

# **A STUDY ON EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ON BRAND TRUST & BRAND LOYALTY IN FMCG SECTOR**

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The ferocious competition among the various brands and companies has led to the need to do something different in order to attract the attention of the customers. This is so because now days, consumer is very conscious about company image. Further consumers are not only concerned about product usage value but also about how well an organization contributes towards societal issues. Hence, it is expected that companies should not only concentrate on their economic profits for their personal gains but should also pay attention towards social initiatives. In this scenario the application of corporate social responsibility (CSR) has become quite a common practice to build corporate image among consumers. This research tries to have an insight of the various CSR programs which are initiated and successfully implemented by the P&G in India. The study also attempts to investigate the effect of the CSR dimensions on the customers while they are involved in the buying process of the consumer durables. It studies the effect of these CSR activities on brand trust and further determines how this brand trust will leads to the brand loyalty.

**Keywords:** Brand Trust, Brand Loyalty, Corporate Social Responsibility (CSR), Ethical Responsibility

## **INTRODUCTION**

“CSR refers to the responsibility of business house to pursue those policies to make those decisions or to follow those lines of action which are desirable in terms of the organizational and societal objectives and add value to our society (Roy, 2012)”. From the ancient time, industries were focusing their intentions to gain economic profits as most of the companies were at introduction stage in their business cycle. With passage of time and inclination of industrialization, companies were forced to expand their margin domain of profit by considering society improvement and welfare measures in their core strategy. In the era of the globalization and international and national competition, everyone tries to do something different. In order to be different from other market players, companies are nowadays practicing different practices which include CSR as one of the important components. Business organizations are made by the society, so societal issues should be taken care by business organizations .CSR is all about voluntary participation of business organizations to facilitate the society by philanthropic initiatives. Philanthropy is the part of the corporate social responsibility because the charitable activities performed by the organizations for the welfare of the public or society also comes under the preview of corporate social responsibility of the company.

The concept of CSR has also gained importance due to certain legal bindings imposed on corporates by the government of India. After Liberalization, Privatization and Globalization in India, corporate world has expanded very fast which directly or indirectly helped the economy to grow and achieve new horizons in the international trade. Currently, government of India is also very keen to make appropriate policy in context of CSR so that companies participate in this with positive approach. According to the Companies Bill 2013, it is mandatory for companies to spend 2% on CSR from April 1, 2015. “The norms will apply to companies with at least Rs 5 crore net profit or Rs 1,000 crore turnover or Rs 500 crore net worth (ENS Economic Bureau, 2015)”. Corporate Social Responsibility initiatives means innovative and new steps taken by the organization for the welfare of the society. Corporate Social Responsibility initiatives are also the element of the CSR so whenever an organization focuses on corporate social responsibility initiatives then it directly or indirectly affect the trust of the consumer toward the brand. This results into the loyalty of the consumer toward the company. The concept of CSR

provides a lot of benefits to the companies such as positive reputation, increased market share, more shareholders and investors, etc. Truly, CSR is a wider concept with lot of implications, benefits to society, company, shareholders, everyone who is closely associated with the company.

Even though various studies investigating the link among CSR and marketing consequences have newly emerged and extended in the literature, some scholars suggest that the current indulgent of CSR impacts branding and consumer response is motionless and inadequate (Singh et al., 2008). Attracting money-spinning consumers and retaining them is always a very significant customer relationship management issue for business organizations. Based on buyer lifetime value theory, making certain that money-spinning customers connect themselves with the company and they remain loyal to the company by purchasing the goods and services that the company offers is extremely critical (Kumar et al., 2008). Through the recent study, the authors desire to deal with the following research gaps in several FMCG industries related marketing areas.

### REVIEW OF LITERATURE

Business ethics, corporate governance and corporate social responsibility have developed much more in last decades because they give a new way of seeing the business and corporate activities. Also the rising international standards of doing the business have formulated code of practices for the corporate practices Donaldson and Fafaliou (2003).

