

Studying the Influence of Airlines Corporate Social Responsibility on Consumers Loyalty

Ghada Khairat

Azza Maher

Tourism Studies Department, University of Sadat City

Abstract

Nowadays, integrating corporate social responsibility (CSR) initiatives into business is an important challenge facing organizations development. Corporations that embrace this concept reap many benefits including customer loyalty, positive attitudes toward brands, customer trust, positive publicity and better financial performance. Increased spending on CSR initiatives is expected to increase customer satisfaction and build competitive advantage. In today's competitive airline business environment, companies are striking to retain their existing customers and gain the repurchase intention of customers. As a result, an increasing number of airlines have implemented CSR initiatives. CSR programs become active channels for building customer loyalty as customers appear to provide greater support for companies that are socially and environmentally responsible. Accordingly, Customer loyalty becomes one of the most essential consumers behaviors that airlines endeavor to influence through the use of corporate social responsibility as a marketing tool in their strategies. Therefore, this paper aims at exploring the relationship between corporate social responsibility and customer loyalty in the airline industry. It also tries to discover the main critical factors that have more effect on social responsibility in the airline industry. To achieve the purposes of this paper, a model was developed to measure the influence of airlines corporate social responsibility activities in customer loyalty and airline image. This model includes 16 attributes, which have been selected to cover airlines CRS activities, and 21 initial items for measuring customer loyalty. The proposed model was presented as a self administrated questionnaire. The sample chosen in this study includes mainly international airlines passengers (727 passengers). Furthermore, the analysis of simple linear regression and spearman correlation are applied. The results of this study confirm that there is a significance statistical relationship between airlines CRS activities and customer loyalty. The results also determine that social responsibility activities related to customers and community are the most important factors affecting customer perception of the airline image.

Keywords: Corporate social responsibility, Airline CSR initiatives, Customer loyalty, Airline social responsibility.

.....

Introduction

A corporate social responsibility (CSR) strategy is a long term plan developed in terms of specific activities and investments aligned with the organization to meet the requirements of customers, stakeholders and the society as a whole.^{1,2} Corporations are increasingly adopting socially responsible actions, activities, policies and processes. Furthermore, a corporate social responsibility (CSR) policy is beneficial not only for a corporation's bottom line but also for its employees, stakeholders, consumers, and for communities, the environment and society at large.³ CSR programs help to attract and retain high quality employees, improve employee satisfaction, generate a positive corporate image, enhance product evaluation via an overall evaluation of the firm, and increase the customer's willingness to purchase the company's products. In fact, consumer purchase intention has been positively correlated with the degree to which the perceptions of a company's ethical behavior exceeded their expectations. More broadly, consumers appear to provide greater support for companies that are socially and environmentally responsible.⁴ Moreover, stakeholders may make informed decisions about the sustainability of a company's operations.⁵

Corporate Social Responsibility (CSR) has received considerable attention from both academicians and practitioners in various industries. The airline industry is no exception. The operations of airline companies have inevitable and substantial impacts on the environment and society. Thus, various stakeholders have mounted pressure on firms in the airline industry to undertake initiatives to reduce or mitigate the negative impacts of their operations. Consequently, airlines are increasingly formulating and implementing CSR policy initiatives. Customer loyalty is one of the most essential consumers behaviors that companies endeavor to influence through the use of Corporate Social Responsibility (CSR) as a marketing tool.⁶ When an airline invests resources in activities related to social responsibility and sees such investment as a part of the promotion and marketing of the company, airline managers want to know the likely impact of such measures, especially those relating to customer knowledge and opinions of CSR, and how that affects the relationship between customers and airlines. The objective of all CSR initiatives is to take responsibility for all the actions of the firm as well as to operate in a way that will positively impact the environment, communities, employees, consumers, and all other relevant stakeholders. For airline companies, it is essential that they stay committed to meeting their customers' growing demands in a sustainable manner; and maintaining an optimal balance between economic progress, social development and environmental responsibility.^{6,7} Nowadays, the

responsibility of corporations is not solely providing products and services; it must also take care of the welfare of the various stakeholders in society. Consumers' expectations for firms to assume more social responsibilities are rising as well. As a result, there is a growing attention to the topic of corporate social responsibility (CSR) from the corporate world. In view of the unique characteristics of the airline industry, CSR may play an important role in the formation of airlines' strategies. First, the flying of airplanes adversely affects the global environment. Therefore, airlines with a cause for environmental protection can create favorable public image. Second, the fact that the airline industry is characterized by growing competition and airlines are offering increasingly similar products and services in the marketplace makes the promotion of CSR an attractive differentiation strategy. Lastly, international airlines operate in multiple countries and are increasingly expected to fulfill their responsibilities as a corporate citizen to meet the expectations of various stakeholders and customers. As such, airlines can take advantage of the positive effect of implementing CSR.⁸

Airlines companies have increasingly demonstrated a number of social management practices and environmental responsibility. So far, a large number of firms have been stuck at the first stage of CSR integration into strategic thinking, that of pollution prevention. Some companies have moved to a second stage, which looks not only at pollution in general, but also at the environmental impact of the full product life cycle. The third level looks at the development of so-called clean technologies contributing to the solution of environmental and social challenges. These three stages forge a company's way to sustainability. A clear and fully integrated environmental strategy should not only guide competency development, it should also shape the company's relationship to customers, suppliers, other companies, policy-makers and all its stakeholders.⁹ There is currently very little research addressing CSR practices and reporting in the airline industry. The airline industry's adoption of CSR has been relatively slow and rare, with the number of airlines formally reporting CSR information consistently for more than 10 years being small relative to the size of the sector. Fewer than 10 airlines worldwide have been doing so. CSR in the airline industry has yet to take prominence when compared with other sectors.^{5,10} Therefore, this paper aims to explore the relationship between corporate social responsibility and customer loyalty in the airline industry. It also tries to discover the main critical factors that have more effect on social responsibility in the airline industry.

Corporate Social Responsibility (CSR) Definition

CSR has been gaining momentum across the business community as a growing number of companies recognize that businesses are part of society and they have impacts on the society. Corporate social responsibility are often known as corporate social performance, business ethics, corporate citizenship, and corporate social accountability.^{9,11} Corporate social responsibility is defined by many authors in various fashions. According to¹¹, CSR can be defined as "a company's commitment to minimizing or eliminating any harmful effects and maximizing its long run beneficial impact on society".^{12,13} defined CSR as "the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life".

More comprehensively,^{14,15} described CSR as various dimensions including economic development, ethical practices, environmental protection, stakeholders involvement, transparency, accountability, responsible behavior, moral obligation, corporate responsiveness and corporate social responsibility, human rights, law abidance, quality improvement, community investment, workplace and voluntariness. Similarly,^{16,17} defined Corporate Social Responsibility as "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large". Moreover, CSR refers to "a company's activities and status related to its perceived societal or stakeholder obligations";¹⁸ as well as "the extent to which a firm benefits and contributes to society in positive ways".¹⁹

According to²⁰ Economic, Legal, Ethical and Philanthropic responsibilities are the major elements of corporate social responsibilities, also known as the Carroll's CSR pyramid. Carroll's pyramid of CSR is one of the most used and quoted model.²¹ The economic responsibility refers to the firm's obligations to be productive, profitable, and to maintain wealth. Legal responsibility refers to carrying out activities within the confines of legal requirements. Ethical responsibility refers to having ethical codes, norms and values going beyond mere legal frameworks, being honest in their relationships with their customers and their own employees and doing what is right, just and fair to avoid harms. Philanthropic responsibilities includes voluntary work or activities and donations aiming to raise the well-being and development of society as a whole.^{8,22,23,24} As a conceptual model, this four-element model provides extensive support to the business organizations in understanding CSR philosophy and offers a useful roadmap for beginners to engage in CSR activities.^{24,25} Therefore, socially responsible companies are expected to: (1) be profitable while providing desired goods and services (fulfill their economic responsibilities), (2) obey the law (fulfill their legal responsibilities), (3) follow codes of conduct considered as morally right (meet their ethical responsibilities), and (4) contribute actively to the well-being of the communities in which they operate (address their philanthropic responsibilities).²⁶

On the other hand,^{18,23} summarized different CSR actions into five broad domains: (1) community support (arts, education, corporate giving, charitable giving, innovative giving, volunteer programs, and housing); (2) diversity (sex, race,

disability, promotion of women or minority employees, contracting with women and minority suppliers, and gay and lesbian policies); (3) employee support (job security, the provision of retirement benefits, and favorable union relations, ensuring of employees' health and safety); (4) environment (environmentally-friendly products, use of clean energy, sustainable management systems, waste management, pollution control); and finally (5) product quality (safety, innovative products, and proxy for consumer relations). The general principles of CSR begin first with profit. Second, corporations have a duty to correct their negative social effects by internalizing these effects on society. Third, the primary responsibilities of managers are to three main groups: customers, shareholders, and employees, with communities and governments also recognized but given lesser emphasis.²⁷

