The Impact of Adopting Corporate Social Responsibility Dimensions on Algerian Consumer Loyalty: A Field Study

أثر تبني أبعاد المسؤولية الاجتماعية للشركات على ولاء المستهلك الجزائري: دراسة ميدانية

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Abstract:

The purpose of this paper is to investigate the impact of adopting the dimensions of CSR, such as legal, economic, social, and philanthropic/voluntary dimensions, on consumer loyalty in Algerian contexts. Data were gathered via a questionnaire from a sample of 384 Algerian consumers. The results indicated that all dimensions of CSR together contributed significantly and positively to consumer loyalty. However, these dimensions shared different strengths in their influence on consumer loyalty, with the social dimension having the strongest, followed by the dimensions of philanthropic, legal, and economic, respectively. This research offers practical recommendations for Algerian companies on how to increase the degree of consumer loyalty based on the adoption of effective CSR practices.

Keys words: Economic Dimension, Economic Justice and Welfare, Social Dimension, Legal Dimension, Corporate Law, Business Objectives and Policies, Philanthropic Dimension, Corporate Social Responsibility (CSR), Consumer Loyalty, Algeria, Social Values and Relationships.

JEL classification codes: A13 ; D63 ; I31 ; K20 ; K22 ; L21 ; L31 ; M14 ; M31 ; O55 ; Z13.

ملخص:

تهدف هذه الدراسة إلى تحليل أثر تبني أبعاد المسؤولية الاجتماعية للشركات (البعد القانوني، البعد الاقتصادي، البعد الاجتماعي، والبعد الخيري/التطوعي) على ولاء المستهلك الجزائري. تم جمع البيانات من خلال استبيان وزع على عينة قوامها 384 مستهلكا جزائريا. أظهرت النتائج وجود تأثير إيجابي ذو دلالة إحصائية لأبعاد المسؤولية الاجتماعية مجتمعة على ولاء المستهلك، مع تفاوت في قوة التأثير بين هذه الأبعاد. كان للبعد الاجتماعي التأثير الأقوى، يليه البعد الخيري، ثم البعد القانوني، وأخيرا البعد الاقتصادي. قدمت الدراسة توصيات عملية للشركات الجزائرية حول كيفية تعزيز ولاء المستهلك من خلال تبني استراتيجيات المسؤولية الاجتماعية المناسبة.

الكلمات المفتاحية: المسؤولية الاجتماعية للشركات، ولاء المستهلك، البعد القانوني، البعد الاقتصادي، البعد الاجتماعي، البعد الخيري، الجزائر.

تصنيف JEL: A13، D63، I31، K20، K22، L21، L31، M14، M31، O55

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1-Introduction

With the fast development of the world economy and constant changes in society, and with the increasing competition between enterprises, firms need to seek novel approaches to win consumers and maintain consumer loyalty. One of the most popular strategies, which has drawn wide attention in recent marketing literature, is the implementation of corporate social responsibility.

CSR is a multidimensional concept that goes beyond the traditional corporate objective of profit maximization and includes a company's commitment to social, environmental, and stakeholder-related issues. The literature generally identifies four principal dimensions of CSR: the legal, economic, social, and philanthropic or voluntary dimensions (Carroll, 1991)

The issue of CSR is attracting growing interest in the Algerian context, particularly in light of the state's orientation toward encouraging the private sector and foreign investment. However, studies dealing with the impact of adopting CSR dimensions on the behavior of Algerian consumers, in terms of their loyalty, are lacking. This point to the importance of the present study in analyzing the impact of adopting CSR dimensions on the loyalty of Algerian consumers.

Research Problem

The central research problem of the present study can be articulated in the following main question:

What is the effect of the adoption of dimensions of corporate social responsibility on Algerian customer loyalty?

This main question then branches into the following sub-questions:

- What is the impact of the legal dimension of CSR on the loyalty of Algerian consumers?
- What is the impact of the economic dimension of CSR on the loyalty of Algerian consumers?
- What is the impact of the social dimension of CSR on Algerian consumer loyalty?
- What is the impact of the philanthropic dimension of CSR on Algerian consumer loyalty?
- Are there statistically significant differences in the degree of Algerian consumer loyalty caused by demographic variables such as gender, age, educational level, and income?

Research Objectives

The following are the objectives to be realized in this study:

- To find the level of consumer loyalty among Algerian consumers towards companies practicing CSR.
- To evaluate the separate effects of CSR dimensions on consumer loyalty in Algeria.

