Does Corporate Social Responsibility Affect Attitudinal Loyalty? Evidence from Fast Food Chains in Cairo

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Abstract
There is a scarcity of research on Corporate Social Responsibility CSR influence on customer responses in the context of Egyptian market; this rarity involves the area of tourism and hospitality sector. Customer responses indicate to customer outcomes towards the firm such as customer satisfaction, trust, commitment and customer loyalty. This research aims to explore the impact of perceived CSR on customer attitudinal intentions in fast food chains in Cairo which adopt CSR initiatives. To accomplish the research aim, secondary data was gathered from CSR relevant literature, while primary data was collected through empirical study conducted by questionnaire survey strategy on random sample of fast food customers in Cairo. To analyze the collected data chi-square (x²) test was used in order to investigate the impact of every dimension of CSR on attitudinal intentions, and Pearson correlation coefficient (R) was used to assess the direction and strength of the associations among study variables. The results revealed that fast food customers' perceiving of undertaken CSR by chains is positively affecting attitudinal loyalty.

Keywords: Corporate Social Responsibility, CSR, Attitudinal Loyalty, Fast Food

Introduction
Since the 1950s, the scientific research gave a great attention to Corporate Social Responsibility CSR issues an essential component of sustainable development in business levels. The research of CSR appeared in several shapes and covered multiple trends such as: CSR main constructs (concept, dimensions, models, practices, reporting, costs and benefits), CSR and financial performance, CSR implementation case studies and initiatives, CSR and customer responses (satisfaction, trust, commitment, loyalty, purchasing decision). In the last five years, the largest share of this scientific research was for the authors who addressed the influence of CSR on customer various outcomes such as Lacey and Kennett-Hensel (2010), Kolkailah et al. (2012), Arikan and Guner (2013), Loureiro et al. (2012), Öberseder et al. (2013), Choi and La (2013), Walsh and Bartikowski (2013), Siu et al. (2014), Barcelos et al. (2015), Song et al. (2015). Current study addressed the relation between CSR and customer attitudinal loyalty as an important customer outcome in the context of Egyptian fast food sector.
Corporate Social Responsibility CSR
Moir (2001) assured that "we all need to assess the impacts of our business on society and ensure that we balance the economic, environmental and social aspects of everything we do". Recently, both academics and businesses acknowledge the value of additional benefits of CSR success, therefore, the debate of Corporate Social Responsibility (CSR) has attracted a rising attention from scholars across several academic fields because (Alshareef and Sandhu, 2015).

Otherwise, According to Li (2012) there is no universally accepted definition for CSR till now. However, with decades of researches and efforts, fundamental principles and concept of CSR are widely accepted worldwide. The most cited definition of CSR is the one proposed by Carroll 1979, 1991: "the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time" (Arikan and Güner, 2013). Commission of European Communities (2002) defined CSR as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis". Barnett (2007) defined CSR as a discretionary allocation of corporate resources toward improving social welfare that serves as a mean of enhancing relationships with key stakeholders.

The most classical classification of CSR dimensions is offered by Carroll 1979 that set the four dimensions which are economic, legal, ethical and philanthropic responsibilities (Arikan and Güner, 2013). While, Lantos (2002) and Vaaland et al. (2008) argued that there exist three dimensions of CSR which are ethical, altruistic and strategic, The strategic CSR implies to responsibilities towards all types of stakeholders (staff, customers, suppliers, and so on) by improve firm image and increase their loyalty to the firm. Li (2012) determined seven dimensions for CSR towards owner, employee rights, customer needs, respect laws, fairly participation in market, social activities and charity and protect environment. The International Labor Organization (ILO) established two dimensions of CSR; the internal dimension mentions the responses and actions of the firm towards its employees, and the external dimension that refers to the involvement of social responsibility with the other participants (Castro et al., 2015).