CSR Benefits

Implementing a CSR strategy implicates multiple benefits for a company that differ in their importance according to the overall business actions and markets the company is operating in. These benefits include: ^{9,28,29,30,31}

1. Improving financial performance: Several academic studies have shown a correlation between CSR and improved financial performance. Through improved innovation, competitiveness and market positioning, CSR is as much about seizing opportunity as avoiding risk. Drawing feedback from diverse stakeholders can be a rich source of ideas for new products, processes and markets, resulting in competitive advantages.
2. Reducing operating costs: The improved operational efficiency through a systematic approach to management that includes continuous improvement is essential in reducing operating costs. It also includes environmentally oriented programs resulting in energy efficiency, reducing utility bills, and recycling to reduce waste disposal costs. Also, human resources programs introduce work-life scenario reducing absenteeism and increasing retention, thus, reducing employee turnover costs.
3. Enhancing brand image and reputation: Organizations that perform well with regard to CSR can build their reputation. Reputation, or brand equity, is founded on values such as trust, credibility, reliability, quality and consistency.
4. Responsible consumerism and customer loyalty: Ethical conduct and environmental and social consciousness of companies make a difference in purchasing decisions. Companies have a key role to play in facilitating sustainable consumption patterns and lifestyles through the goods and services they provide and the way they provide them.
5. Increasing productivity and quality: Improved working conditions equal to a greater employee involvement in decision-making processes, increasing productivity and reducing failures.
6. Increasing ability to attract and retain employees: Strong CSR commitment facilitates recruitment of highly qualified candidates, boosts morale, and results in higher retention rates. Employees are not only front-line sources of ideas for improved performance, but they are also champions of a company for which they are proud to work.
7. Improving relations with regulators: In a number of jurisdictions, governments have expedited approval processes for firms that have undertaken social and environmental activities beyond those required by regulation.
8. Access to capital: Financial institutions are increasingly integrating social and environmental criteria into their assessment of projects and in their decision making process. Hence, effective CSR management might give a company the competitive edge that is needed to convince the financial institutions to invest into their business.

CSR Activities in the Airline Industry

Nowadays having a business strategy is as essential as never before due to a high need in business life for forecasting, measuring and developing business actions further. Also, there will always be competitors that are potentially doing better business regarding overall revenues which consequently leads to a need of efficient and structured operations to ensure long lasting business success. Businesses that are going to last and also be profitable in the future are the ones with CSR incorporated into their business strategy. It allows the company to be successful whilst using its resources within its unique environment to meet market needs as well as meet stakeholder expectations.³²

Airlines are committed to conducting their business in a responsible and transparent manner, striving to serve the society and community as well as to manage their social and environmental footprints. It is important that airlines approach and activities make sense for both business and society. Thus, the key areas of airlines CSR activities are as follows: ³³

1. Business operations: including health and safety, environment conservation, and compliance management.
2. Workplace: including employee satisfaction and well-being, education, and competence development.
3. Community: including stakeholder engagement, sponsorships, and donations.

4. Customer: including products of good quality, being honest with customers, raising passenger awareness of sustainability issues, good value for money, and introducing generous loyalty programs.

Business Operations

Health and Safety

Without a doubt, safety is one of the most important areas of airline business, concerning customers as well as employees. Therefore, various systems should be implemented to support safe business operations. In order to ensure work safety, trainings supported by risk management systems should be implemented. Key performances should be regularly measured and improved according to the legal requirements by internal and external auditors. Furthermore, most airlines have risk management systems which give employees the opportunity to report mistakes, risks and near misses.³²

Environment

Due to the current nature of the market environment in which airlines operate, environmental issues should be considered the most important. Despite the fact that airlines contribute only a few percent to global CO₂ emissions, they have received such a status among customers; many people consider flying to be much more harmful than driving a car, for equal number of kilometers.

Therefore, airlines are pressured into contributing to the environment and reducing their environmental impact. It has become apparent that by focusing on environmental issues companies can gain competitive edge through improved image and operational efficiency. The most important environmental issues that need to be addressed by airlines are fuel efficiency, waste and recycling, carbon off-setting schemes, reduction of hazardous materials and supporting environmental projects.³²

Compliance Management

Compliance management is the company's exercise to ensure that the outcome of the activities in operations and maintenance meet the regulatory, customer and company requirements. The quality policy is the foundation under the compliance management, and it is substantiated by the compliance management organization, the documented operational and technical procedures, the training arrangements for all personnel and the independent quality assurance process.³³

Workplace

Good employee relation has a considerable impact on organizations functioning. It accounts for lower turnover rate, increased productivity, motivation and loyalty.³ Therefore, airlines strive for a workplace that motivates, engages, supports and develops employees. Commitment of all staff members to corporate responsibility is considered to be the main goal. To achieve a better working environment the main focus areas deal with responsible colleagues, improving tools to do the jobs, investing in human resources through improved training³⁴, career development possibilities, personal development, proper work-life balance, ensuring equal opportunities and treatments, integration and non-discrimination. Focusing on employment issues is important due to the high contribution of business staff to the overall business process. Therefore, due to the expense of hiring and training completely new employees, airlines should try to retain and develop existing workforce.^{9,32,35} Several airlines also promote programs that encourage diversity and equal opportunities. Although most such programs (i.e. hiring disabled persons, minorities, and elderly) are required by law, some companies make better efforts to help women and minority to advance in their careers. Such actions are necessary to ensure a positive, modern, and tolerant work place.³²

Airlines emphasize that safety and people are at the core of their organizational culture and they continually strive to provide a safe and harmonious work environment, career progress, fair wages, cash profit sharing, flexible working hours and retirement benefits.⁸ It is logical that an employee who is satisfied with his/her job and feels fairly treated, will also be a more energetic, creative, and productive employee.³² Thus, airlines focus on employees' satisfaction and well-being, knowing that satisfied and motivated employees are more productive and efficient.³³ The nature of the airline industry makes it a challenge to nurture employees, as airlines have to do their best to keep costs down in order to compete in the market. The main challenges regarding airlines can be considered to be health and safety, recruiting and retaining qualified employees, and maintaining employee satisfaction to ensure the long-term sustainability of workforce.^{8,32}

With women, such an important factor in the workplace today, companies are increasingly adopting programs and policies to make work and the workplace more family-friendly. Companies are providing or helping employees to find day care centers and kindergartens. More generous parental leave policies are being developed. In addition to these policies and practices, some leading companies are finding that by changing work practices, work structure, and work culture in order to improve work-family integration, they can reap significant benefits in terms of productivity, employee commitment, innovation, lower turnover, and better quality. In other words, work-family integration can become a competitive advantage.³⁶

Community

Because airlines have a high impact on neighborhoods and communities surrounding their major hubs, it is the responsibility of airlines to support these communities. Airlines support communities by recruiting and training local staff, buying supplies and services from local businesses, offering educational support to local institutions,³² supporting various charities contributions, sponsorships of projects, contribution to infrastructure.^{9,36}, participating in volunteer programs²³, being involved in sports and cultural events through sponsorships, charity donations, sponsorship for social crises, and providing other supportive actions. In addition to supporting local communities, several airlines as well as their employees are actively involved with international charities to support impoverished communities. Such charities normally deal with health care, human rights, and education.^{32, 37}

Also, being attentive to stakeholder concerns is a key component of the airlines corporate social responsibility strategy.³⁸ Stakeholder is defined as “any group or individual who can affect or is affected by the achievement of the firms’ objectives”.³⁷ Primary stakeholder groups consist of shareholders and investors, employees, customers, suppliers, unions, public entities, such as governments or other public organizations that set laws and govern economic commerce, non-governmental organizations, trade associations, and environmental groups.^{4,39} Stakeholder engagement is a way of staying connected with relevant stakeholders. It implies understanding their views and taking them into consideration, being accountable to them, and using information received from stakeholders to improve business functions. Three key reasons for stakeholder engagement are: building social capital, reducing risk, and fuelling innovation. Also, with efficient stakeholder engagement, companies can be more aware of stakeholder concerns, and therefore reduce risks overall. Moreover, stakeholder engagement fuels innovation through increased stakeholder interaction and communication.