Gola (2007) examined how service relationship perception such as perceived equity, trust, perceived reliability and benevolence and relationship commitment enhance relationship maintenance and CSR in may critical situation faced by the company.

Swaen and Cumpitaz (2008) analyzed that the impact of consumer perceptions of CSR activities on their brand trust towards the company and at highlighting the underlying mechanism and conditions of this impact .Result show that consumers perception of CSR activities have a positive influence on their trust towards the company.

In order to deal with the rapid globalization changes the firms have to adopt knowledge management and organizational learning approach to the business ethics. Hence business ethics will become an integral part of organizational culture and it will transform business organizations culture, develop leadership etc. (Loumbeva, 2008).

In the time of the highest competition, ethics can become a product differentiator and a cutting edge tool by the marketers. Sagar et al. (2011) identified brand identity, brand awareness, brand personality, brand image, and brand communication as five elements of the brand positioning. Barnes (2011) identified that corporate social responsibility has a positive impact on consumer buying behavior, so this research investigates the relationship between CSR and brand trust

Muzamilquadir (2013) mainly focused on the study of consumer's preference of classmate stationary by analyzing and studying the behavior of consumer towards the CSR initiative undertaking by the company. Overall this study explores the linkage between CSR and consumer preference. Zheng, et al. (2013) analyzed the four dimensions of CSR which affect the brand image and perceived quality. The results revealed that economic responsibility and philanthropic responsibility have significantly positive effect on brand image, and ethical responsibility has significantly positive effect on perceived quality, while legal responsibility has no significant effect on brand image and perceived quality.

Wang and Weipingyu (2014) studied the effect of corporate social responsibility (CSR) on brand trust and purchase intention. The paper explored repair effects of Corporate Social Responsibility activities such as philanthropy or donation money to students in remote region and environmental protection in order to repair brand trust and consumption intention .The study found that CSR activities has positive integrated effects on renewed Brand Trust and consumption intention.

Sager and Singla (2014) investigated and identified that in Indian context business seek endorsement as good corporate citizen through CSR initiatives. In India, it has been traditional linked to brand trust, while respect in corporate word has been trend on a par with a bottom line .As the need for

corporate social responsibility finds wider recognition, it is worth examining the Indian foundation for trust.

Mukhtar (2014) identified the effect of service quality, perceived quality; perceived value, brand trust and customer satisfaction on brand loyalty .The results provide a better understanding about brand trust among customer for companies to analyze each section in the progress of brand trust and loyalty.

As the business prevails in the social environment, economic conditions will have high impact on the stakeholders and society in general. But the relation of CSR and business ethics gives rise to certain questions such as whether these two activities will correlate? Compliance of CSR guidelines will mean that company is doing the business ethically? (Goel and Ramanathan, 2014).

Ghosh et al. (2014) discussed the application of CSR which make business totally responsible. It is mixture and integration of social, economic and environmental elements which make a company pro-active and survive in the long term. The paper concluded that sustainable development framework is the best platform for a company to stay operative for the long-term and be sustainable.

Chirimubwe (2015) investigated the impact of corporate social responsibility on brand awareness using regression coefficient and the relationship was tested on each product. The study found that there is a positive relationship between CSR and Brand Awareness. Manimalar (2015) investigated the long-term relationship between stakeholders and socially responsible companies, reasoning the effect of organization trust, brand authenticity on such relationship.

