowel moeders als vaders. Wij hopen hiermee ook het percentage vrouwelijke medewerkers te verhogen van 20% tot 40%.

Klantveiligheid staat bij ons centraal. Om dit te garanderen ondergaan al onze producten een veiligheidstest die meer dan voldoet aan de wettelijke eisen. Daarnaast worden onze productiecentra regelmatig gecontroleerd om ervoor te zorgen dat er geen problemen in het productieproces zijn ontstaan.

Onze productiecentra worden bevoorradt vanuit twee fabrieken in China. Wij vinden het belangrijk dat werknemers in fabrieken goed behandeld worden. Helaas is dat niet vanzelfsprekend. Daarom voeren wij regelmatig inspecties uit in de fabrieken van onze leveranciers. Zo kunnen wij er zeker van zijn dat er geen sprake is van kinderarbeid, en dat de werkomstandigheden optimaal zijn.

PrintSolutions vindt het belangrijk om iets terug te doen voor de lokale gemeenschap waarin wij opereren. Hiervoor organiseren wij jaarlijks onze 'Gemeenschapsdag'. Wij stimuleren onze medewerkers om op deze dag een betaalde vrije dag te nemen om vrijwilligerswerk te doen in hun gemeenschap. De rest van het jaar kunnen medewerkers 4 uur per maand betaald verlof krijgen om vrijwilligerswerk te doen bij een organisatie naar keuze.

## Appendix 4 - operationalisation from previous research

Construct	Definition	Dimensions	Items / questions	Source
Company credibility	The degree to which a consumer perceives that the company has the skill and experience necessary to link to CSR, and expresses sincerity and honesty in doing so	Expertise  Trustworthiness	After reading the information, do you think that [company], in the context of its association to CSR, is...  exp1: Not an expert–An expert; exp2: Inexperienced–Experienced  After reading the information, do you think that [company], in the context of its association to CSR, is...  tru1: Not sincere–Sincere tru2: Not honest–Honest	Alcañiz et al., 2010
Intention to spread WOM	The intention to spread positive information about the company	-	How likely would you be to do any of the following ...  wom1: Say positive things about this company  wom2: Recommend this company to others  wom3: Recommend this company to someone else who seeks my advice	Alexandrov et al., 2013
Purchase intention	An individual's conscious plan to make an effort to purchase a company's product	-	pi1: It's very likely that I will buy products of this company  pi2: I will purchase products of this company the next time I need a product  pi3: I will definitely try products of this company	Grappi et al., 2015
Willingness to pay more	A consumer's readiness and likelihood of spending more for a particular company's products than the alternatives	-	wtp1: I am willing to pay a higher price for products of this company than for products of other companies	Netemeyer et al., 2004

## Appendix 5 - operationalisation for this study

Construct	Definition	Dimensions	Items / questions
Focus of CSR initiatives	The number of CSR domains a company's CSR initiatives are aimed at	-	focus1: PrintSolutions is actief op veel verschillende terreinen van maatschappelijk verantwoord ondernemen.
Company credibility	The degree to which a consumer perceives that the company has the skill and experience necessary to link to CSR, and expresses sincerity and honesty in doing so	Expertise  Trustworthiness	Hoe zou u PrintSolutions beoordelen op het gebied van maatschappelijk verantwoord ondernemen?  exp1: Een expert – Geen expert exp2: Onervaren – Ervaren exp3: Onbekwaam – Bekwaam exp4: Ondeskundig – Deskundig  tru1: Onoprecht – Oprecht tru2: Oneerlijk – Eerlijk tru3: Onbetrouwbaar – Betrouwbaar
Intention to spread WOM	The intention to spread positive information about the company	-	Hoe waarschijnlijk is het dat u het volgende zou doen?  wom1: Positieve dingen zeggen over PrintSolutions wom2: PrintSolutions aanbevelen aan anderen wom3: PrintSolutions aanbevelen aan iemand die om mijn advies vraagt
Purchase intention	An individual's conscious plan to make an effort to purchase a company's product	-	pi1: Ik zal waarschijnlijk een product van PrintSolutions kopen  pi2: De volgende keer dat ik een printer of cartridge nodig heb, zal ik een product van PrintSolutions kopen  pi3: Ik zal zeker een product van PrintSolutions proberen
Willingness to pay more	A consumer's readiness and likelihood of spending more for a particular company's	-	wtp1: Ik ben bereid een hogere prijs te betalen voor producten van PrintSolutions dan voor producten van andere bedrijven  wtp2: Ik zou eerder een hogere prijs betalen voor producten van PrintSolutions dan voor

	product than for the alternatives		producten van andere bedrijven wtp3: Ook als PrintSolutions een hogere prijs vraagt dan andere bedrijven, zou ik voor PrintSolutions kiezen
CSR Support	The extent to which someone finds it important that a company engages in CSR	-	sup1: Bedrijven moeten op een maatschappelijk verantwoorde manier ondernemen sup2: Bedrijven moeten meer doen dan alleen streven naar winst sup3: Bedrijven moeten rekening houden met het effect dat hun activiteiten hebben op mens, milieu, en maatschappij sup4: Ik vind het belangrijk om bedrijven die aan MVO doen te steunen