Furthermore, suppliers are often encouraged to commit to the responsibility plan of an airline. Because airlines have negotiation power, suppliers have to adapt changes in the business, such as sustainability. In order to ensure responsible procurement, products and services resulting in customer satisfaction, suppliers have to move their business practices toward sustainability. Airlines are, rightfully, increasingly demanding that their suppliers adhere to CSR principles as well to ensure that ethical standards and practices are implemented throughout the procurement and supply chain management processes.³²

Customer

The core element of the most successful companies or business is an excellent customer experience. Customers who are delighted are likely to repeat its relation with the firm.³¹ Successful companies build lasting relationships with customers by focusing their whole organization on understanding what the customers want and on providing them superior quality, reliability and service.³⁶

Airlines are striving toward exemplary customer relations by proving a level of customer service and comfort that ensure customer loyalty, focusing on safety and security, meeting customer expectations, involving customers with the CSR program, and raising passenger awareness of sustainability issues.⁴⁰ Airlines offer services that make customer experience more comfortable and less time consuming. It is in the best interest of the airline to build a long term relationship with customers to ensure repeat patronage. For this purpose, most airlines establish and maintain frequent flyer databases to develop customer profiles so as to provide customized products and services and create superior value for customers, which in turn would lead to customer satisfaction. The frequent flyer program (FFP) concept is one of the relationship marketing strategies embraced by airlines to build customer loyalty. An FFP involves incentive packages designed to encourage loyal passengers’ patronage and reward them according to the distance flown on the airline. Moreover, the airline sector has been an early adopter of information technology. With the help of these tools, airlines are able to enhance individual relationships with their customers.⁴¹ Other customer service features are, for example, to offer customer meals without harmful ingredients or additives or to provide special services, such as help with disabled customers or unaccompanied youth.³² For a relationship marketing strategy to succeed, it is important that customers and airlines must both benefit from the exchange relationship. From the customer’s viewpoint, the positive benefits of relationship marketing can only be realized if customers are willing to engage in long-term relationships. For airlines, the development of a strong customer relationship promises improved customer loyalty, which in turn leads to increased profits for the firm.⁴¹

Challenges of practicing CSR

The most important challenges of practicing CSR are summarized as follows:⁴²

1. Educating employees, customers, and other stakeholders: For many, CSR is a new concept. Aiming for everyone to understand and support CSR in the organization is a key challenge.
2. Deciding a focus and choosing priorities: CSR can mean many different things. Each organization needs to make sense of CSR for itself, choosing its own focus and priorities. Moreover, figuring out how to incorporate and align the different practices cooperatively across people in the organization can be immensely challenging. This can be achieved through

considering the processes or practices that could be developed to improve the social responsibility of the particular business, the changes required to develop these processes, and taking into consideration the unmanageable or not viable practices.

3. Proving the business case for CSR: Some small and medium size enterprises (SMEs) report difficulties showing the business advantages of CSR to all stakeholders.
4. High implementation costs of CSR: Elevated expenditures may include “green” products and practices, community donations and services, employee development and employee earnings allotted to allow their involvement in community connection activities, and possibly higher costs of local products and services. These costs are tough for some businesses, particularly SMEs, and particularly those struggling against low price points set by retail giant competitors.
5. Tracking implementation, business performance and progress in CSR: This can be done through studying the most valid indicators, the outcomes to be measured, and the measures making most sense to different stakeholders.
6. No supporting government regulation: Most companies see themselves as more progressive than government. There is need for the government to adopt as a first step the sustainable practices itself, screen its purchases for the social and environmental practices of suppliers, and support CSR companies by using them as suppliers of choice. There is also lack of financial support in terms of tax incentives for responsible practices and subsidies for buying responsible products/services to offset the high proportional cost.
7. Special challenges of rural or remote-area firms: These firms may lack access to environmentally friendly suppliers and products, have fewer supporters, and may need to educate their own communities about the value of CSR and its higher prices.

Corporate Social Responsibility and Customer Loyalty

Customer loyalty is considered a vital objective for a firm’s survival and growth. Actually, building a loyal customer base has not only become a major marketing goal, but it is also an important basis for developing a sustainable competitive advantage. Obviously, the success of a brand in the long term is not based on the number of consumers that buy it once, but on the number of consumers who become regular buyers of the service.⁴³ Customer loyalty is defined as the relationship of relative attitudes on object (brand, service, and dealer) and repeat patronage. Moreover, it can be determined into three categories: Cognitive: associated with informational determinants; Affective: associated with emotion involving on the brand; and Conative: associated with behavioral intention toward the brand.

The concept of customer loyalty is understood as the combination of favorable attitudes leading to repurchase intentions and recommend good or service to others, including willing to pay more. It is widely accepted that customer satisfaction is an antecedent of customer loyalty which in turn has been shown to influence profitability.^{22,44,45} According to⁴, definitions for customer loyalty can be grouped into two categories: process and psychological. On the one hand, process or operational definitions focus on what consumers do to become loyal, and is generally measured in terms of repeat purchasing frequency or relative volume of same brand purchasing. On the other hand, psychological or theoretical definitions focus more on the deep rooted commitment or internal disposition on the part of the consumer to seek out the same brand in repeat purchase situations. This perspective combines both the attitudinal and behavioral measures of loyalty and is a more holistic representation of the loyalty concept, defining loyalty as: “a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior.”⁴⁶

Also, customer loyalty is an important concept for corporations. It refers to the non-random tendency of customers to keep buying products and services from a firm and concurrently associate mostly positive images with that firm. In general terms, it refers to attitudes toward a company and resultant patronage behavior. Moreover, customer loyalty can manifest itself through one or a combination of five dimensions (some also call these antecedents or consequences of loyalty): attitudinal, behavioral, situational, personality traits (propensity to be loyal), and resistance to competing offers.^{7,47,48} In the modern consumerism, consumers are no longer just satisfied by the physical products. They will also consider the company’s behaviors in deciding their purchase decision. For instance, environmentally concerned companies are always praised as good-reputation or community business.⁴⁵ Also,⁴ showed that CSR initiatives in various forms become active channels for building customer loyalty. For example, supporting a cause, employee diversity, charitable giving, community involvement, supporting women’s rights, and philanthropy all have been shown to assist in generating loyal customers because customers perceive the companies making a positive difference in communities due to the positive moral stance taken by the firms.⁴⁹ For companies with high perceived CSR, their customers will have a stronger trust-loyalty link.⁴⁵ More broadly, consumers appear to provide greater support for companies that are socially and environmentally responsible.⁴

Research Design

The study adopted an exploratory survey to elicit attitudes and perceptions of customers (passengers) on airlines corporate social responsibility. The design was best suited for describing population characteristics, knowledge, beliefs, attitudes, preferences and behaviors. It is worth mentioning that similar studies have successfully used survey design.^{14,50} To achieve the purpose of this paper, the authors develop a model to measure the influence of airlines corporate social responsibility activities in customer loyalty and airline image. In order to ensure that the research design was consistent with the research objectives, the methodology section was executed in three steps. The first step focused upon creating new model to measure customer loyalty with regard to airlines corporate social responsibility activities. Secondly, a self-administered questionnaire was considered an appropriate approach to collect data for this research. The final step included the analysis, discussing the results of the study, and presenting the conclusion.

Item generation and creating model

A conceptual model for this study was developed in order to measure the relationship between CSR activity awareness and customer loyalty (**figure 1**). A research model was developed through a number of literature studies related to the objectives of this research considering the relationship between CSR and loyalty.^{51,52} To build a complete model for this study, researchers follow some general criteria that decision calculus models should have. Models should be simple, robust, easy to control, adaptive, complete on important issues, and easy to communicate with. Although completeness may sometimes compete with simplicity, a model should try to capture all the relevant elements of the problem, and the researcher should consider that completeness is a relative concept to the specific situation.^{53, 54}

To generate initial items, an extensive review of literature was conducted in the broad contexts of airlines corporate social responsibility^{5,6,7,8,17,28,47}, service and customer equity^{55,56, 57,58,59, 60, 61}, brand equity^{62,63,64,65,66,67,68,69}, value equity^{70,71,72,73,74,75,76,77}, loyalty⁷⁸, relationship management⁷⁹, and marketing management^{80,81,82,83,84,85}.

The conclusion from review of those literatures inspired the authors to develop and empirically test the model that shows the relationships among CSR activities. If customers are aware of CSR activities that airlines have implemented, that will enhance their belief about company ability in doing their business and influence the airline image. Through the above process, 21 initial items were generated in attempting to cover airlines CRS activities, including 8 items supporting business operations, 4 items for work place, 5 items regarding Community, and 4 items supporting customer attribute. Also, there were 29 initial items for measuring customer loyalty, including 11 items measuring airline image, 10 items supporting behavior intention, and 8 items for perceived value.