Naturally, the Egyptian people do charity by Zaqat, Sadaqat, and donations, this isn’t only for the rich but also the poor provide donations (Ramadan et al., 2010). The issue of CSR in Egypt becomes the most attention in the context of sustainable development which requires the private sector to lead the greatest role in raising the level of welfare of the community and protect the
environment; therefore, the adopting of CSR by Egyptian business is a critical part of its citizenship (Issa, 2010).

Playing its role, the Egyptian government supported CSR when passed law No. 91 of 2005, which ruled out the subvention and donations from the tax base, as long as it doesn't exceed 10% of donor organization net profit (Issa, 2010).

The Egyptian Institute of Directors EIoD, Egyptian Corporate Responsibility Center, and Standard and Poor’s - an American financial services company publishes financial research and analysis on stocks - created an environment, social and governance (ESG) index in Egypt. The index that was issued in March 2010 is the first of its type in the MENA region and the second in the world (EIoD and EFSA, 2015). It was named "The Egyptian Corporate Responsibility Index" and measuring the volume of information companies disclose concerning their social responsibility initiatives. All of the EGX 100 listed companies are evaluated on an annual basis, in order to select the top 30 socially responsible firms that can be listed on the ESG index (EIoD and EFSA, 2015).

The Egyptian Social Contract Center was established in 2007 as a joint initiative between the Egyptian Information and Decision Support Center (IDSC) and United Nation Development Program (UNDP) to provide advice and options, monitor the implementation of the poverty action plan, as well as coordinate with various stakeholders to define, develop and articulate a vision for a new social contract and a paradigm shift in state-citizen relationship (UNDP, 2015).

The Social Contract Center designed the Social Responsibility Map SRM that focused on six poor Egyptian governorates (Minia, Sohag, Assiut, Qena, Behera, and Sharkia) to provide all interested parties with information about local communities in order to encourage and facilitate their socially responsible efforts and help them to get an investment chance. The map provides a database contains the poorest 151 villages in the mentioned governorates (SRM, 2015). Moreover, it was noticed that there is a scarcity research addressed the issue of CSR in Egyptian market in general (Kolkailah et al., 2012) and in tourism and hospitality sector in particular (Abou Taleb et al., 2013).

**Attitudinal Loyalty**

Shobri et al. (2012) cited that brand loyalty can be described as consumers affix themselves with specific brand even though the brand revise it price and product features. There are two dimensions of customer loyalty: attitudinal (emotional) loyalty refers to intention to purchase and recommend company products, and behavioral loyalty refers to repeat purchases and preference of company or a service over time (Kandampully and Suhartanto, 2000). Attitudinal loyalty concepts deduce that consumers participate in extensive problem-solving
behavior involving brand and attribute comparisons, leading to strong brand preferences and without awareness and understanding of the attitude towards the act of dealing with brand, it is difficult to design marketing plans to modify behavioral loyalty (Bennett and Rundle-Thiele, 2002). Attitudinal loyalty means consumers’ sense of specific products or service (Reinartz and Kumar, 2002). Joens and Taylor 2007 defined attitudinal loyalty as a consumer’s identification with a particular service provider and preference of a product or service over alternatives, and factors influencing attitudinal loyalty are customer satisfaction, service quality, corporate image, and switching cost (Cheng, 2011).

Fast Food in Egypt

Egypt is an attractive and wide market in the MENA region to fast food international brands. KFC had 146 branches in Egypt till 2014, when MacDonald’s branches spread in 21 Egyptian regions (MacDonald’s, 2015). Pizza Hut had 60 branches in Egypt till 2014, while, the largest fast food company in MENA region “Americana” with more than 1550 fast food store, 3.2 Billion USD in sales and 63,000 employees from 21 nationalities makes Egypt as its headquarter (Amricana group, 2015). The fast food restaurants in Egypt try to exploit CSR to achieve its strategic goals and complaint with governmental laws, as a result of this, these brands admitted many socially responsible initiatives which will be mentioned later. Moreover, the awareness of CSR as a good citizenship behavior and efficient marketing tool by fast food managers isn’t at the required level (Saad, 2012). As a result of this, both the chains and society can't benefit from optimal exploitation of CSR initiatives. This study attempts to understand the relationship between CSR and customer loyalty in the context of fast food sector in Egypt in order to prove the great importance of CSR with a scientific manner.