- Identifying the difference in levels of consumer loyalty with respect to demographic variables.
- Recommending ways in which consumer loyalty can be improved for companies in Algeria through appropriate CSR strategies.

Significance of the Study

The importance of this study can be viewed in two aspects, mainly:

Scientific importance: The contribution to the enrichment of Arabic academic literature on Corporate Social Responsibility and its relationship with consumer loyalty was done in a context where, especially for Algeria, few studies have been conducted.

Practical Importance: The study offers practical insights into, and recommendations on, how companies operating in Algeria should design and implement CSR strategies in a manner that effectively encourages consumer loyalty for the purpose of realizing sustainable competitive advantage.

Research Hypotheses

The following hypotheses are advanced, based on the problem statement and objectives:

Main Hypothesis:

There is a statistically significant positive impact of CSR dimensions on the loyalty of Algerian consumers.

Sub-Hypotheses:

- There is a statistically significant positive influence of the legal dimension of CSR on the loyalty of Algerian consumers.
- There is a statistically significant positive effect of the economic dimension of CSR on the loyalty of Algerian consumers.
- There is a statistically significant positive influence of the social dimension of CSR on Algerian consumer loyalty.
- There is a statistically significant positive effect of the philanthropic dimension of CSR on the loyalty of Algerian consumers.
- There are statistically significant differences in the level of consumer loyalty amongst Algerian consumers that could be attributable to demographic variables: gender, age, educational level, and income.

2- Theoretical Framework of the Study

This section presents a review of related literature in defining corporate social responsibility, its dimensions, and applications, and a review of literature with regard to consumer loyalty, components, and relationship to CSR.

2.1. The Concept and Evolution of Corporate Social Responsibility

Over the last decades, corporate social responsibility has received serious attention from scholars in both management and marketing literature. Definitions vary because of the diverse perspectives of the scholars and institutions concerned with the topic.

In the words of the World Business Council for Sustainable Development

(WBCSD), the definition of CSR is "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 the local community and society at large" (WBCSD, 2000, p. 3).

For example, the ISO explains CSR in ISO 26000 as "the responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior that contributes to sustainable development, takes into account stakeholder expectations, complies with applicable laws, and is integrated throughout the organization and practiced in its relationships" (ISO, 2010, p. 6)

Bowen (1953) is considered the founding father of CSR, and he describes it as "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Bowen, 1953, p. 6)

Historically, the concept of CSR has evolved significantly. In the 1950s and 1960s, it focused on the ethical responsibilities of the leading businessmen. In the 1970s and 1980s, this concept further expanded to include corporate responsiveness toward social issues. In the 1990s and early 2000s, CSR became closely tagged with sustainable development and creation of shared value (Porter & Kramer, 2011).

Indeed, in the Algerian context, interest in CSR issues has significantly increased since the early 2000s with Algeria's adoption of a market economy and its opening up to foreign investors. In this respect, the Algerian government has promulgated several laws and regulations that encourage companies to adopt CSR practices. Notable among such legislation are Environmental Protection Law No. 03-10 of 2003, the Labor Law, and the Consumer Protection Law (مقدم, 2013–2014, pp. 89–112).

Several Algerian companies, like Cevital and the Rouiba Group, try to integrate CSR dimensions into their management in compliance with ISO 26000 standards.

2.2. Dimensions of Corporate Social Responsibility

The well-known model by Carroll (1991) categorizes CSR into four dimensions that together constitute what has become known as the CSR pyramid (Carroll, 1991) :

- **Economic Responsibility**

This is the foundational dimension of the CSR pyramid that refers to a company's responsibility to achieve profitability, growth, and maintain a strong competitive position. A company's principal duty is to function as a successful economic entity. It includes:

- Maximizing profits
- Maintaining a strong competitive position
- Ensure high operational efficiency.
- Securing the company's long-term economic success

- Legal Responsibility

This refers to the corporation's commitment to adhere to laws and regulations that control or govern its activities. Society expects companies not only to pursue economic objectives but also to operate within the "rules of the game." These include:

- Following the law and regulations
- Complying with national, regional, and local legislation
- Providing products and services that meet legal standards
- Meet the contractual requirements
- ethical responsibility

It goes beyond mere adherence to the law and includes all the societal expectations of ethical norms and values, which may not necessarily be codified into law. This includes:

- Operating according to socially accepted ethical standards
- Respecting changing societal moral standards
- Ensuring ethics are not compromised to achieve organizational objectives
- Recognizing that integrity and corporate conduct go beyond mere legal compliance

- **Philanthropic (Voluntary) Responsibility**

This top layer of the CSR pyramid represents the voluntary initiatives taken by companies to improve the quality of life within the community, without any legal or ethical obligation. It includes:

- Contributing financial resources to community development and quality-of-life initiatives
- Engaging in charitable and volunteer activities
- Supporting public and private institutions that provide educational, cultural, and artistic programs
- Working voluntarily toward societal goals

These dimensions are not mutually exclusive but are, instead, interrelated and, taken together; provide a holistic understanding of CSR. Carroll's model also finds extensive applications in both academic research and business practice.

2.3. The Concept and Dimensions of Consumer Loyalty

Consumer loyalty is a core concept in the marketing literature, and much attention has been paid to its wide-ranging impacts on corporate performances and sustainability.

In this regard, consumer loyalty has been defined as a "deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future, despite situational influences and marketing efforts having the potential to cause switching behavior" (Oliver, 1999, p. 34) According to Jacoby and Chestnut (1978), there exist two basic types of consumer loyalty: (Jacoby & Chestnut, 1978)

- **Behavioral Loyalty**

This is the repeated purchase behaviour of the consumer for a particular brand or retailer. It is measured by:

- Purchase frequency
- Purchase volume
- Purchase regularity
- The share-of-purchases from a particular brand vs. total purchases
- Attitudinal Loyalty

It shows the level of psychological and emotional commitment to a brand, including brand preference, attachment, and advocacy. It is measured by:

- Brand preference
- Intention to repurchase
- Emotional attachment
- Willingness to recommend: positive word of mouth
- Resistance to switching to competing brands

In the present research, therefore, an overall perspective on consumer loyalty has been adopted which integrates both behavioral and attitudinal dimensions. for example, contend that only when positive attitude toward the brand is accompanied by consistent repurchase behavior—both of high magnitude—can a consumer be said to possess true loyalty. (Dick & Basu, 1994, p. 102)

2.4. Relationship between Corporate Social Responsibility and Consumer Loyalty

The literature shows that CSR and consumer loyalty go hand in hand. Bhattacharya and Sen (2004) found that CSR activities have a positive influence on consumer attitudes and behaviors toward companies, one of which pertained to brand loyalty. (Bhattacharya & Sen, 2004)

Several theoretical mechanisms could explain this relationship:

– **Social Identity Theory:** This view purports that consumers seem to identify with businesses that share values and beliefs similar to their own. Since such a situation occurs when the companies are socially responsible, they are likely to attract consumers with similar values and thus retain their loyalty more effectively (Marín & Ruiz de Maya, February 2007)

– **Social Exchange Theory:** This suggests that the consumers will "reward" the companies contributing to the good of society by patronizing and being loyal to them (Lii & Lee, January 2012)

– **Corporate Sustainability Model:** This model indicates that CSR would eventually enhance a company's positive reputation and further build consumer trust, reinforcing loyalty (Martínez, 2013)

3-Field Study

3.1. Study Population and Sample

The target population includes all consumers in Algeria aged 18 and over

that interact with companies operating in Algeria. Because of the size and inaccessibility of the whole population, a convenience sample of 450 was utilized.

A total of 450 electronic questionnaires were distributed via social media pages and networks among consumers. After excluding incomplete or invalid responses, the remaining 384 were considered valid for analysis, with a response rate of 85.3%.

3.1.1. Research Instrument

The primary data collection instrument was a structured questionnaire developed according to a review of related literature and based on previous measurement scales. The most important references that have been applied in constructing this questionnaire are Carroll (1991), Wahiba (2013–2014), and Bowen (1953).

3.1.2. Validity and Reliability of the Instrument

The validity of the instrument was checked by the following ways:

- Face Validity: The questionnaire was then scrutinized by a panel of academic experts in the areas of marketing and business administration. Their suggestions were used to make all necessary modifications.
- Content Validity: The items in the questionnaire were taken from established literature and preceding measurement models so that the studied variables were represented in their entirety.
- Construct Validity: Exploratory factor analysis was carried out to confirm that items were indeed measuring the intended constructs. These results indicated that all items had acceptable, above 0.50, factor loadings on their respective components.