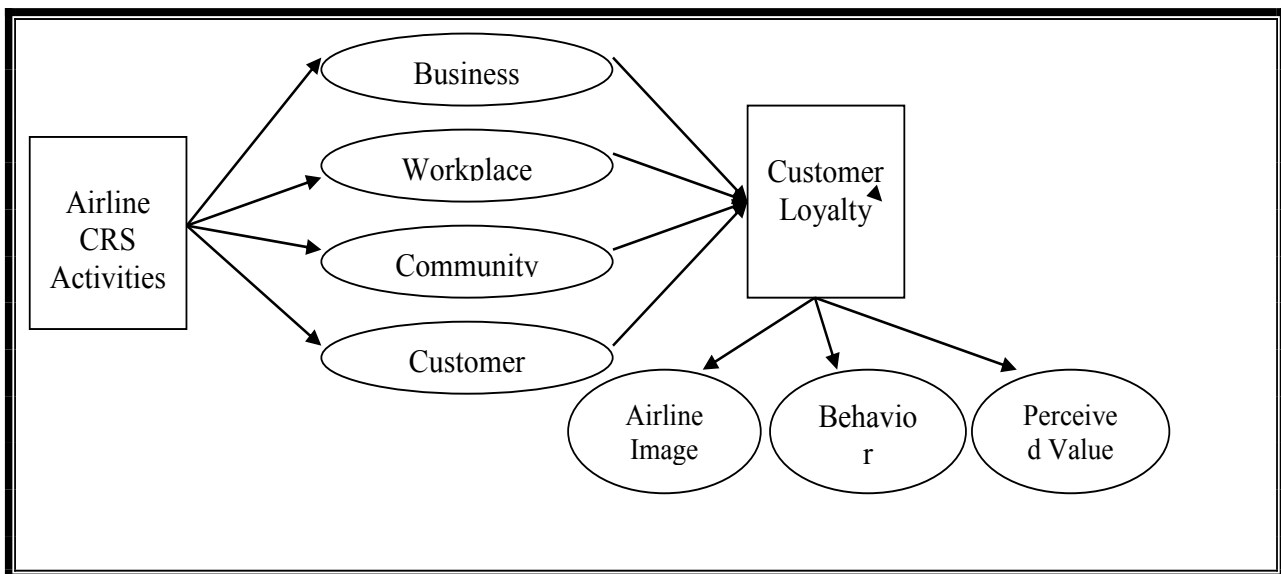


Figure (1): A conceptual model framework for Field Study.

In the first stage, items that were not relevant to the travel industry or to the concept of customer loyalty were deleted, based upon the definitions of each dimension as well as the researchers' own understanding of the content area. Furthermore, to increase credibility, the collected items were identified and categorized by the two researchers. For judging the reliability of the sub drivers and items classification; kappa statistics was calculated to measure the agreement between the two raters.⁸⁶

$$\kappa = \frac{\text{Pr}(a) - \text{Pr}(e)}{1 - \text{Pr}(e)}$$

The equation for κ is:

Where $\text{Pr}(a)$ is the relative observed agreement among raters, and $\text{Pr}(e)$ is the hypothetical probability of chance agreement, using the observed data to calculate the probabilities of each observer randomly saying each category. If the raters are in complete agreement then $\kappa = 1$. If there is no agreement among the raters (other than what would be expected by chance), then $\kappa \text{ group} \leq 0$.⁸⁷ The classifications of collected items is compared by an inter rater reliability analysis using the kappa statistics which was performed to determine consistency among researchers. The interrater reliability for the raters was found to be $\text{Kappa} = 0.79$.

In the second stage, the list of initial items was then sent to three identified groups for comments. The three identified groups were: academic staff, 4 managers in airline companies, and 5 potential travelers who were to leave Cairo Airport. Members of the three groups were asked to rate each of the attributes in terms of importance to describe CRS and customer loyalty, on a 5-point Likert scale ranging from extremely important to extremely unimportant. After a careful screening analysis and advice from academic professionals, 16 of the 21 attributes were selected to cover airlines CRS activities, and 21 of the 29 initial items were selected for measuring customer loyalty (See Table 3).

Data collection

Research instrument

Structured questionnaires were used and administered. The proposed model was presented as a self administrated questionnaire. This questionnaire instrument consisted of two sections: the first section was designed to elicit demographic information about the respondents. The second section of the questionnaire consisted of 37 items or statements to measure the relation between airlines CRS and customer loyalty. All collected items were assessed on five-point Likert-type scales ranging from 1 ('strongly disagree') to 5 ('strongly agree'). The initial questionnaire was prepared and a pre-test was conducted and presented to a number of samples (N=15) of Australian international passengers who have recent experience of international travel. The purpose of the pre-test was to detect any potential problems in the questionnaire design, clarity, or wording. Passengers were asked to complete the questionnaire and give their overall comments about the questionnaire. Based on the passengers' comments, one revision was made and several items were reworded after the pilot exercise to improve the comprehensibility and clarity of the questionnaire instrument. Questionnaire re-probe coefficient was equaled to 88.03. This constant verified the reliability of the questionnaire. Researchers were required to show an introductory letter to all potential respondents when soliciting participation in the research. As indicated in the introductory letter, the right of anonymity and confidentiality was guaranteed. This included the assurance that the study was only for academic purposes and not for circulation to other parties. Because respondents may have different frames of reference for CRS, a clear definition of CRS was also provided to respondents, and they were instructed to answer all the questions based on that definition.

Target population and sampling

The population of the study comprised individuals who had a travel experience through airlines. Therefore, the data for this research mainly were obtained from a sample of flight passengers. Population elements are selected on the basis of two criteria: (1) individuals who regularly arrange their travel trips through international air ways as these airlines were thought to offer CSR activities, compared to other airlines; (2) passengers aged 18 and over. Passengers under 18 years of age were excluded from the sample because it was assumed that they would not have sufficient travel experiences to respond to all the questions in the questionnaire. Data have been collected using the purposive sampling method since the purposive sample is appropriate to be used for specific criteria.⁸⁸ In other words; this sample is preferred to be used if the characteristics of individuals are used as the basis of the selection.⁸⁹ The power of purposive sampling lies in selecting information rich-cases for in-depth analysis related to the central issues being studied. Moreover, Purposive sampling can be used with both quantitative and qualitative studies.^{90,91,92} The sample chosen in this study included mainly international airlines' passengers. The survey was conducted in Cairo International Airport. A scheduled of international airlines arrival and departures was studied, and the most important 3 to 4 days a week were determined to conduct the survey. Table (1) presents the elements of actual sample with regard to the airlines.

Table (1): Elements of the actual sample

Airlines	Distributed questionnaires	Valid questionnaires	%
Air France	96	88	91.6%
Alitalia	99	89	89.8%
British Airways	175	102	58.2%
Iberia Airlines	95	81	85%
Singapore Airlines	89	58	65.2%
Lufthansa Airlines	98	72	73.5%
Emirates Airlines	75	38	51%
Total	727	582	72.6%

The self-report questionnaire was distributed to purposive selected group of 727 passengers of 7 international airlines. From the 727 questionnaires distributed, 592 responses were collected (for a response rate of 81%). To control the response bias, the data was screened. After eliminating those with missing information and extreme answers, 582 usable responses remained (usable response rate of 72.6%).

Data Analysis

Both descriptive and inferential statistics were used for data analysis. Also, descriptive statistics including simple frequencies were computed on the respondents' demographic and traveling profiles, and the mean model attributes were calculated. While simple Linear regression was also applied, this test attempted to model the relationship between two variables by fitting a linear equation to observed data. One variable is considered to be an explanatory variable (such as CRS activities), and the other is considered to be a dependent variable (customer loyalty). The formula for a regression line is⁹³:

$$Y = b_0 + b_1 x$$

where b_1 is the gradient and b_0 is the intercept on the y axis.

Generally speaking, simple linear regression is used for three main purposes⁹³:

1. To describe the linear dependence of one variable on another.
2. To predict values of one variable from values of another, for which more data are available.
3. To correct for the linear dependence of one variable on another, in order to clarify other features of its variability.

Before attempting to fit a linear model to the observed data, it should first be determined whether or not there is a relationship between the variables of interest. So, Spearman's correlation coefficient was used as a statistical measure of the strength of a monotonic relationship between paired data. The formula for Spearman's correlation is⁹³:

$$\rho = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)}$$

where d_i = difference in paired ranks and n = number of cases.

Data were analyzed using Statistical Package for Social Science (SPSS) version 17.

Reliability and Validity of the model

The reliability of the study refers to the repeatability of the measurements and the way that the study gives relevant results. Thus, if two or more evaluators end up in the same conclusion, the results are considered to be reliable.⁹⁴ To assess the reliability of the study factors, Cronbach's Alpha⁹⁵ was calculated to test the stability of variables retained in each factor. The

reliability analysis gave alpha coefficients exceeding (.70), for all the study factors which are regarded as acceptable reliability coefficients and a good indication of construct reliability. The research validity refers to the accuracy or the way that the research methodology applied will be able to measure exactly what is supposed to be measured in the research. The research results can sometimes be distorted because the respondents can misunderstand the questions, or in other cases the investigator can translate the results in his/her own perspectives.⁹⁴ It is also impossible for a quantitative research to attain the highest degree of perfection which is 100%. Hence, quantitative researches possess a measure of standard error which has to be acknowledged.⁹⁶ Therefore, the researchers tried to improve the degree of validity of the research by avoiding data collection and handling distortions through a questionnaire with clear and precise questions so that the respondents would not give irrelevant answers as a results of having unclear questions.

Results and discussion

Sample characteristics

A total of 582 out of 727 travelers completed the questionnaire in the 32-days survey period (12 March to 13 May 2013) representing a response rate of 72.6%. The tables show the demographic characteristics of the respondents. The majority of the respondents interviewed were males (76%); more than 75% of them reported being from 21 to 49 years old. With regard to the education level, the results showed that the majority attended College/University. More than half of the respondents have income level from 50,000 to 69,000 US \$.