## Appendix 6 - manipulation check

### Group Statistics

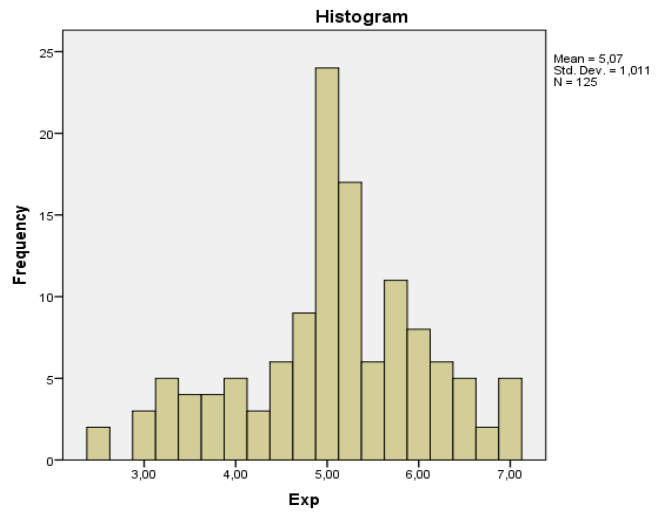
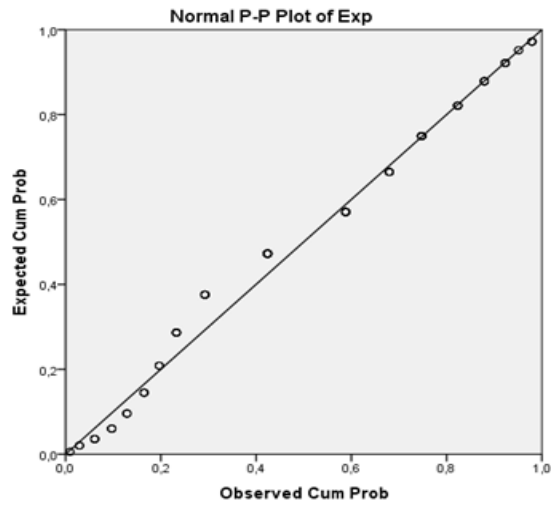
Group	N	Mean	Std. Deviation	Std. Error Mean
Focus ,00	61	3,41	1,230	,157
1,00	64	2,03	1,284	,161

### Independent Samples Test

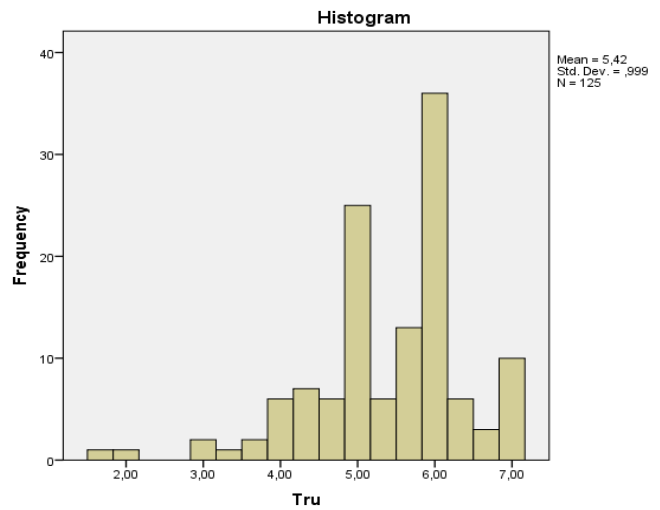
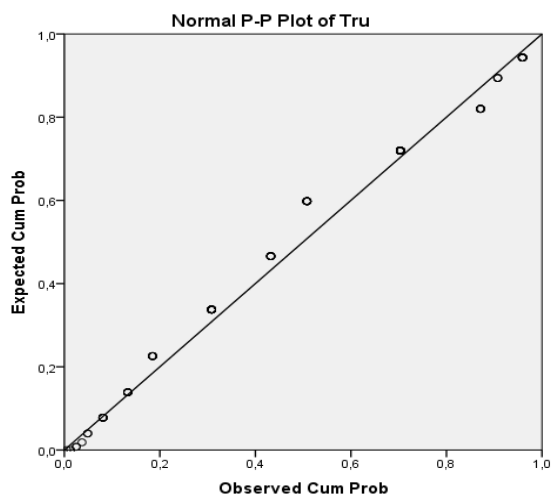
		Levene's Test for Equality of Variances		t-test for Equality of Means				95% Confidence Interval of the Difference		
Focus	Equal variances assumed	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Focus	Equal variances assumed	,889	,348	6,124	123	,000	1,379	,225	,933	1,824
	Equal variances not assumed			6,130	122,997	,000	1,379	,225	,933	1,824

## Appendix 7 - P-P plots and histograms

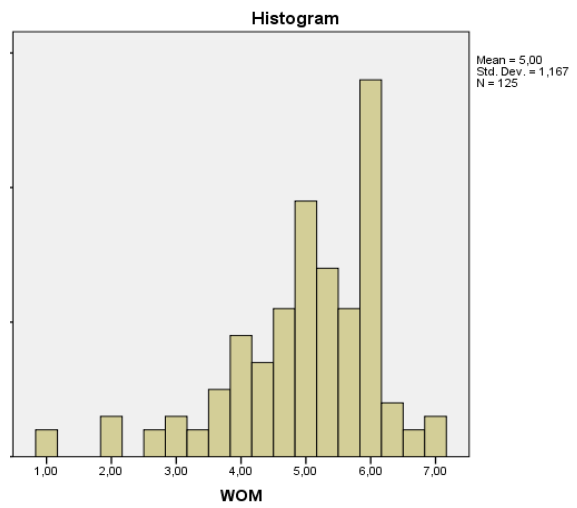
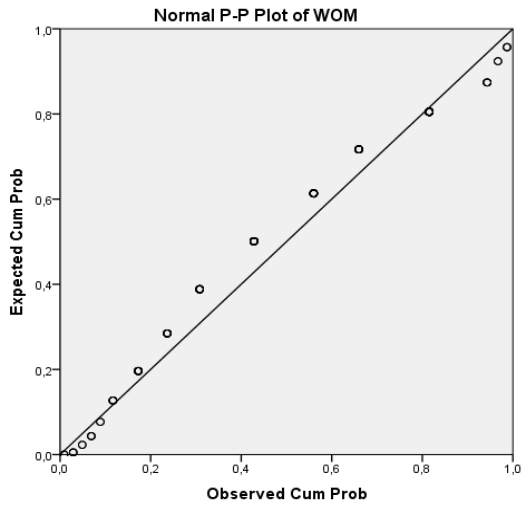
### Expertise