Reliability of the instrument was measured using Cronbach's Alpha coefficient. Results can be seen in the table below.

Table 1. Cronbach's Alpha Reliability Coefficients

Variable	Number of Items	Cronbach's Alpha
Legal Dimension	5	0.87
Economic Dimension	5	0.82
Social Dimension	5	0.89
Philanthropic Dimension	5	0.85
Behavioral Loyalty	5	0.88
Attitudinal Loyalty	5	0.91
Entire Questionnaire	30	0.93

Source: Prepared by the researchers based on SPSS 25 output

All Cronbach's Alpha values exceeded 0.70, indicating high reliability of the study instrument.

3.2. Study Results and Discussion

3.2.1. Characteristics of the Study Sample

Table 2. Demographic Characteristics of the Study Sample

Variable	Category	Frequency	Percentage (%)
Gender	Male	211	54.9
	Female	173	45.1
Age Group	18–25 years	89	23.2
	26–35 years	142	37.0
	36–45 years	97	25.3
	46–55 years	42	10.9
	Over 55 years	14	3.6
Educational Level	Secondary or below	56	14.6
	Bachelor's degree	215	56.0
	Postgraduate studies	113	29.4
Monthly Income (in Algerian Dinars)	Less than 30,000 DZD	95	24.7
	30,000–50,000 DZD	148	38.5
	50,001–70,000 DZD	87	22.7
	More than 70,000 DZD	54	14.1

Source: Prepared by the researchers based on SPSS 25 output

3.3. Descriptive Statistics of the Study Variables

Arithmetic means and standard deviations were calculated for the dimensions of corporate social responsibility and consumer loyalty. The results were as follows:

3.3.1. CSR Dimensions

Table 3. Mean and Standard Deviation of CSR Dimensions

Dimension	Mean	Std. Deviation	Level
Legal Dimension	3.75	0.92	High
Economic Dimension	3.92	0.87	High
Social Dimension	3.43	1.05	Medium
Philanthropic Dimension	3.28	1.12	Medium
CSR Overall	3.60	0.96	Medium

Source: Prepared by the researchers based on SPSS 25 output

3.3.2. Consumer Loyalty

Table 4. Mean and Standard Deviation of Consumer Loyalty

Dimension	Mean	Std. Deviation	Level
Behavioral Loyalty	3.52	1.03	Medium
Attitudinal Loyalty	3.67	0.98	High
Loyalty Overall	3.60	1.01	Medium

Source: Prepared by the researchers based on SPSS 25 output

These results suggest that from the consumer's perspective, the perceived level of CSR adoption by companies in Algeria is, in general, moderate. Overall mean for dimensions was 3.60, which varied across dimensions. Of dimensions, economic (3.92) was perceived to be highest, followed by legal (3.75), social (3.43), and philanthropic dimensions (3.28).

In the related issue, the overall consumer loyalty scored a moderate rating at 3.60, while attitudinal loyalty was somewhat higher, with a rating of 3.67 compared to behavioral loyalty, which scored 3.52.

3.4. Testing the Study Hypotheses

3.4.1. Relationship between CSR Dimensions and Consumer Loyalty

Pearson correlation coefficients were used to measure the relationships between CSR dimensions and consumer loyalty:

Table 5. Pearson Correlation Between CSR Dimensions and Consumer Loyalty

CSR Dimension	Correlation (r)
Legal Dimension	0.58**
Economic Dimension	0.51**
Social Dimension	0.67**
Philanthropic Dimension	0.62**
CSR Overall	0.65**

Source: Prepared by the researchers based on SPSS 25 output

$p < 0.01$

The results indicate a strong, statistically significant positive correlation between CSR dimensions and consumer loyalty. The social dimension showed the strongest relationship ($r = 0.67$), followed by the philanthropic (0.62), legal (0.58), and economic (0.51) dimensions.

3.4.2. Impact of CSR Dimensions on Consumer Loyalty

Multiple regression analysis was used to examine the collective impact of CSR dimensions on consumer loyalty:

Table 6. Regression Analysis of CSR Dimensions' Impact on Consumer Loyalty

Independent Variable	Beta (β)	t-value	Significance
Constant	0.584	4.215	0.000
Legal Dimension	0.198	3.876	0.000
Economic Dimension	0.157	2.954	0.003
Social Dimension	0.325	6.742	0.000
Philanthropic Dimension	0.263	5.189	0.000

Source: Prepared by the researchers based on SPSS 25 output

The results show that the variance in consumer loyalty explained jointly by the dimensions of CSR is 52.4%, which proves a statistically significant positive influence of CSR on consumer loyalty.