Table (2) Demographic characteristics of respondents

Attributes	Sample number	Frequency (%)
Gender		
Male	443	76
Female	139	24
Age		
Under 20 years	101	17.4
From 20- 50 years	438	75.3
Over 50 years	43	7.3
Educational Level		
Primary	5	1
Secondary/High School	198	34
College/University	362	62
Postgraduate Degree	17	3
Annual Income (US \$)		
Less than 10.000	55	10
10.000 – 29.000	45	7
30.000 – 49.000	53	9
50.000 – 69.000	295	51
70.000 – 100.000	134	23
Country of Residence		
Europe	314	54
America	78	13
Asia/Pacific	87	15
Other nationalities	103	18
Profession		
Management/Administrative	207	36
Professional	124	21
White collar worker	78	13
Blue collar worker	28	5
Self-employed	114	20
Retired	19	3
Others	12	2

Table (2) also illustrates that 54% of the respondents resided in Europe while only 28% of them were from America and Asia/Pacific. The profession of the respondents seemed to be evenly distributed between the three groups Management/Administrative, Professional and Self-employed.

Table (3): Mean Rating and factor loading of airlines CRS activities and Customer loyalty attributes.

Attributes	Mean	Std. Dev	Factor Loading
1-Airlines CRS activities.	3.02	.53	
a- Business operations	2.9	.71	-
- Airline provides a safe and reliable transportation service.	3.2	.98	0.743
- Airline provides a safe working and business environment to ensure the safety of its employees and customers.	3.5	.59	0.727
- Airline provides a clear and effective complaints program for consumers to solve their problems fairly and immediately.	3.0	.82	0.704
- Airline company uses renewable energy and reduces on-ground energy consumption.	2.6	.47	0.652
- Airline lowers the pollution caused by its business activities.	2.6	1.2	0.867
- Airline carries out its business activities in accordance with the environmental regulations and policies stipulated by governments and international covenants.	2.9	.82	0.858
- Airline volunteers the services of rescuing, transportation, and supply in times of disaster.	2.6	.95	0.835
b- Work place	2.8	.83	-
- Airline encourages its employees to participate in volunteer services.	2.7	.45	0.568
- Airline engages its employees in its personal responsibilities.	2.9	.85	0.696
c- Community	3.1	.75	-
- Airline pays attention to its influences on the society.	3.2	.98	0.670
- Airline contributes to social welfare, such as voluntary work support.	3.5	.94	0.539
- Airline provides continuity of leisure activities supply.	3.5	.79	0.863
- Airline spends a fixed amount of profit on charity Funding.	2.6	.49	0.834
d- Customer	3.1	.62	-
- Airline respects consumers' privacy and protects their personal information.	2.8	.89	0.592
- Airline company's commercials or promotion do not deceive or mislead consumer.	3.2	.55	0.518
- Airline takes account of customer interests and rights.	3.2	.79	0.719

2-Customer loyalty	2.9	.50	
a- Airline image	3.2	.40	-
- I have always had a good impression of this airline.	3	.82	0.726
- I believe that this airline has a better image than its competitors.	3.5	.59	0.722
- In my opinion, this airline has a good image in the minds of passengers.	3.5	.78	0.719
- The products and services of the airline are quality assured and trust-worthy.	3.0	.21	0.594
- This airline has a good reputation in the travel industry.	3.0	.82	0.825
- I often notice and pay attention to information or media advertising of this air line.	3.0	.83	0.763
- Some characteristics of the airline brand come to my mind quickly.	3.2	.98	0.734
- The image of this airline fits my personality well.	3.2	.55	0.687
b-Behavior intention (Commitment)	3.0	.60	-
- You consider flying on this airline again in the future.	3.2	.59	.934
- This airline is clearly the best brand in the market.	2.9	.82	0.579
- I recommend this airline to other people.	2.9	.79	0.766
- I continue travel with this airline because I genuinely enjoy my relationship with them.	3.1	.96	0.594
- I feel emotionally attached to this travel agency.	3.0	.85	0.753
- My attitude toward this airline is extremely favorable.	3.2	.98	.931
- I always consider this airline to be the first one on my list when searching for travel.	2.6	.90	0.578
- I have positive feelings toward this airline.	3	.82	0.786
- I would post positive messages about the company on some Internet message board.	3.2	.55	.998
c- Perceived value:	2.5	.55	-
- Compared to alternative companies, the company offers attractive product/service costs.	2.3	.49	0.724
- Compared to alternative companies, the company charges me fairly for similar products/services.	2.3	.56	0.861
- Compared to alternative companies, the company provides more free services.	2.3	.49	0.698
- Comparing what I pay to what I might get from other competitive companies, I think the company provides me with good value.	2.8	1.4	0.673

Factor loading

As shown in Table (2), the factor loadings of each item exceeded 0.5, and so met the threshold level recommended by Bagozzi and Yi.⁹⁷ The convergent validity of each scale’s item is satisfying.

Descriptive results

In order to measure CSR of airline passenger's perception, four corporate social performance dimensions were selected; these dimensions were business operations, work place, community and customer. According to Table (3) the mean scores on each dimension of CRS were 2.9 for business operations, 2.8 for work place and 3.1 for community and customer. These results shed light on the main areas of CRS that airlines concentrate on. Moreover, it is clear that the selected airlines for this study had greater effort in the area of community and customer compare to other CRS activities. These results match the results of previous studies ^{31, 36, 41} which demonstrated that the main successful factor of any company is the customer. Also, some airlines ensure that being attentive to community activities is a key component of the airlines corporate social responsibility strategy ³⁸.

The results clearly revealed that the airline image and behavior intention are two powerful predictors of customer loyalty as airline image attributes achieved a 3.2 with standard deviation .40 and behavior intention rating 3.0 with standard deviation .60. The results in Table (3) also indicate that Perceived value is another key driver of customer loyalty and also significantly influences customer loyalty but only with rating mean 2.5. These results of this study do not match with findings suggest by Yang and Peterson⁹⁸ who concluded that customer loyalty can be generated through improving customer satisfaction and offering high product/service value.

Spearman correlation analysis

The spearman correlation was applied into two stages: the first stage was to test whether there is any significant relation between airline CRS activities and customer loyalty as a general base. The second stage was to examine the relation between airline CRS activities and customer loyalty's attributes. Customer loyalty was broken down into 3 main attributes which were airline image, behavior intention and perceived value. This stage was carried out to discover which attributes had more contribution or effect in the strength and direction of the relation.

Table (4): Spearman correlation between airline CRS activities and customer loyalty attributes

Attributes	Correlation coefficient	Sig
Airline image	.893	.000
Behavior intention	.699	.000
Perceived value	.800	.000
Customer loyalty	.734	.000

Note: significance is at the 95% confidence level.

According to the results above, the value Spearman correlation coefficient between airline CRS activities and customer loyalty was .734; this indicates that there is a strong positive relation between the two variables. The results clearly revealed that the most effective attribute in this relation was “Airline image” as it achieved .893 as a value of Spearman correlation. This means that promoting the airline image is strongly affected by airline CRS activities. These results confirm the study of Salmones et al.⁴⁸ who concluded that the CRS generates trust among users when evaluating the service that the firm provides to them.

Simple linear regression analysis

As mentioned above, the main objective of this paper is to find out whether there is linear relationship between CRS activities in airline and customer loyalty. To achieve this goal Simple linear regression analysis was used. Tables (5),(6) and (7) show the results of this analysis.

Table (5): Statistical characteristics of the simple linear regression (Model Results ANOVA)

Model	Sum of square	Mean square	F value	Sig.
Regression	10.149	10.149	1191.959	.000
Residual	.341	.009		
Total	10.490			

Predictor: CRS activities

Dependent variable: customer loyalty

Table (6): Model summary

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	.984	.968	.967	.09228

Table (7): The simple linear Regression coefficients

Model	Unstandardized coefficients		Standardized coefficients	T	sig
	B	Std.error	Beta		
CRS activities	.113	.083	.984	.369	.179
	.930	.027		34.525	.000

According Table 5, there is a significance statistical relationship between airlines CRS activities and customer loyalty ($f=1191.959, P<.005$). Since, The independent-mediator model, as indicated in Table 6, fitted the data quite well, with an adjusted R² of 0.96, indicating that 96% of the variation in the dependent variable was explained by the equation. As, if it is supposed that X –value is the observed values of the independent variable (CRS activities), while Y –value is the observed values of the dependent variable which correspond to the respective X –values, it could be concluded that the regression relation in the following formula is:

$$Y = .133 + .930 X$$

According to the above tables, the simple linear regression model can be summarized in the following equation:

$$\text{Customer loyalty} = .113 + .930 \text{ CRS activities.}$$

It is clear that the main dependent variable (customer loyalty) is associated with CRS. This finding is in line with previous studies^{1,48, 99,100,101} which concluded that the perception of socially responsible behavior has had a direct and positive influence on consumers' loyalty toward the firm. The results of this research also match with the study of Yuen⁴⁵ who stated there is an evidence support that companies with good CSR performance will gain more reputation.