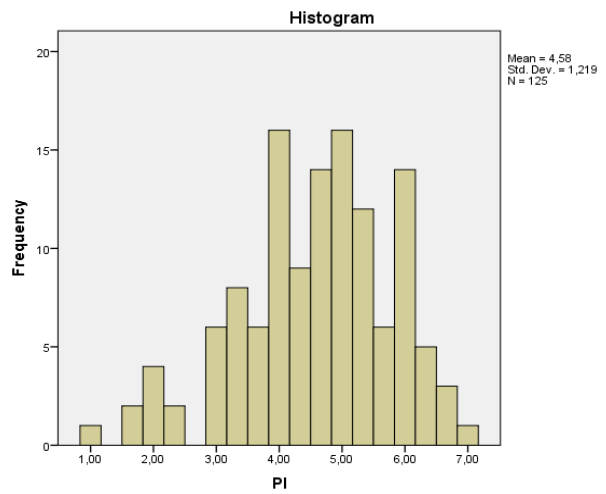
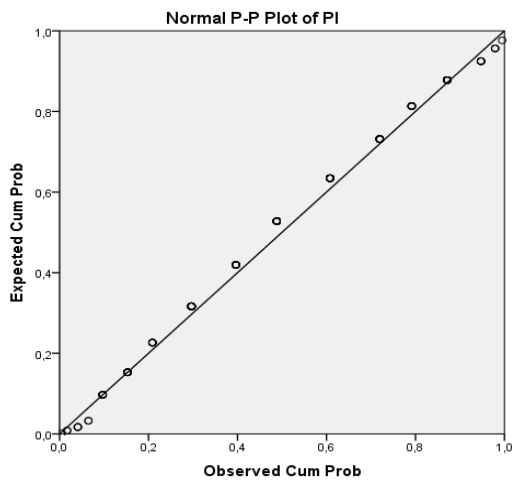
### Trustworthiness



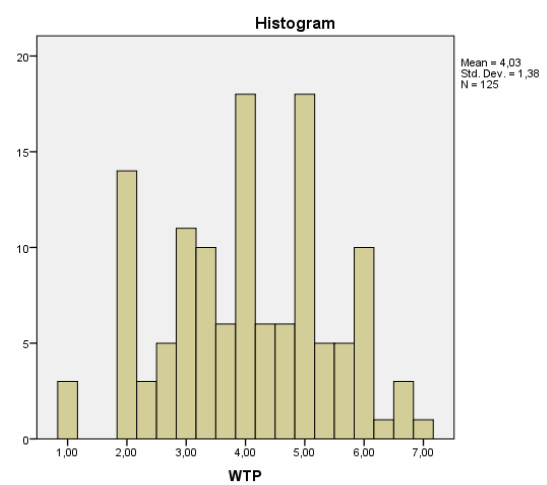
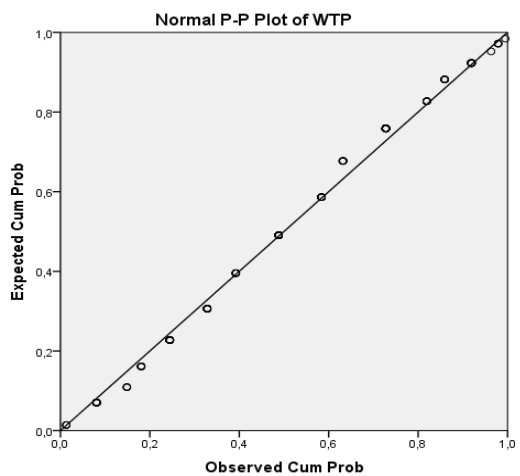
## Word-of-mouth