CSR Initiatives in Fast Food Sector

Hoffman et al. (2012) conducted a study on 5 international fast food chains and find out that CSR good practices included: using wind power, converting used oil into biodiesel, employee health care, composting program, commitment of food safety, animals and environment care, promoting organic food to be used instead of mass production, recycling of paper and plastic cups and reducing energy and water consumption.

Social responsibility in Burger King is focusing on four key areas: Food (by serving high quality, great tasting and affordable food around the world), People (that include employees, franchisees, suppliers and restaurant guests), Environment (by reviewing their policies on animal welfare, sourcing and environmental impact to ensure that they remain good corporate citizens in the
Dunkin' Brands Group, the donor of franchise of Dunkin' Donuts and Baskin-Robbins restaurants aimed to be recognized as a socially responsible toward their guests, franchisees, employees, communities, business partners, and the interests of planet. Dunkin' identified its CSR priorities with regard to customers, planet, people, and neighborhoods (Dunkin' Brands, 2014).

Starbucks admitted CSR strategies in three main aspects: (1) community strategy: every store is part of a community, and takes their responsibility to be good neighbors seriously, (2) ethical strategy: by committing to offering high-quality, ethically purchased and responsibly produced products, and (3) environmental strategy: minimizing their environmental footprint and inspiring others to do the same (Starbucks, 2015).

YUM!, the donor of franchise of KFC, Pizza Hut and Takoppel noted that its CSR commitments include: (1) Food: by serve high quality, delicious food and following the highest standards in the food industry from sourcing to safety, (2) People: by “believe in all people” principle, offer employee training and wellbeing programs to attract top talent, (3) Community: by give back to communities through World Hunger Relief and encourage making a difference through local volunteerism, and (4) Environment: by being a green and responsible company and care about the environment in order to leave it better for future generations (YUM! 2014). YUM! adopted an animal welfare leadership program under supervision of Animal Welfare Advisory Council and developed the guiding principles which apply to all poultry, pork, and beef suppliers across the U.S., while YUM!’s environmental efforts involved green buildings, energy efficiency, water conservation, supplier scorecard paper based packaging waste recovery and recycling. (YUM!, 2014).

With regard to Egypt, McDonald's adopted an initiative to support education in poverty-stricken Egyptian areas started in 2009, and involved in social development of the largest unplanned area within Egypt named Ezbet Khairallah by renovation of 22 nurseries that serve more than 5000 kids. McDonald's designed awareness programs for more than 6000 mothers on proper parenting skills with special regards to health and safety practices, created permanent job opportunities for the area's residents, and helped local craftsmen such as carpenters (McDonald's, 2015). Americana Group - the franchisee of 19 international quick service brands in MENA region - collaborated with Egypt’s Ministry of Higher Education, yielding a partnership with Al Mattaria Technical Institute for Tourism and Hotels, whereby the company helped create and fund programs dedicated to training and qualifying candidates for the quick service industry. In 2008, similar initiative was signed with the Faculty of Tourism and
Hotel Management University of Helwan (Americana Group, 2015). In addition to class-bound tuition which prepares students to meet certification standards adopted by international brands, Americana Group also hosts students as paid trainees in its restaurant network, giving them the opportunity to earn while gaining valuable practical experience. When they graduate, students are offered career opportunities with Americana Group, but they also retain the option to work with any other company of their choosing (Americana Group, 2015).

**Methodology**

The present study was undertaken in quantitative methods to be appropriate to numerical analysis through SPSS program. Questionnaire strategy was implemented with a Likert scale (1 strongly disagree and 5 strongly agree). In drawing up the questionnaire, the CSR variable was implemented in order to allow the consumer to indicate their position in respect to a set of twelve phrases related to social responsibility initiatives undertaken by fast food chains according CSR dimensions. The other variable is attitudinal loyalty which measured by the most three used statements in the literature. Furthermore, the questionnaire was consist of fifteen points measuring study's two variables taking into account the lack of time which fast food customers own. To analyze the collected data, qui-square (X²) test was used to assess the relationship between study variables and Pearson correlation coefficient (R) also used to identify the strength and direction of associations between study variables. The study conducted as a cross sectional while the period from Jan 2015 to Sep 2015. The measured constructs are shown in figure 1.