Of these, the social dimension had the strongest influence at $\beta = 0.325$, followed by the philanthropic, legal, and economic dimensions at $\beta = 0.263$, $\beta = 0.198$, and $\beta = 0.157$, respectively.

Accordingly, the main hypothesis-that CSR dimensions have a statistically significant positive effect on Algerian consumer loyalty-finds support. In like manner, sub-hypotheses H1, H2, H3, and H4 find support.

3.4.3. Differences in Consumer Loyalty Based on Demographic Variables

Independent sample t-tests and one-way ANOVA were used to test for differences in consumer loyalty based on demographic factors.

Gender Differences

Table 7. Independent Samples t-test by Gender

Gender	Mean	Std. Dev.	t-value	Significance
Male	3.57	1.02	-0.684	0.494
Female	3.63	1.00		

Source: Prepared by the researchers based on SPSS 25 output

There are no statistically significant differences in consumer loyalty based on gender ($p = 0.494 > 0.05$).

Age Differences

Table 8. ANOVA by Age

Source	Sum of Squares	df	Mean Square	F-value	Significance
Between Groups	12.563	4	3.141	3.145	0.015
Within Groups	378.976	379	0.999		
Total	391.539	383			

Educational Level Differences

Table 9. ANOVA by Educational Level

Source	Sum of Squares	df	Mean Square	F-value	Significance
Between Groups	9.275	2	4.638	4.603	0.011
Within Groups	382.264	381	1.003		
Total	391.539	383			

Income Differences

Table 10. ANOVA by Income

Source	Sum of Squares	df	Mean Square	F-value	Significance
Between Groups	15.189	3	5.063	5.117	0.002
Within Groups	376.350	380	0.990		
Total	391.539	383			

Source: Prepared by the researchers based on SPSS 25 output

There are no significant differences in consumer loyalty according to gender. However, p-values for age, educational level, and income were 0.015, 0.011, and 0.002, respectively, indicating that the differences were significant.

Post-hoc LSD Tests showed:

- Older age groups display higher loyalty levels than younger groups in the following categories: 36–45 and 46–55.

- Consumers with higher education (postgraduate) are more loyal than those with lower educational levels.
- Consumers of higher incomes (above 50,000 DZD per month) are more loyal than those of lower incomes.

Hence, the sub-hypothesis H5 is supported in part; there are significant differences at the statistical level on Algerian consumer loyalty based on age, educational level, and income but not on gender.

3.5. Discussion of Results

3.5.1. The Impact of CSR Dimensions on Consumer Loyalty

The findings from this study indicated that CSR dimensions have a statistically significant positive impact on consumer loyalty of Algerian consumers, and together the dimensions explain 52.4% of variance in consumer loyalty. This also supports prior research in this area.

This can be explained using the Social Exchange Theory, whereby consumers tend to "reward" companies with support and loyalty when the companies contribute to societal issues. The Algerian consumer, similar to others elsewhere, appreciates a company that takes its social responsibilities seriously, and they respond with loyalty.

The results also indicated the variation in the strength of impact across the dimensions of CSR: The social dimension had the strongest effect on customer loyalty, $\beta = 0.325$, followed by the philanthropic dimension, $\beta = 0.263$, the legal dimension, $\beta = 0.198$, and finally, the economic dimension, $\beta = 0.157$.

This result is in line with the study of Pérez et al. (2013), who reported that the social dimension had the greatest influence on consumer loyalty. Indeed, it is because Algerian consumers attach more importance to social issues such as supporting local communities, respect for human rights, equality, and nondiscrimination-all of which contribute positively to their loyalty toward the companies concerned. (Pérez &, 2013)

The second ranking regarding impact was the philanthropic dimension. This can be explained by the strong cultural values of solidarity and social cohesion that characterize Algerian society. It follows that consumers tend to appreciate those firms which take part in charity and volunteer activities, such as donations to non-profit organizations supporting education and cultural initiatives, as well as community development programs.

The legal dimension took the third position in its effect. Generally, Algerian consumers regarded the company's compliance to laws and regulations as basic expectations. Thus, loyalty tends not to be as influenced compared to dimensions exceeding the minimum required by law. However, the compliance still remains statistically significant.