## Purchase intention

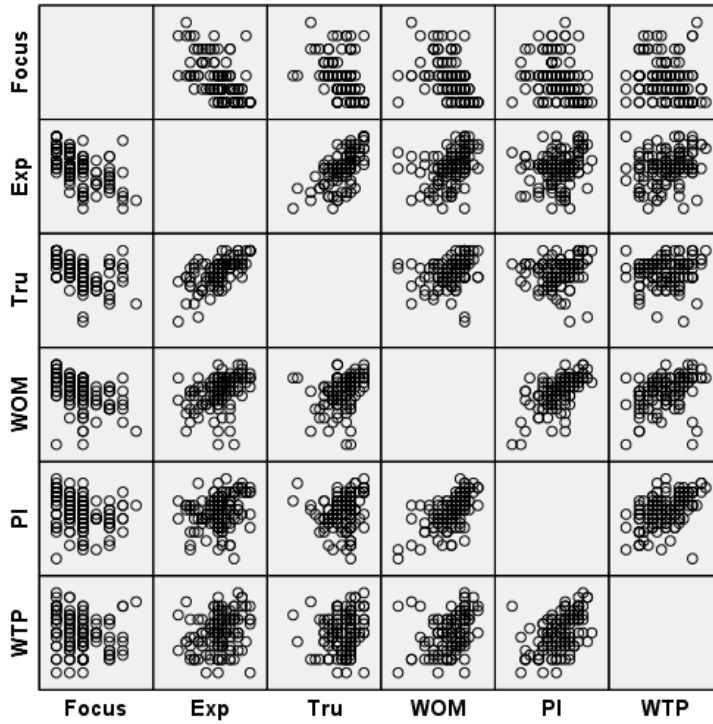


## Willingness to pay

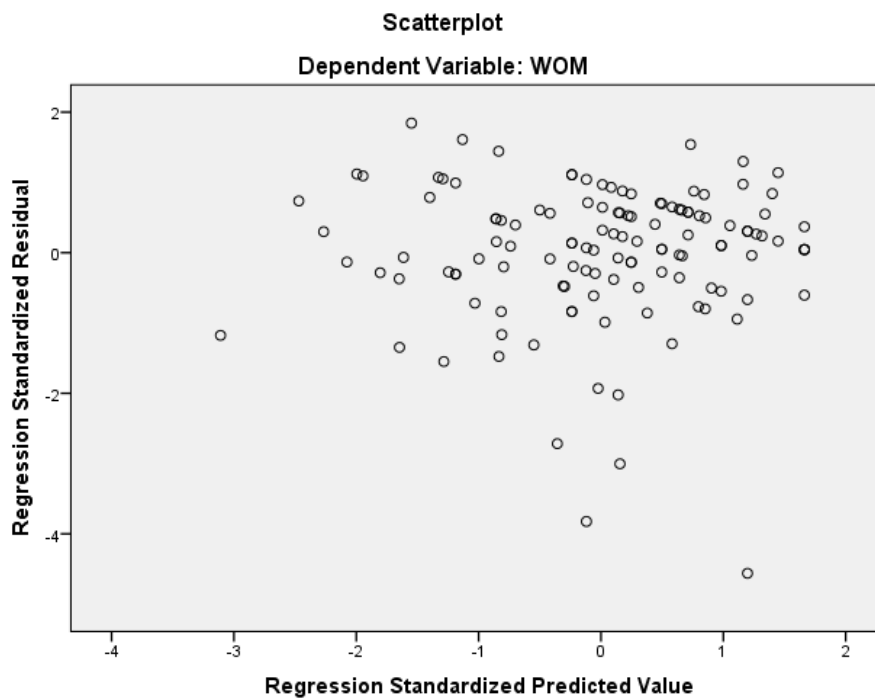


## Appendix 8 - assumptions for regression analysis

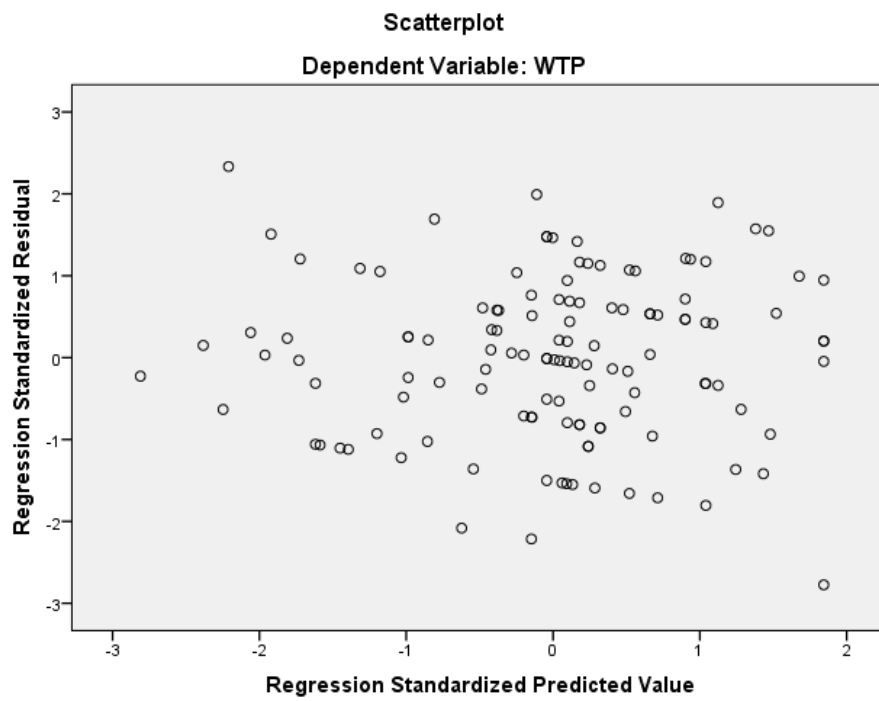
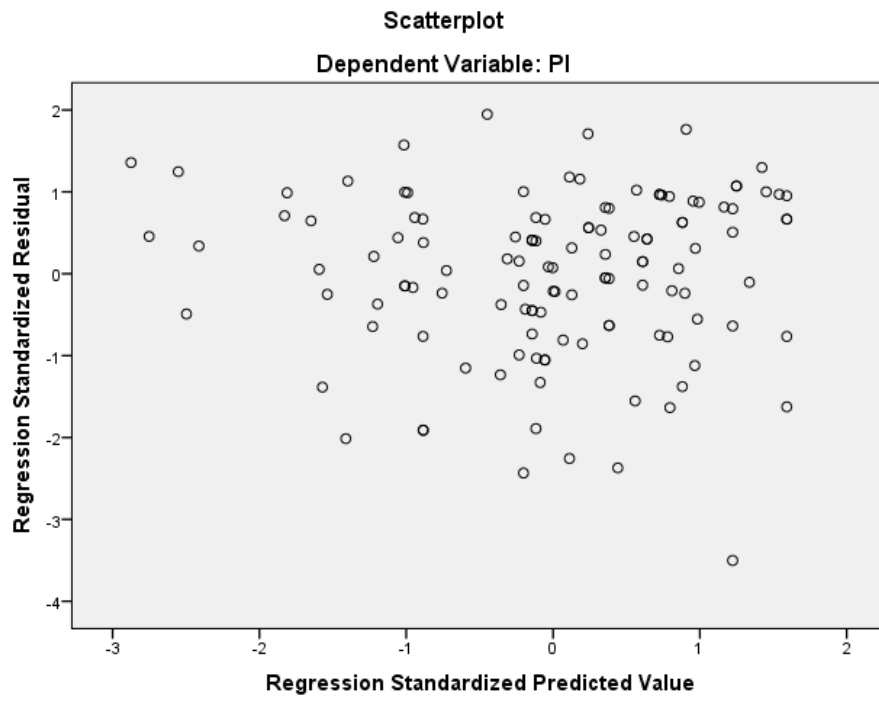
### Matrix scatterplot