![Figure 1: theoretical framework](image-url)
Sampling
The fast food restaurants in Cairo that adopt CSR policies were identified as being the population of the study. The researcher made a primary survey to identify which restaurant chains adopt CSR initiatives, the survey involved official entities reports, restaurant websites and social media pages, restaurant annual reports, interviews with customers and managers, restaurant advertisings. The results indicated that the only two chains that have reported CSR activities obviously in Egypt were McDonald's and KFC. Hence, customers of the two international chains were selected as a study population. A sample of 250 Egyptian customers was selected randomly to be the research sample although preparing an English copy because of rarity of foreign customers in fast food restaurants and lack of their knowledge about CSR in Egypt. The relatively small number of distributed questionnaire is due to two main reasons: lack of time that fast food customers own and restrictions set by international chains' management to extract a statement to contact with their customers inside their branches. From these 250 copies, 227 were answered counting for 90.8% response rate. 10 questionnaires were invalid. Therefore, the number of returned valid forms was 217 equivalents 86.8% of total distributed.

Results

Table 1: Impact of CSR on Attitudinal Loyalty

<table>
<thead>
<tr>
<th>Economic responsibility</th>
<th>X²</th>
<th>Df</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic responsibility</td>
<td>162.15</td>
<td>104</td>
<td>.000</td>
</tr>
<tr>
<td>Legal responsibility</td>
<td>239.42</td>
<td>91</td>
<td>.000</td>
</tr>
<tr>
<td>Ethical responsibility</td>
<td>247.36</td>
<td>91</td>
<td>.000</td>
</tr>
<tr>
<td>Social and Philanthropic CSR</td>
<td>368.48</td>
<td>208</td>
<td>.000</td>
</tr>
<tr>
<td>Environmental CSR</td>
<td>196.26</td>
<td>104</td>
<td>.000</td>
</tr>
</tbody>
</table>

Dependent variable: attitudinal loyalty
Using \(X^2\) value to measure the effect of CSR on attitudinal loyalty, the results showed on table (1) indicated:

1. Economic CSR: \(X^2\) value = 162.15, DF = 104, and \(P < .05\), then it is revealed that there is a significant effect of Economic CSR on attitudinal loyalty.
2. Legal CSR: \(X^2\) value = 239.42, DF = 91, and \(P < .05\), then it is revealed that there is a significant effect of Legal CSR on attitudinal loyalty.
3. Ethical CSR: \(X^2\) value = 247.36, DF = 91, and \(P < .05\), then it is revealed that there is a significant effect of Ethical CSR on attitudinal loyalty.
4. Social and philanthropic CSR: \(X^2\) value = 368.48, DF = 104, and \(P < .05\), then it is revealed that there is a significant effect of Social and Philanthropy CSR on attitudinal loyalty.
5. Environmental CSR: \(X^2\) value = 196.26, DF = 104, and \(P < .05\), then it is revealed that there is a significant effect of Environmental CSR on attitudinal loyalty.

<table>
<thead>
<tr>
<th>Table 2: Correlation between CSR and Attitudinal Loyalty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic CSR</td>
</tr>
<tr>
<td>R</td>
</tr>
<tr>
<td>.179**</td>
</tr>
<tr>
<td>Legal CSR</td>
</tr>
<tr>
<td>R</td>
</tr>
<tr>
<td>.724**</td>
</tr>
<tr>
<td>Ethical CSR</td>
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<tr>
<td>R</td>
</tr>
<tr>
<td>.691**</td>
</tr>
<tr>
<td>Social and philanthropic CSR</td>
</tr>
<tr>
<td>R</td>
</tr>
<tr>
<td>.748**</td>
</tr>
<tr>
<td>Environmental CSR</td>
</tr>
<tr>
<td>R</td>
</tr>
<tr>
<td>.567**</td>
</tr>
</tbody>
</table>
Using Pearson correlation to identify the relation between CSR dimensions and attitudinal loyalty, the results indicated that:

1. Economic CSR: R value = .179 and P value < .05 then, it is revealed that there is a positive, significant, and very weak correlation between variables.
2. Legal CSR: R value = .724 and P value < .05 then, it is revealed that there is a positive, significant, and strong relationship between variables.
3. Ethical CSR: R value = .691 and P value < .05 then, it is revealed that there is a positive, significant, and strong correlation between variables.
4. Social and philanthropic CSR: R value = .748 and P value < .05 then, it is revealed that there is a positive, significant, and strong correlation between variables.
5. Environmental CSR: R value = .567 and P value < .05 then, it is revealed that there is a positive, significant, and moderate correlation between variables.

Figure 2: chart of Pearson correlation between CSR and customer loyalty

Discussion and Further Research
This study can be classified as an extension to previous studies that attempted to explore the relation between Corporate Social Responsibility CSR and customer responses such as: Lacey and Kennett-Hensel (2010), Kolkailah et al. (2012), Arikan and Guner (2013), Loureiro et al. (2012), Öberseder et al. (2013), Choi (2013), Walsh and Bartikowski (2013), Siu et al. (2014), Barcelos et al. (2015), Song et al. (2015). The results of this study which reported the significant impact
of perceived economic, legal, ethical, social, and environmental CSR on customer loyalty come in a line with Abou Taleb and Fahmi (2013) when they reported the relation between CSR and customer loyalty directly and via customer satisfaction and customer commitment. While the highest correlation coefficient with 0.75 between social and philanthropic responsibility in one hand and attitudinal loyalty with other hand is agreed with Saad (2012) when he argued that the high importance of philanthropic and social CSR in developing countries can be due to three main reasons: the high socio-economic needs of these countries people, these societies become reliant on foreign support and there is a deep-rooted culture of philanthropy, as soon as CSR is often linked with philanthropic aids. We can add another reason to justify this relation related to the shortage of public sector role in dealing with society needs and depending on private sector to enhance economic conditions for local society. This role of Egyptian private sector also proposed by Issa, (2010) when he argued that The issue of CSR in Egypt becomes the most attention in the context of sustainable development which requires the private sector to lead the greatest role in raising the level of welfare of the community and protect the environment; therefore, the adopting of CSR by Egyptian business is a critical part of its citizenship. The weak correlation between economic CSR—which refers to shareholder rights such as creating profit and achieving long run success with high financial performance- (Barcelos et al., 2015) and attitudinal loyalty is due to customer faith that making profit may not considered as a social responsibility action because it is the first aim of any business and society may can't benefit directly from this profit.

According to research results, we can provide some recommendations to Egyptian fast food representatives in order to enhance their social performance as follow:

- Since results of the study indicated that all dimensions of CSR have a significant positive impact on customer loyalty, CSR activities should cover all its dimensions with focus on social and philanthropic efforts.
- It would be useful to create dependent teams in order to handle of CSR affairs and conduct its researchers.
- Fast food chains in Egypt should exploit the available data by Egyptian Contract Center and Social Responsibility Map when planning and implementing of CSR activities.
- For joint stock food companies, it will be a competitive advantage if it success to keep a place within "Corporate Social Responsibility index" (ESG) for best 30 socially responsible Egyptian companies.
• They should try to participate in The Egyptian Annual CSR Forum under patronage of eight of Egyptian ministries to find out new trends of CSR and exchange its issues with others.
• Fast food manager should exploit law No. 91 of 2005 by spend 10% from their net profit on CSR activities.