Conclusion and implications

Corporate social responsibility (CSR) in airlines should be understood as a broad concept, since it takes in the whole set philosophical and normative issues relating to the role of business in society. The current work has tried to deepen understanding about the concept of corporate social responsibility from the consumers' perspective, as well as its benefits as an improvement tool of airline image. With this in mind, the extant literature on the relation between social responsibility and consumer loyalty has been reviewed.

This study offers several useful insights into the importance of corporate social responsibility in airlines. Firstly, corporate social responsibility does have an effect on customer loyalty, but it only acts indirectly by means of service valuation. Hence, social responsibility becomes a clear marketing tool within the services market. Secondly, the results obtained in this research have allowed us to detect certain relation between corporate social responsibility and customer loyalty. Furthermore, the results have clearly revealed that the most effective attribute in this relation was "Airline image". This means that promoting the airline image is strongly affected by airline CRS activities. Thus, marketers of airlines should develop new marketing strategies and try to benefit from corporate social responsibility. This research also shows that CSR activities could create positive behavior to customer. This evidence should encourage airlines to implement CSR activities because they will create value to their products. Thirdly, for developing corporate social responsibility marketing plans, a company should communicate intelligently its social orientation and its environmental involvement. It can use internet and its webpage in order to inform about its activities with a social dimension. Besides, it is possible to involve users by organizing some activities that encourage their active participation. Fourthly, every airline should take into account the critical successful factors which affect corporate social responsibility. In this study, customer and community are the most important factors affecting customer perception of the airline image.

Seemingly, this study has yielded some interesting findings. However, future research needs to be conducted since there are some limitations of this study. First, this research uses purposive sampling, which may imply that the result is not generalizable to the whole population. Future research should use different respondents, including several companies into

the study context. Future research also should include a wider demographic or country given the diversity in relation to demography, lifestyle, and perhaps awareness of the CSR concept and implementation within an institutional setting. Second, this study uses loyalty and advocacy as behavior consequences of CSR activity. Therefore, using other consequences in further research such as customer satisfaction and customer lifetime value will increase the understanding of corporate social performance.

Acknowledgements

The assistance and co-operation of International Cairo Airport management for permission to conduct the survey of this study is very much appreciated by the authors.

References

- (1) Gigauri, I. (2012) Impact of Corporate Social Responsibility on Consumer Purchase Decision, *Journal of Educational and Social Research*, 2(9), 106-111.
- (2) Barnes, A. (2011) Corporate Social Responsibility and its effects on Brand Trust, Master thesis, Auckland University of Technology Ethics Committee.
- (3) Kanji, G. and Chopra, P. (2010) Corporate social responsibility in a global economy, *Total Quality Management*, 21(2), 119-143.
- (4) Pirsch, J., Gupta, S. and Grau, S. (2007) A Framework for Understanding Corporate Social Responsibility Programs as a Continuum: An Exploratory Study, *Journal of Business Ethics*, 70, 125-140.
- (5) Smith, A.C. and Grosbois, D. (2011) The adoption of corporate social responsibility practices in the airline industry, *Journal of Sustainable Tourism*, 19 (1), 59-77.
- (6) Asatryan, R. (2013) The effect of CSR initiatives on customer loyalty in the airline industry, *Mathematics and Computers in Contemporary Science*. available at : www.studymode.com/essays/Csr-In-Viet-Nam-1845666.html [Accessed on 19th June.2013].
- (7) Chen, F., Chang, Y. and Lin, Y. (2012) Customer perceptions of airline social responsibility and its effect on loyalty, *Journal of Air Transport Management*, 20, 49-51.
- (8) Chen, F. Y. and Lin, Y. S. (2009) Corporate Social Responsibility Initiatives of Major Asian Airlines, The 9th International Conference on Electronic Business, Macau, November 30 - December 4, Feng Chia University, Taichung, Taiwan.
- (9) Sloan, P., Legrand, W. and Chen, J. (2009) Sustainability in the hospitality industry: Principle of Sustainable Operations, Butterworth-Heinemann, UK, P.118
- (10) Tsai, W.H. and Hsu, J.L. (2008) Corporate social responsibility programs choice and costs assessment in the airline industry - A hybrid model, *Journal of Air Transport Management*, 14 (4), 188-196.
- (11) Ali, I. (2011) Influence of Corporate Social Responsibility on Development of Corporate Reputation and Customer Purchase Intentions, *Romanian Review of Social Sciences*, 1, 19-27.
- (12) World Business Council on Sustainable Development (2000) Corporate Social Responsibility: Making Good Business Sense. available at : <http://www.wbcsd.org/includes/getTarget.asp?type=d&id=MzE0S>. [Accessed on 28th March.2013]
- (13) Özberk, B. Güler, F. and Ata, E.U. (2011) Global Sourcing Strategies and CSR Implementation in Airline Industry, Master of Science In Industrial Engineering – Logistics Management, University College of Borås.
- (14) Cheruiyot, T., Maru, C. and Muganda, C. (2012) Reconstructing Dimensionality of Customer Corporate Social Responsibility and Customer Response Outcomes by Hotels in Kenya, *Journal of business*, Economics and Finance, 1(3).
- (15) Lee, S. and Park, S.Y. (2010) Financial Impacts of Socially Responsible Activities on Airline Companies, *Journal of Hospitality & Tourism Research*, 34 (2), 185-203.
- (16) Bernadette, S., Stephen, S. and Roshni, B. (2012) Corporate Social Responsibility : An Innovation to A Strategic Business Success- An Empirical Study, Maratha Mandir's Babasaheb Gawde Institute Of Management Studies. available at : <http://www.docstoc.com/.../CORPORATE-SOCIAL-RESPONSIBILITY-AN-INNOVATI> [Accessed on 20th June.2013]

- (17) Lynes, J. and Andrachuk, M. (2008) Motivations for corporate social and environmental responsibility: A case study of Scandinavian Airlines, *Journal of International Management*, 14 , 377–390.
- (18) Sen Sankar and Bhattacharya C. B. (2001) Does Doing Good Always Lead to Doing Better? Consumer Reactions to Corporate Social Responsibility, *Journal of Marketing Research*, 38, 225-243.
- (19) Yan , K. (2012)The Impact of Corporate Social Responsibility on Customer Identification and Satisfaction: The Role of Personal Value, PhD thesis , Hong Kong Baptist University.
- (20) Carroll, A. B. (1991) The pyramid of corporate social responsibility: toward the moral management of stakeholder organization, *Business Horizon* ,34(1), 39-48.
- (21) Helg , A. (2007) Corporate Social Responsibility from a Nigerian perspective, Master Thesis, Vid Goteborgs Universitet.
- (22) Sabeena, A. and Krishnamurthy, N. (2012) Corporate Social Responsibility In Accomplishment And Augmentation of Customer Loyalty – A Tactics of Indian Mobile Service Providers, *Names International Journal of Management Research* , 146. 2, (2) , 145- 153.
- (23) Inoue, Y. and Lee, S. (2011) Effects of different dimensions of corporate social responsibility on corporate financial performance in tourism-related industries, *Tourism Management*, 32, 790 -804.
- (24) Safi, A. and Ramay, M. (2013) Corporate Social Responsibility and Consumer Behavior: A Study from Pakistan , *Information Management and Business Review*, 5(4) , 194-202.
- (25) Ochoti, G. , Muathe, S. , Ronoh , P., Maronga , E. and Ochoti , F. (2013) Corporate Social Responsibility, Client Satisfaction and Competitive advantage in retail banking institutions in Kenya, *International Journal of Arts and Commerce*, 2 (2) , 161- 173.
- (26) Swaen, V. (2002) Consumers' Perceptions, Evaluations And Reactions to CSR Activities, the 10th international conference of the Greening of Industry Network , June 23-26, Göteborg, Sweden.
- (27) Alafi , K. and Al sufy, F. (2012) Corporate Social Responsibility Associated With Customer Satisfaction and Financial Performance a Case Study with Housing Banks in Jordan, *International Journal of Humanities and Social Science* , 2 (15), 102- 115.
- (28) Selvarajh, T., Munusamy, J., Chelliah, S. and Pandian, S. (2012) An empirical study on corporate social responsibility in Malaysian aviation industry: A case study, *African Journal of Business Management*, 6 (8), 2919-2930.
- (29) Hinz , O. (2004) Corporate social responsibility in the aviation industry , available at : www.docstoc.com/.../Corporate-Social-Responsibility...Airline-Industry, [Accessed on 28th March 2013] .
- (30) Rigby, C. , Mueller, J. and Baker, A. (2011) The Integration of Maori Indigenous Culture into Corporate Social Responsibility Strategies at Air New Zealand, *Journal of Marketing Development and Competitiveness* , 5(6) , 116-126.
- (31) Singh, S. (2010) Philanthropy to Corporate Social Responsibility: An Indian Perspective , *Review of International Comparative Management* , 11 (5), 990-1000.
- (32) Anttila, T. and Kretzschmar, A. (2010) Application Of CSR Programs In The Airline Industry, Bachelor's Thesis, Saimaa University of Applied Sciences , Business Administration department .
- (33) Atlantic Airways (2012) Corporate Social Responsibility in Atlantic Airways , available at : <https://www.atlanticfo/da/om-os/investor-relations/csr.aspx>, [Accessed on 26th April 2013].
- (34) Kemp, L.J. and Vink , J. (2012) Country Perspective CSR reporting: a review of the Pakistani aviation industry, *South Asian Journal of Global Business Research*, 1(2) , 276-292.
- (35) Saeednia, H. and Shafeiha, S. (2012) Investigation The Link Between Competitive Advantage & Corporate Social Responsibility From Consumer's View, *International Journal of Economics and Business Modeling* , 3(2), 177-182.
- (36) Palazzi , M. and Starcher, G. (2006) Corporate Social Responsibility and Business Success, The European Bahai Business Forum, available at : www.bahai-library.com/?file=palazzi_starcher_social_responsibility. [Accessed on 20th June 2013]
- (37) Voet, S. (2010) The Impact of Stakeholder Influences on the Formation of CSR policy in the Airline Industry, BSc Thesis Business Administration.
- (38) Air France and KLM Corporate social responsibility report 2007-2008 , available at :