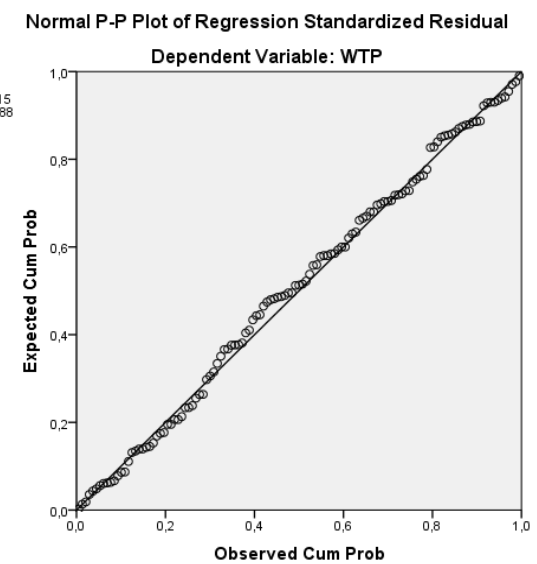
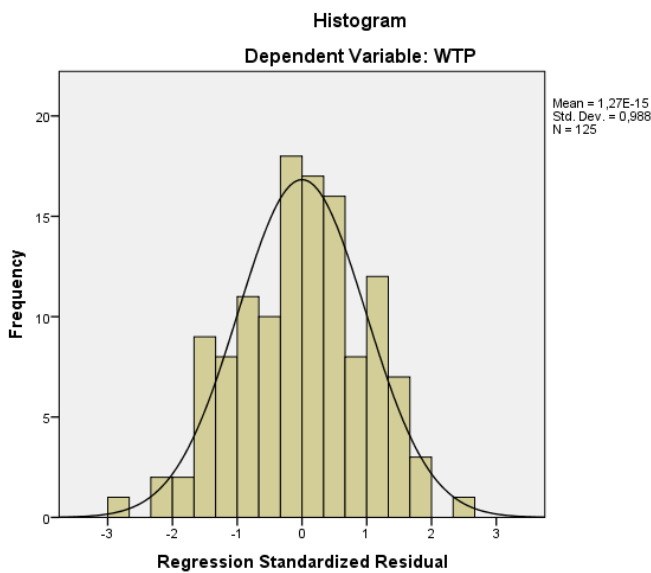
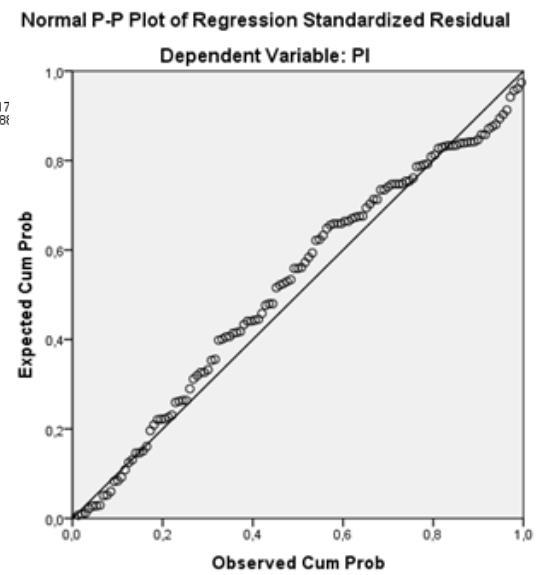
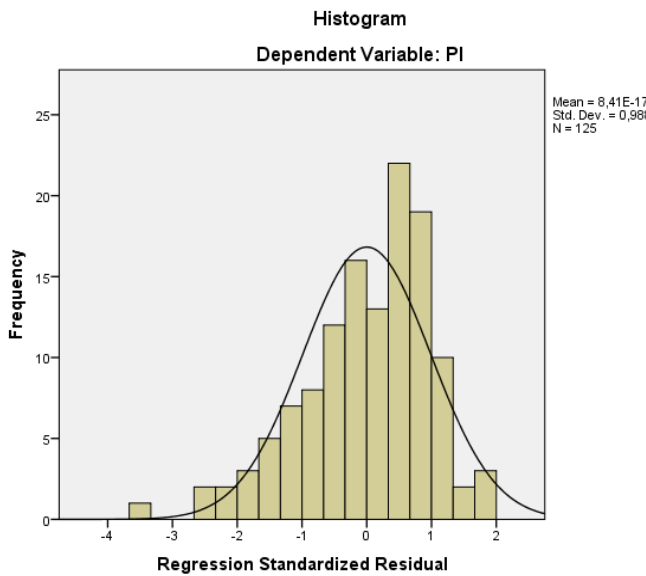
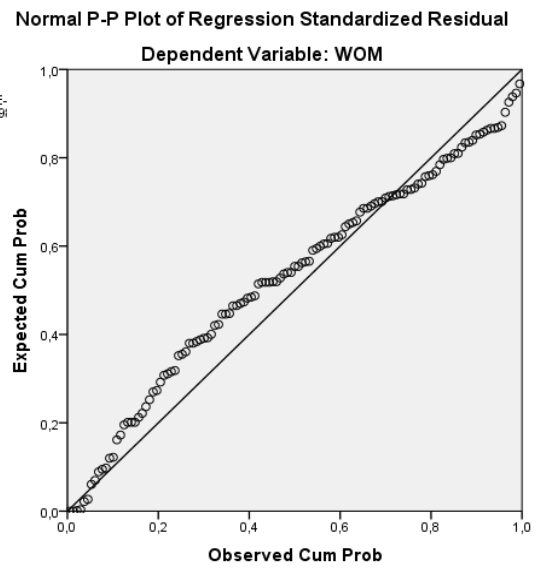
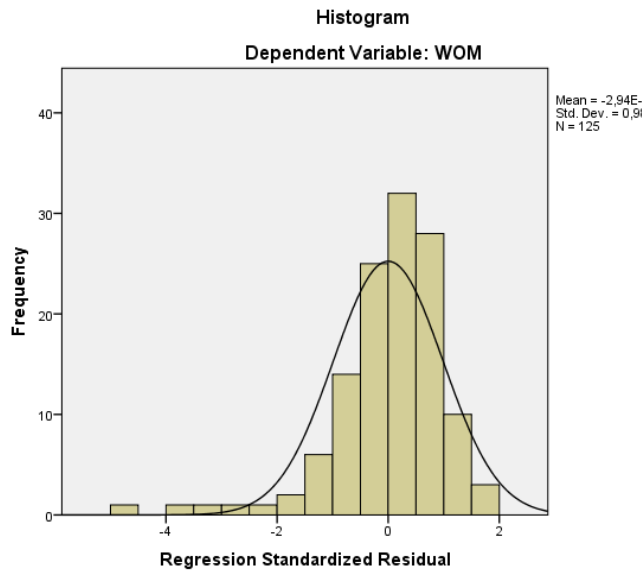
### ZRESID / ZPRED scatterplots







# Histograms and P-P plots



## Appendix 9 – output model 1 WOM

Run MATRIX procedure:

\*\*\*\*\* PROCESS Procedure for SPSS Version 3.3 \*\*\*\*\*

Written by Andrew F. Hayes, Ph.D. [www.afhayes.com](http://www.afhayes.com)  
 Documentation available in Hayes (2018). [www.guilford.com/p/hayes3](http://www.guilford.com/p/hayes3)

\*\*\*\*\*

Model : 4  
 Y : WOM  
 X : Focus  
 M1 : Exp  
 M2 : Tru

Covariates:  
 Gender Edu\_dumm Age\_dumm CSRsuppo

Sample  
 Size: 125

\*\*\*\*\*

OUTCOME VARIABLE:

Exp

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,599	,359	,683	13,317	5,000	119,000
,000						