The opportunities of further research can address the next points:
• Investigate the obstacles and limits of CSR adopting by Egyptian fast food restaurants and F& B sector as whole.
• We need to identify the factors that can play moderator roles between CSR and customer loyalty in the context of fast food in Egypt.
• Is the fast food chain's commitment of CSR affects its employee satisfaction and loyalty? This issue needs to more discussion.
• What is the role of Egyptian public sector in developing fast food chains social performance?

References


المراجع العربية


Research Questionnaire

1. **Corporate Social Responsibility CSR**
   Do you think that (chain name)?

<table>
<thead>
<tr>
<th>Items</th>
<th>Strongly Disagree</th>
<th>Agree</th>
<th>Don’t know</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1. Tries to obtain maximum profit from its activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1.2. Tries to obtain maximum long-term success</td>
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<tr>
<td>1.3. Respects the norms defined in the law when carrying out its activities</td>
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<td>1.4. Is concerned to fulfill its obligations toward its (customers, employees, shareholders…)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>1.5. Behaves ethically/honestly with its customers</td>
<td></td>
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<td></td>
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<tr>
<td>1.6. Respecting ethical principles in its relationships (anti-corruption and anti-bribery and favoritism…)</td>
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<td>1.7. Actively sponsors or finances social events (national, sport, music…)</td>
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<tr>
<td>1.8. Is concerned to improve general well-being of society by (supporting education and health…)</td>
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<tr>
<td>1.9. Creating new jobs for local people</td>
<td></td>
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<tr>
<td>1.10. Directs part of its budget to donations and social works favoring the disadvantaged</td>
<td></td>
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<tr>
<td>1.11. Is concerned to respect and protect natural environment</td>
<td></td>
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<tr>
<td>1.12. Adopts a policy to reduce energy and water consumption</td>
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</tbody>
</table>

2. **Attitudinal Loyalty**
   What about your attitude towards (chain name)?

<table>
<thead>
<tr>
<th>Items</th>
<th>Strongly Disagree</th>
<th>Agree</th>
<th>Don’t know</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1. Consider ----- as a first choice when you have to deal with a fast food restaurant</td>
<td></td>
<td></td>
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<tr>
<td>2.2. Speak well about -----</td>
<td></td>
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<tr>
<td>2.3. Consider yourself to be a loyal patron of -----</td>
<td></td>
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</tbody>
</table>

This questionnaire adapted from (Crespo and Del Bosque, 2005) & (Mandhachitara and Poolthong, 2011) and (Barcelos et al., 2015).
هل تؤثر المسؤولية الإجتماعية للشركات على ولاء العملاء: دراسة بالتطبيق على سلاسل الأغذية السريعة بالقاهرة

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حظيت قضايا المسؤولية الإجتماعية للشركات مؤخرا باهتمام الباحثين حول العالم بصفة ملحوظة. غير أن دراسات تأثير تبني أنشطة المسؤولية الإجتماعية على إستجابات العملاء المختلفة في السوق المصرى بصفة عامة وفي قطاع الضيافة بصفة خاصة لم تكن بالقدر الكافى. لذا هدف هذا البحث إلى تقييم تأثير تبني الأبعاد المختلفة للمسؤولية الإجتماعية على الولاء الموافقى لعملاء سلاسل الأغذية والوجبات السريعة بالقاهرة.

ولتحقيق هدف الدراسة تم توزيع 250 استمارة استقصاء على عينة عشوائية من عملاء مطاعم الأغذية السريعة بالقاهرة وتم تحليل البيانات عن طريق برنامج SPSS 20 و باستخدام اختبار مربع كاي (X²) لتحديد مدى معنوية العلاقة بين المتغيرات وكذلك معامل إرتباط بيرسون (R) لتقييم تلك العلاقات من حيث القوة والاتجاه. وأشارت نتائج الدراسة إلى أنه يوجد تأثير معنوى لتبني الأبعاد المختلفة للمسؤولية الإجتماعية على الولاء الموافقى للعملاء.

الكلمات الدالة: المسؤولية الإجتماعية للشركات، ولاء العملاء، الأغذية والوجبات السريعة.