- www.klm.com/csr/en/images/CSR-report_0911-ENG_tcm696-305525.pdf [Accessed on 28th March 2013]
- (39) Coles, T. , Fenclova, E. and Dinan, C. (2013) Tourism and corporate social responsibility: A critical review and research agenda, *Tourism Management Perspectives* , 6 , 122–141.
- (40) Skouloudis, A. , Evangelinos, K . and Moraitis, S. (2012) Accountability and stakeholder engagement in the airport industry :An assessment of airports’ CSR reports, *Journal of Air Transport Management*, 18 , 16-20.
- (41) Cheng, J.H , Chen, F.Y. and Chang, Y. H. (2008) Airline relationship quality: An examination of Taiwanese passengers , *Tourism Management* , 29 , 487–499.
- (42) Fenwick, T. (2010) Learning to practice Social Responsibility in small business: Challenges and Conflicts, *Journal of Global Responsibility*, 1(1), 149-169.
- (43) Mandhachitara, R. and Poolthong, Y. (2011) A model of customer loyalty and corporate social responsibility, *Journal of Services Marketing*, 25(2) , 122–133.
- (44) Jan, M.T. , Abdullah, K. and Smail, M.H. (2013) Antecedents of Loyalty in the Airline Industry of Malaysia: An Examination of Higher-Order Measurement Model , Proceedings of 3rd Asia-Pacific Business Research Conference 25 - 26 February 2013, Kuala Lumpur, Malaysia.
- (45) Yuen, K. (2007) The Effect of Customer Trust on Customer Loyalty and Repurchase Intention: The Moderating Influence of Perceived CSR, Degree of Bachelor of Business Administration (Honours) , Hong Kong Baptist University.
- (46) Oliver, R. L. (1999) , Whence Consumer Loyalty?, *Journal of Marketing*, 63(Special Issue), 33–44.
- (47) McGregor, S.L.T. (2008) Consumer-citizen loyalty relationships in the context of corporate social responsibility, *TMC Academic Journal*, 3 (1) , 25-38.
- (48) Salmones, M. , Crespo , A. and Bosque, I. (2005) Influence of Corporate Social Responsibility on Loyalty and Valuation of Services , *Journal of Business Ethics*, 61 (4), 369-385.
- (49) Boulstridge, E. and Carrigan , M. (2000) Do consumers really care about corporate responsibility: highlighting the attitude-behavior gap? , *Journal of Communication Management*, 4(4), 355–368.
- (50) Leone, R. and Rao, V. (2006) Linking Brand Equity to Customer Equity. *Journal of Service Research*, 9(2), 125-138.
- (51) Liu, Y. and Zhou, X. (2009) Corporate Social Responsibility and Customer Loyalty: A Conceptual Framework, 6th International Conference on Service Systems and Service Management, 794-798.
- (52) Sen, S., Bhattacharya, C.B., and Korschun, D. (2006) The Role of Corporate Social Responsibility in Strengthening Multiple Stakeholder Relationships: A Field Experiment, *Journal of the Academy of Marketing Science*, 34(2), 158-166.
- (53) Danaher, P. J., and Mattsson J. (1994) Cumulative encounter satisfaction in the hotel conference process. *International Journal of Service Industry Management*, 5(4), 69-80.
- (54) Leeflang, P., Wittink, M., and Naert P. (2000) Building Models for Marketing Decisions, Kluwer Academic Publishers , Boston/Dordrecht/ London.
- (55) Roofthoof, W. (2009) Customer equity: a creative tool for SMEs in the services industry: How small and medium enterprises can win the battle for innovation, *services business*, 4(1), 37-48.
- (56) Hyun , S. (2009) Creating and Validating a Measure of Customer Equity in Hospitality Businesses: Linking Shareholder Value with Return on Marketing, Doctor of Philosophy in Hospitality and Tourism Management, Blacksburg, Virginia.
- (57) Kyung , K., Kang, K., Dong, K., Jong K., and Suk, K. (2008) Brand equity in hospital marketing , *Journal of Business Research* 61(1), 75-82.
- (58) Litvin, S.W., Blöse, J.E. and Laird, S.T. (2004) Tourist use of restaurant web-pages: is the internet a critical marketing tool? *Journal of Vacation Marketing*, 11 (2), 155-161.
- (59) Servet, K. (2007) measuring the effectiveness of marketing effort in the convention industry : A customer equity approach, Appalachian State University, doctor of philosophy.

- (60) Ruyter, K., and Wetzels, M. (2000) Customer equity considerations in service recovery: across- industry perspective, *International journal of service industry management* 11(1), 91-108.
- (61) Duman, T., and Mattila, A. (2005). The role of affective factors on perceived cruise vacation value. *Tourism Management*, 25(2), 311-323.
- (62) Kwun, J. and Oh, H. (2004). Effects of brand, price, and risk on customers' value perceptions and behavioral intentions in the restaurant industry, *Journal of Hospitality Leisure and Marketing* 11 (1), 31-49.
- (63) Smith, J.W., (1991), Thinking about brand equity and the analysis of customer transactions. In: Maltz, E., Editor, *Managing brand equity: A conference summary*, Marketing Science Institute, Cambridge, MA, 17-18.
- (64) Nick, M. (2009) Designing a model for the valuation of tourism brands based on an empirical study, Master's Thesis, Università della Svizzera italiana, Faculty of Communication Sciences
- (65) Konecnika, M., and William, W. (2007) Customer-based brand equity for a destination, *Annals of Tourism Research*, 34(2), 400-421
- (66) Simoes, D. and Dibb, S. (2001). Rethinking the brand concept: new brand orientation, *Corporate Communications*, 6 (4), 217-24.
- (67) Mackay, M. (2001) Evaluation of brand equity measures: further empirical results", *Journal of Product and Brand Management*, 10 (1), 38-51.
- (68) Yoo, B. and Donthu, N. (2001) Developing and validating a multidimensional consumer-based brand equity scale, *Journal of Business Research*, 52(1), 1-14.
- (69) Keller, K. (2001) Building customer-based brand equity: A blueprint for creating strong brands, *Marketing science institute, working paper series*, (1), p.107.
- (70) Swarbrooke, J. (2002) *The development and management of visitor attractions*, 2nd ed., Butterworth-Heinemann, Oxford, England.
- (71) Chen, C. F. (2007) Experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists. *Proceedings of the 13th Asia Pacific Management Conference*, Melbourne, Australia, pp. 1130-1136.
- (72) Chen, C. F., and Tsai, D. C. (2007) How destination image and evaluative factors affect behavioral intentions? *Tourism Management*, 28(4), 1115-1122.
- (73) Murphy, E., Pritchard, M. and Smith, B. (2000) The destination product and its impact on traveler perceptions, *Tourism Management* 21 (1), 43-52
- (74) Oh, H. and M. Jeong, (2003). An extended process of value judgment, *Hospitality Management* 23, 343-362.
- (75) Petrick J.F. (2002) Experience use history as a segmentation tool to examine golf travellers' satisfaction, perceived value and repurchase intentions, *Journal of Vacation Marketing* 8 (4), 332-342.
- (76) Delgado-Ballester, E. and Munuera-Alemán, J.L. (2005) Does Brand Trust Matter to Brand Equity? *Journal of product & Brand Management*, 14(3), 187-196.
- (77) Sweeney J.C. and Soutar, G. (2001) Consumer perceived value: the development of multiple item scale, *Journal of Retailing* 77 (2), 203-220
- (78) Caruana, A. (2002) Service loyalty: The effects of service quality and the mediating role of customer satisfaction. *European Journal of Marketing*, 36(7/8), 811-830.
- (79) Richards, K.A. and Jones, E. (2008) Customer relationship management: Finding value drivers, *Industrial Marketing Management*, 37, 120-130
- (80) Rust, R., Lemon, K., and Zeithaml, V. (2004) Return on marketing: using customer equity to focus marketing strategy. *Journal of Marketing*, 68, 109-27.
- (81) Litvin, S.W., Bloise, J.E. and Laird, S.T. (2004) Tourist use of restaurant web-pages: is the internet a critical marketing tool? *Journal of Vacation Marketing*, 11 (2), 155-161.
- (82) Bolton, R. N., Lemon, K. N., and Verhoef, P. C. (2004) The theoretical underpinnings of