Model

	coeff	se	t	p	LLCI	ULCI
constant	6,172	,615	10,029	,000	4,953	7,390
Focus	-,388	,057	-6,820	,000	-,500	-,275
Gender	,043	,150	,284	,777	-,254	,340
Edu_dumm	,127	,157	,806	,422	-,185	,438
Age_dumm	-,327	,158	-2,071	,041	-,640	-,014
CSRsuppo	-,011	,088	-,130	,897	-,186	,163

Standardized coefficients

	coeff
Focus	-,549
Gender	,021
Edu_dumm	,062
Age_dumm	-,158
CSRsuppo	-,011

\*\*\*\*\*

OUTCOME VARIABLE:

Tru

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,524	,274	,755	8,998	5,000	119,000
,000						

Model	coeff	se	t	p	LLCI	ULCI
constant	5,817	,647	8,990	,000	4,536	7,098
Focus	- ,245	,060	-4,097	,000	-,363	-,127
Gender	-,212	,158	-1,344	,181	-,524	,100
Edu_dumm	,427	,165	2,584	,011	,100	,754
Age_dumm	-,280	,166	-1,687	,094	-,609	,049
CSRsuppo	,078	,093	,844	,400	-,105	,262

Standardized coefficients

	coeff
Focus	-,351
Gender	-,106
Edu_dumm	,212
Age_dumm	-,137
CSRsuppo	,074

\*\*\*\*\*

OUTCOME VARIABLE:

WOM

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,570	,325	,973	8,053	7,000	117,000
	,000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,707	1,035	1,650	,102	-,343	3,757
Focus	- ,193	,080	-2,415	,017	-,352	-,035
Exp	,183	,132	1,387	,168	-,079	,445
Tru	,137	,126	1,092	,277	-,112	,386
Gender	,199	,182	1,094	,276	-,161	,558
Edu_dumm	-,189	,193	-,975	,331	-,571	,194
Age_dumm	,292	,192	1,519	,131	-,089	,673
CSRsuppo	,317	,106	2,999	,003	,108	,527

Standardized coefficients

	coeff
Focus	-,237
Exp	,159
Tru	,118
Gender	,085
Edu_dumm	-,080
Age_dumm	,122
CSRsuppo	,256

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

WOM

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,534	,285	1,015	9,469	5,000	119,000
	,000					

Model

	coeff	se	t	p	LLCI	ULCI
--	-------	----	---	---	------	------

constant	3,638	,750	4,849	,000	2,153	5,124
Focus	-2,298	,069	-4,302	,000	-,435	-,161
Gender	,177	,183	,970	,334	-,185	,539
Edu_dumm	-,107	,192	-,557	,579	-,486	,273
Age_dumm	,194	,192	1,006	,317	-,188	,575
CSRsuppo	,326	,107	3,033	,003	,113	,538

Standardized coefficients

	coeff
Focus	-,366
Gender	,076
Edu_dumm	-,045
Age_dumm	,081
CSRsuppo	,263

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
c_ps	c_cs				
-,298	,069	-4,302	,000	-,435	-,161
,256	-,366				-

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
c'_ps	c'_cs				
-,193	,080	-2,415	,017	-,352	-,035
,166	-,237				-

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,105	,042	-,199	-,029
Exp	-,071	,045	-,159	,018
Tru	-,034	,038	-,121	,030

Partially standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,090	,037	-,175	-,026
Exp	-,061	,040	-,141	,015
Tru	-,029	,033	-,104	,027

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,129	,052	-,243	-,036
Exp	-,087	,056	-,197	,021
Tru	-,041	,045	-,142	,037

\*\*\*\*\* ANALYSIS NOTES AND ERRORS \*\*\*\*\*

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

## Appendix 10 – output model 2 PI

Run MATRIX procedure:

\*\*\*\*\* PROCESS Procedure for SPSS Version 3.3 \*\*\*\*\*

Written by Andrew F. Hayes, Ph.D. [www.afhayes.com](http://www.afhayes.com)  
 Documentation available in Hayes (2018). [www.guilford.com/p/hayes3](http://www.guilford.com/p/hayes3)

\*\*\*\*\*

Model : 4  
 Y : PI  
 X : Focus  
 M1 : Exp  
 M2 : Tru

Covariates:

Gender Edu\_dumm Age\_dumm CSRsuppo

Sample

Size: 125

\*\*\*\*\*

OUTCOME VARIABLE:

Exp

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,599	,359	,683	13,317	5,000	119,000
	,000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	6,172	,615	10,029	,000	4,953	7,390
Focus	-,388	,057	-6,820	,000	-,500	-,275
Gender	,043	,150	,284	,777	-,254	,340
Edu_dumm	,127	,157	,806	,422	-,185	,438
Age_dumm	-,327	,158	-2,071	,041	-,640	-,014
CSRsuppo	-,011	,088	-,130	,897	-,186	,163

Standardized coefficients

	coeff
Focus	-,549
Gender	,021
Edu_dumm	,062
Age_dumm	-,158
CSRsuppo	-,011

\*\*\*\*\*

OUTCOME VARIABLE:

Tru

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,524	,274	,755	8,998	5,000	119,000
	,000					

Model	coeff	se	t	p	LLCI	ULCI
constant	5,817	,647	8,990	,000	4,536	7,098
Focus	-,245	,060	-4,097	,000	-,363	-,127
Gender	-,212	,158	-1,344	,181	-,524	,100
Edu_dumm	,427	,165	2,584	,011	,100	,754
Age_dumm	-,280	,166	-1,687	,094	-,609	,049
CSRsuppo	,078	,093	,844	,400	-,105	,262

Standardized coefficients

	coeff
Focus	-,351
Gender	-,106
Edu_dumm	,212
Age_dumm	-,137
CSRsuppo	,074

\*\*\*\*\*

OUTCOME VARIABLE:

PI

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,447	,200	1,259	4,184	7,000	117,000
	,000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,528	1,177	1,298	,197	-,803	3,860
Focus	-,101	,091	-1,111	,269	-,282	,079
Exp	,203	,150	1,347	,181	-,095	,500
Tru	-,014	,143	-,101	,920	-,298	,269
Gender	,136	,207	,658	,512	-,273	,545
Edu_dumm	-,251	,220	-1,141	,256	-,686	,185
Age_dumm	,188	,219	,860	,391	-,245	,621
CSRsuppo	<b>,388</b>	,120	3,229	<b>,002</b>	,150	,627