Finally, the economic dimension exerted the least influence. This could be explained by the fact that for consumers, profitability and growth are natural goals for companies. For this reason, although important, the economic aspect

does not considerably enhance consumer loyalty as much as one would expect in a socially oriented or voluntary type of contribution.

3.5.2. Differences in Consumer Loyalty Based on Demographic Variables

No statistically significant differences related to gender in consumer loyalty were observed. It seems that perceptions of CSR and the impact on loyalty are not gender-dependent but linked with individual values and beliefs that may be similar among men and women.

However, differences by age, education level, and income proved to be statistically significant. Specifically, loyalty levels turned out to be higher among older consumers, better-educated consumers, and those with higher incomes.

These findings can be interpreted as follows:

Older consumers may have increased awareness of CSR and its social implications, thus appreciating those companies that take social responsibilities seriously.

- More educated customers can be expected to be better informed about CSR issues and more capable of evaluating corporate practices in this area. The influence of CSR on loyalty is, therefore, strengthened for them.
- High-income consumers are less sensitive to price, hence willing to pay higher prices for products and services made available by socially responsible companies, which in turn increases their loyalty.

These results indicate that demographic factors such as age, education level, and income moderate the relationship between CSR and consumer loyalty within the Algerian setting.

4- Conclusion and Recommendations

The purpose of the study was to analyze the influence caused by the adoption of different dimensions of CSR, such as legal, economic, social, and philanthropic, on the loyalty of consumers in Algeria. The main findings and conclusions obtained from this study were:

1. The perceived general level of CSR adoption by the companies in Algeria was moderate but varied according to different dimensions. This means that CSR practices of companies operating within Algeria should be further improved.
2. Overall, the consumer loyalty was also moderate in Algeria; attitudinal loyalty was higher compared to behavioral loyalty. This suggests that while the consumers may hold positive attitudes toward companies, these do not always result in repeated purchasing behavior.
3. The dimensions of CSR have a statistically significant and positive impact on consumer loyalty. Thus, the combined dimensions explain 52.4% of variance in loyalty, therefore confirming that CSR is a strategic tool crucial for enhancing consumer loyalty.
4. Dimensions of CSR vary in the size of their impact; the social dimension has the strongest effect, followed by philanthropic, legal, and finally economic.

Therefore, the Algerian customer seems to show more interest in aspects other than profit maximization, mainly those related to the social and philanthropic issues.

5. While no significant differences by gender were detected, significant differences were found by age, educational level, and income in relation to consumer loyalty. This may imply that these demographic variables could be very important in determining consumer loyalty toward socially responsible companies.

These results could suggest that the implementation of CSR practices is an efficient method for gaining the loyalty of Algerian consumers. It would be advisable for companies operating in Algeria to take a holistic approach toward CSR, encompassing all its dimensions, with special emphasis on the social and philanthropic dimensions, which show the greatest impact on consumer loyalty.

Recommendations

Based on the results of this study, the following recommendations are provided, which may help Algerian organizations in enhancing the adoption of CSR and embedding it as one of the methods to achieve customer loyalty:

Recommendations to Companies

CSR should be regarded as an integral approach for companies doing business in Algeria to achieve a level of sustainable competitive advantage, rather than only occasional acts of philanthropy or responses to pressure from the external environment.

- Since the social dimension has the most significant influence on consumer loyalty, organizations should pay particular attention to this dimension by:
    - Supporting and developing local communities
    - Respect for human rights, non-discrimination
    - Adapting eco-friendly policies
    - Ensuring product quality and safety
- Companies should extend their charity and volunteer activities, as the philanthropic dimension are the strongest driver; for instance:
    - Donating to charitable organizations
    - Supporting educational and cultural programs
    - Sponsoring sports and artistic events
    - Offering scholarships to bright students
- While the legal dimension has a relatively lesser impact on loyalty, businesses still have to operate within the framework of the law and regulations; transparency in practices adds to consumer trust.
- While having the least direct influence on loyalty, the economic dimension is yet the base of the CSR pyramid; hence, companies must balance their economic objectives with their social, ethical, and philanthropic responsibilities.

- Companies should communicate with consumers effectively about their CSR initiatives through:
- CSR reporting
- Leveraging social networking sites for consumer interaction
- Organizing events and conferences to showcase CSR efforts

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