- customer asset management: A framework and propositions for future research, *Journal of Academy of Marketing Science*, 32(3), 271-292.
- (83) Berger, P. D., Eechambadi, N., George, M., Lehmann, D. R., Rizley, R. and Venkatesan, R. (2006) From Customer Lifetime Value to Shareholder Value: Theory, Empirical Evidence, and Issues for Future Research. *Journal of Service Research*, 9(2), 156-167.
- (84) Harrison-Walker, L. J. (2001) The measurement of word-of-mouth communication and an investigation of service quality and customer commitment as potential antecedents. *Journal of Service Research*, 4(1), 60-75.
- (85) Palmer, A. and S. Ponsonby (2002) The social construction of new marketing paradigms: the influence of personal perspective, *Journal of Marketing Management* 18, 173-192
- (86) Smeeton, N.C. (1985) Early History of the Kappa Statistic. *Biometrics*, pp. 41- 79
- (87) Noypayak, W. (2009) Value Dimensions of Thailand as Perceived by U.K. Tourists, *RU. Int. J.* 3(1), 141-154.
- (88) Given, M. Lisa (2008) *The Sage Encyclopedia of Qualitative Research Methods*. Sage: Thousand Oaks, CA, 2, pp. 697-698.
- (89) Wilmot, A. (2002) Designing sampling strategies for qualitative social research: with particular reference to the Office for National Statistics' Qualitative Respondent Register available at: www.ons.gov.uk/about/who-we.../designing-sampling-strategies-.pdf. [Accessed on 10th May, 2013].
- (90) Polit, D. F and Hungler, B. P (1995) *Nursing Research – Principles & Methods*, 5th ed, Philadelphia, Lippincott Company.
- (91) Polit, D. F. and Beck, C. T. (2003) In *Nursing Research: Principles and Methods*, 7th ed, Philadelphia, Lippincott Company, pp.413-444.
- (92) Wilkins, T. (2006). Non-probability Sampling, research methods knowledge base, Web center for social research method, available at: <http://www.socialresearchmethods.net/kb/samprnon.php> [Accessed on 23th June 2013].
- (93) Winner, L. (2003) *Advanced Statistical Techniques*, Available at: <http://www.google.com/eg/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=4&ved=0CEAQFjAD&url=http%3A%2F%2Fwww.stat.ufl.edu%2F~winner%2Fmar5621%2Fmar5621.doc&ei=kSUJU7rNGYin0AX-2ICAAQ&usq=AFQjCNHe2SyhwxeE5pciUD8MMHyHUWZnBw&bvm=bv.61725948,d.d2k> [Accessed on 12th June 2013]
- (94) Nkonoki, N. (2012) *Challenges of Tour Operators Case: Dar-es-Salaam, Tanzania*. Thesis Degree Programme in Tourism, HAAGA-HELIA, university of applied science, Tanzania.
- (95) Cronbach, L. J. (1971) Test validation. In R. L. Thorndike (ed.), *Educational measurement*. 2nd ed., Washington, DC: American Council on Education, pp. 443-507.
- (96) Manion, S. and Morrison, R. (2007) *Research Methods in Education*, 6th Edition, Routledge, New York.
- (97) Bagozzi, R. P., Yi, Y., and Baumgartner, J. (1990) The level of effort required for behaviour as a moderator of the attitude-behaviour relation. *European Journal of Social Psychology*, 20(1), 45-59.
- (98) Yang, Z. and Peterson, R. (2004) Customer Perceived Value, Satisfaction, and Loyalty: The Role of Switching Costs, *Psychology & Marketing*, 21(10), 799-822.
- (99) Abbasi, M., Moezzi, H., Eyvazi, A. and Ranjbar, V. (2012) Exploring of Relationship between Corporation Social Responsibility and Loyalty and Satisfaction Customer and the Facilitating Role of Advertising on It (Case study: SHIRAZIT Co.) *International Journal of Academic Research in Business and Social Sciences*, 2 (1), 460-468.
- (100) Park, J., Robertson, R., and Wu, C. (2005) Investigating the Effects of Airline Service Quality on Airline Image and Passengers' Future Behavioural Intentions: Findings from Australian international air passengers, *The journal of tourism studies*, 16(1) 11-23.
- (101) Maden, C., Arıkan, B., Telci, E. and Kantur, D. (2012) Linking corporate social responsibility to corporate reputation: a study on understanding behavioral consequences, *Istanbul Kemerburgaz University, Istanbul, Social and Behavioral Sciences* 58, 655 – 664.

تأثير المسؤولية الاجتماعية لشركات الطيران على ولاء العملاء

لقد تطور مفهوم المسؤولية الاجتماعية بشكل ملحوظ في العقد الأخير، حيث بدأت منظمات الأعمال الاهتمام بالمسؤولية الاجتماعية بشكل أكثر جدية في إدارة إستراتيجياتها و سياساتها و ميزانياتها و برامجها . و يطلق عليها العديد من المسميات المختلفة و المعروفة بالمحاسبة الاجتماعية أو الالتزامات التنظيمية أو مواطنة الشركات أو الأخلاق التنظيمية أو أداء المؤسسات. وتعد مبادرة المسؤولية الاجتماعية للشركات في بيئة الأعمال التجارية من أهم التحديات التي تواجه الشركات في الوقت الحالي ، حيث تساهم هذه الشركات بجزء من أرباحها لتطوير ودعم العاملين والاهتمام بجودة المنتج و تطويره ، و تنمية المجتمعات المحلية . و تتبنى الشركات المسؤولية الاجتماعية عن طريق تأثير أنشطتها بصورة ايجابية و فعالة على البيئة و العملاء و العاملين و المجتمع المحلي و الموردين و المساهمين وكافة الأطراف ذات الصلة بالمنشأة. فالمسؤولية الاجتماعية تعني التزام منشآت الاعمال بأنشطة اجتماعية و اقتصادية تجاه العاملين بها ، و كافة المتعاملين معها ، و أفراد المجتمع و الالتزام المستمر من قبل الشركات بالتصرف أخلاقيا و المساهمة في تحقيق التنمية الاقتصادية و العمل على تحسين الظروف المعيشية للقوى العاملة و المجتمع ككل . و تتمثل أهم المنافع التي تعود على الشركات التي تطبق برامج المسؤولية الاجتماعية في تحسين الصورة الذهنية للمنشأة ، القدرة علي استقطاب الموظفين والإبقاء عليهم ، وتحسين العائد على الاستثمار، زيادة الانتاجية ، تحقيق السمعة الجيدة كوسيلة تنافسية للشركات العالمية، و تحقيق رضا العملاء. وقد اتجهت شركات الطيران جاهدة الى تبني مبادرة المسؤولية الاجتماعية بغرض الحفاظ على عملائها وتحقيق الرضا لعملائها خاصة في بيئة أعمال الطيران التنافسية ، وتعد ممارسة برامج المسؤولية الاجتماعية لشركات الطيران من أهم العوامل التي تساعد في بناء ولاء العملاء حيث يظهر العملاء دعمهم للشركات الأكثر تطبيقاً لهذه البرامج . وتهدف هذه الدراسة الى التعرف على أثر ممارسة المسؤولية الاجتماعية لشركات الطيران على ولاء العملاء. علاوة على محاولة اكتشاف أكثر الأنشطة تأثيراً في فاعلية المسؤولية الاجتماعية بصناعة الطيران. ولتحقيق هذا الهدف تم وضع موديل لقياس مدى تأثير أنشطة المسؤولية الاجتماعية بشركات الطيران على ولاء العملاء وقد اشتمل هذا الموديل على ١٦ عنصر لتغطية أنشطة المسؤولية الاجتماعية بشركات الطيران و ٢١ عنصر لقياس مدى ولاء العملاء ، وقد تم تحويل هذا الموديل الى استمارة استقصاء وتم توزيعها على عينة من المسافرين الدوليين (٧٢٧ مسافر) وتم استخدام تحليل الانحدار البسيط ومعامل الارتباط لسبيرمان. وقد أكدت النتائج النهائية للدراسة أن هناك علاقة ذات دلالة احصائية بين أنشطة المسؤولية الاجتماعية بشركات الطيران و ولاء العملاء. واثبتت النتائج كذلك ان الأنشطة الخاصة بالعملاء و المجتمع اكثر الأنشطة تأثير في فاعلية المسؤولية الاجتماعية بصناعة الطيران.