Standardized coefficients

	coeff
Focus	-,119
Exp	,168
Tru	-,012
Gender	,056
Edu_dumm	-,102
Age_dumm	,075
CSRsuppo	,300

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

PI

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,428	,184	1,264	5,349	5,000	119,000
	,000					

Model

	coeff	se	t	p	LLCI	ULCI
--	-------	----	---	---	------	------

constant	2,695	,837	3,218	,002	1,037	4,352
Focus	-1,176	,077	-2,279	,024	-,329	-,023
Gender	,148	,204	,723	,471	-,257	,552
Edu_dumm	-,231	,214	-1,082	,282	-,655	,192
Age_dumm	,126	,215	,586	,559	-,299	,551
CSRsuppo	,385	,120	3,211	,002	,148	,622

Standardized coefficients

	coeff
Focus	-,207
Gender	,061
Edu_dumm	-,094
Age_dumm	,050
CSRsuppo	,297

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
c_ps	c_cs				
-,176	,077	-2,279	,024	-,329	-,023
,145	-,207				-

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
c'_ps	c'_cs				
-,101	,091	-1,111	,269	-,282	,079
,083	-,119				-

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,075	,052	-,180	,026
Exp	-,079	,061	-,202	,043
Tru	,004	,042	-,084	,087

Partially standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,062	,043	-,150	,022
Exp	-,064	,050	-,165	,036
Tru	,003	,035	-,071	,071

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,088	,061	-,213	,032
Exp	-,092	,071	-,235	,051
Tru	,004	,049	-,098	,100

\*\*\*\*\* ANALYSIS NOTES AND ERRORS \*\*\*\*\*

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----



## Appendix 11 – output model 3 WTP

Run MATRIX procedure:

\*\*\*\*\* PROCESS Procedure for SPSS Version 3.3 \*\*\*\*\*

Written by Andrew F. Hayes, Ph.D. [www.afhayes.com](http://www.afhayes.com)  
 Documentation available in Hayes (2018). [www.guilford.com/p/hayes3](http://www.guilford.com/p/hayes3)

\*\*\*\*\*

Model : 4  
 Y : WTP  
 X : Focus  
 M1 : Exp  
 M2 : Tru

Covariates:  
 Gender Edu\_dumm Age\_dumm CSRsuppo

Sample  
 Size: 125

\*\*\*\*\*

OUTCOME VARIABLE:

Exp

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,599	,359	,683	13,317	5,000	119,000
,000						

Model

	coeff	se	t	p	LLCI	ULCI
constant	6,172	,615	10,029	,000	4,953	7,390
Focus	-,388	,057	-6,820	,000	-,500	-,275
Gender	,043	,150	,284	,777	-,254	,340
Edu_dumm	,127	,157	,806	,422	-,185	,438
Age_dumm	-,327	,158	-2,071	,041	-,640	-,014
CSRsuppo	-,011	,088	-,130	,897	-,186	,163

Standardized coefficients

	coeff
Focus	-,549
Gender	,021
Edu_dumm	,062
Age_dumm	-,158
CSRsuppo	-,011

\*\*\*\*\*

OUTCOME VARIABLE:

Tru

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,524	,274	,755	8,998	5,000	119,000
,000						

Model	coeff	se	t	p	LLCI	ULCI
constant	5,817	,647	8,990	,000	4,536	7,098
Focus	-,245	,060	-4,097	,000	-,363	-,127
Gender	-,212	,158	-1,344	,181	-,524	,100
Edu_dumm	,427	,165	2,584	,011	,100	,754
Age_dumm	-,280	,166	-1,687	,094	-,609	,049
CSRsuppo	,078	,093	,844	,400	-,105	,262

Standardized coefficients

	coeff
Focus	-,351
Gender	-,106
Edu_dumm	,212
Age_dumm	-,137
CSRsuppo	,074

\*\*\*\*\*

OUTCOME VARIABLE:

WTP

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,441	,195	1,625	4,038	7,000	117,000
	,001					

Model

	coeff	se	t	p	LLCI	ULCI
constant	,109	1,337	,082	,935	-2,539	2,758
Focus	,050	,103	,484	,629	-,155	,255
Exp	,373	,171	2,183	,031	,035	,711
Tru	-,011	,163	-,065	,948	-,333	,311
Gender	-,148	,235	-,629	,531	-,612	,317
Edu_dumm	-,716	,250	-2,867	,005	-1,211	-,221
Age_dumm	-,013	,248	-,050	,960	-,504	,479
CSRsuppo	,450	,137	3,293	,001	,179	,721

Standardized coefficients

	coeff
Focus	,052
Exp	,273
Tru	-,008
Gender	-,054
Edu_dumm	-,257
Age_dumm	-,004
CSRsuppo	,307

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

WTP

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,385	,148	1,690	4,143	5,000	119,000
	,002					

Model

	coeff	se	t	p	LLCI	ULCI
--	-------	----	---	---	------	------

constant	2,350	,968	2,427	,017	,432	4,267
Focus	-,092	,089	-1,027	,306	-,269	,085
Gender	-,129	,236	-,548	,584	-,597	,338
Edu_dumm	-,673	,247	-2,724	,007	-1,163	-,184
Age_dumm	-,131	,248	-,529	,598	-,623	,360
CSRsuppo	,445	,139	3,210	,002	,170	,719

Standardized coefficients

	coeff
Focus	-,095
Gender	-,047
Edu_dumm	-,242
Age_dumm	-,047
CSRsuppo	,303

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

	Effect	se	t	p	LLCI	ULCI
c_ps	-,092	,089	-1,027	,306	-,269	,085
c_cs	-,095					

Direct effect of X on Y

	Effect	se	t	p	LLCI	ULCI
c'_ps	,050	,103	,484	,629	-,155	,255
c'_cs	,052					

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,142	,059	-,270	-,036
Exp	-,145	,069	-,290	-,015
Tru	,003	,042	-,091	,084

Partially standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,103	,043	-,196	-,026
Exp	-,105	,051	-,212	-,011
Tru	,002	,031	-,066	,061

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,147	,062	-,280	-,038
Exp	-,150	,073	-,309	-,015
Tru	,003	,043	-,091	,088

\*\*\*\*\* ANALYSIS NOTES AND ERRORS \*\*\*\*\*

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

## Appendix 12 – output model 3 WTP with CSR support as moderator

Run MATRIX procedure:

\*\*\*\*\* PROCESS Procedure for SPSS Version 3.3 \*\*\*\*\*

Written by Andrew F. Hayes, Ph.D. [www.afhayes.com](http://www.afhayes.com)  
 Documentation available in Hayes (2018). [www.guilford.com/p/hayes3](http://www.guilford.com/p/hayes3)

\*\*\*\*\*

Model : 5  
 Y : WTP  
 X : Focus  
 M1 : Exp  
 M2 : Tru  
 W : Sup

Covariates:  
 Gender Age\_dumm Edu\_dumm

Sample  
 Size: 125

\*\*\*\*\*

OUTCOME VARIABLE:  
 Exp

Model Summary						
	R	R-sq	MSE	F	df1	df2
p	,599	,359	,677	16,780	4,000	120,000
	,000					

Model						
	coeff	se	t	p	LLCI	ULCI
constant	6,103	,314	19,426	,000	5,481	6,725
Focus	-,385	,052	-7,359	,000	-,489	-,281
Gender	,040	,148	,270	,788	-,253	,333
Age_dumm	-,326	,157	-2,075	,040	-,636	-,015
Edu_dumm	,124	,155	,799	,426	-,183	,431

\*\*\*\*\*

OUTCOME VARIABLE:  
 Tru

Model Summary						
	R	R-sq	MSE	F	df1	df2
p	,520	,270	,753	11,096	4,000	120,000
	,000					

Model						
	coeff	se	t	p	LLCI	ULCI
constant	6,286	,331	18,974	,000	5,630	6,942
Focus	-,264	,055	-4,790	,000	-,373	-,155
Gender	-,194	,156	-1,243	,216	-,503	,115
Age_dumm	-,289	,165	-1,746	,083	-,616	,039
Edu_dumm	,445	,164	2,719	,008	,121	,769

\*\*\*\*\*

OUTCOME VARIABLE:

WTP

Model Summary

	R	R-sq	MSE	F	df1	df2
p	,598	,357	1,308	8,066	8,000	116,000
	,000					

Model

	coeff	se	t	p	LLCI	ULCI
constant	-6,673	1,733	-3,850	,000	-10,106	-3,240
Focus	1,931	,359	5,377	,000	1,219	2,642
Exp	,323	,154	2,104	,038	,019	,627
Tru	,047	,146	,318	,751	-,243	,336
Sup	1,566	,240	6,537	,000	1,092	2,041
Int_1	-,332	,061	-5,422	,000	-,453	-,211
Gender	-,035	,212	-,163	,871	-,454	,384
Age_dumm	-,029	,223	-,129	,898	-,470	,413
Edu_dumm	-,656	,224	-2,925	,004	-1,101	-,212

Product terms key:

Int\_1 : Focus x Sup

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	,163	29,399	1,000	116,000	,000

-----

Focal predict: Focus (X)  
Mod var: Sup (W)

Conditional effects of the focal predictor at values of the moderator(s):

Sup	Effect	se	t	p	LLCI	ULCI
4,750	,353	,108	3,259	,001	,139	,568
6,000	-,062	,095	-,651	,516	-,250	,126
6,750	-,311	,114	-2,722	,007	-,537	-,085

Moderator value(s) defining Johnson-Neyman significance region(s):

Value	% below	% above
5,239	23,200	76,800
6,435	72,000	28,000

Conditional effect of focal predictor at values of the moderator:

Sup	Effect	se	t	p	LLCI
ULCI					
2,500	1,100	,215	5,123	,000	,675
1,526					
2,725	1,026	,202	5,066	,000	,625
1,427					
2,950	,951	,190	4,997	,000	,574
1,328					
3,175	,876	,178	4,911	,000	,523
1,230					
3,400	,801	,167	4,805	,000	,471
1,132					
3,625	,727	,156	4,673	,000	,419
1,035					

,939	3,850	,652	,145	4,506	,000	,365	
,844	4,075	,577	,134	4,294	,000	,311	
,750	4,300	,503	,125	4,026	,000	,255	
,658	4,525	,428	,116	3,686	,000	,198	
,568	4,750	,353	,108	3,259	,001	,139	
,480	4,975	,278	,102	2,731	,007	,077	
,396	5,200	,204	,097	2,099	,038	,011	
,382	5,239	,191	,096	1,981	,050	,000	
,315	5,425	,129	,094	1,373	,172	-,057	
,238	5,650	,054	,093	,585	,560	-,130	
,165	5,875	-,020	,094	-,218	,828	-,206	
,096	6,100	-,095	,097	-,985	,327	-,287	
,031	6,325	-,170	,101	-1,676	,096	-,371	
,000	6,435	-,206	,104	-1,981	,050	-,413	
,031	6,550	-,245	,108	-2,273	,025	-,458	-
,091	6,775	-,319	,115	-2,773	,006	-,547	-
,149	7,000	-,394	,124	-3,182	,002	-,639	-

\*\*\*\*\* DIRECT AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Conditional direct effect(s) of X on Y:

	Sup	Effect	se	t	p	LLCI	
ULCI							
,568	4,750	,353	,108	3,259	,001	,139	
,126	6,000	-,062	,095	-,651	,516	-,250	
,085	6,750	-,311	,114	-2,722	,007	-,537	-

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,137	,057	-,249	-,027
Exp	-,124	,060	-,244	-,004
Tru	-,012	,037	-,088	,059

Partially standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	-,099	,041	-,181	-,020
Exp	-,090	,044	-,179	-,003
Tru	-,009	,027	-,065	,043

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
--	--------	--------	----------	----------

TOTAL	-,142	,059	-,263	-,028
Exp	-,129	,063	-,254	-,004
Tru	-,013	,038	-,092	,060

\*\*\*\*\* ANALYSIS NOTES AND ERRORS \*\*\*\*\*

Level of confidence for all confidence intervals in output:  
95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:  
5000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

NOTE: Variables names longer than eight characters can produce incorrect output.

Shorter variable names are recommended.

----- END MATRIX -----

## Appendix 13 - graph of the moderation effect

Note that the lines represent significant moderation, while the dots represent the insignificant effect.