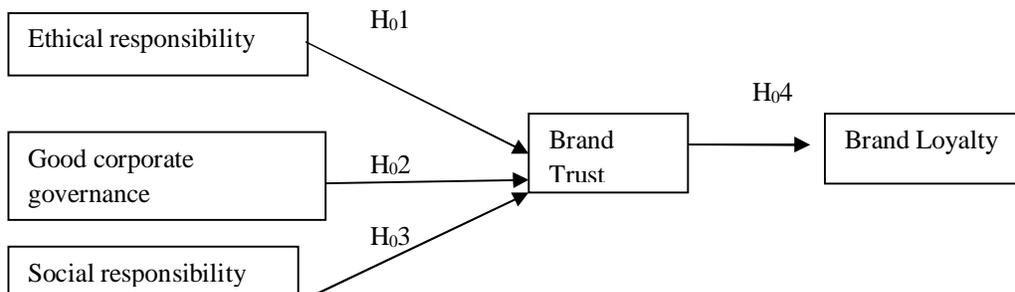
### CSR association with Brand Loyalty

Mishra et al. (2014) analyzed the how the preference of people towards brand is influenced by the various firm contributions and how it leads to brand loyalty. The results shows that consumers like because related marketing campaigns and ready to do extra effort for that brand, provided the donation amount invested by companies should be high as much high as company can provide for the cause. Further, attractive options and appealing advertisement affect brand image which produce a high brand loyalty for low involvement products.

Yusof et al. (2014) studied the effects of customer centric, ethics, green environment, and philanthropic on customer loyalty. After analyzing the collected data it has been seen that customer centric has the greatest effect on retail banking industry while philanthropic is the least influencing factor on loyalty.

### Conceptual Model

Figure 1. CSR Dimensions



Source: Based on author's study of literature

### CSR initiatives by Procter & Gamble

P&G started the *Shiksha (Education): Padhega India, Badhega India* CSR program which is part of their global program- Live, Learn & Thrive. Under this program, 140 schools over the country has been constructed and supported with the partnership of NGOs like Save the Children (STC), Army Wives Welfare Association (AWWA) and Navy Wives Welfare Association (NWWA).

This program focuses on empowering the girl child with quality education. Under this program - The Govt High School Lodi Majra, supported by the neighboring P&G plant in Baddi, Himachal Pradesh.

-RTI *Shiksha Sadhana School* located in a small village near Maharashtra.

-Ladakh Scouts Children School in Leh, Ladakh which is supported by P&G's *Shiksha* in partnership with the Indian Army.

-Differently-abled students at the *Shiksha* supported *Sankalp School* run by the Navy Wives Welfare Association.

Apart from this P&G involved in the Disaster Relief program which includes the Tsunami in South India, floods in Bihar or earthquakes in J&K and Gujarat. P&G has stepped forward in each of these calamities and helped communities get back on their feet. Most recently we helped rebuild the Army School in Ladakh, located in one of the most challenging Himalayan Terrains, which was wrecked by the Flash Floods in 2010.

*Parivartan* - The Whisper School Program

P&G also involved in the protection of millions of girls by educating them timely menstrual education. The objective of the program is to help adolescent girls embrace womanhood positively and enable them to adopt the right feminine hygiene practices to stay healthy and stay in school. *Parivartan* ensures that adolescent girls do not miss school on account of periods and initiates a series of cascading effects leading to a more equal gender status in the state.

### OBJECTIVE OF THE STUDY

The aim of the current research is to study the FMCG Company which practicing CSR i.e. P &G. The nature of the research is primary in nature; as it tries to identify the factors that will affect the consumer's choice of brand. It explains how the CSR practices attain the trust of the customers and intends to find out the impact of CSR practices on the brand trust and the brand loyalty.

### RESEARCH METHODOLOGY

The present study is based on primary data as it focuses on the CRS initiatives taken by the P&G Hypothesis has been formulated by reviewing the literature available in order to test the effect of CSR activities on brand trust. Further, it is also explained that whether these policies are successful in attaining brand loyalty. For the purpose of the study the respondents were exposed to various campaigns of CSR initiatives being taken by the company.

#### Sample Size

The respondents for the present study consist of students taken from the various Management Institutes of North India. The students consist of both male and females. Firstly, the respondents were exposed to the CSR activities/ campaigns with the help of the Microsoft Powerpoint Presentations, which are started by the P&G in India so that they will have brief information about the company. A total 220 respondents were taken having the background of commerce, management and engineering. The complete questionnaire received consists of only 167 questionnaires which is included in the study.

#### Data Analysis

The collected responses for the CSR policies of the P&G has been put to test the reliability of the scale used in the study. Further exploratory factor analysis has been performed on the collected sample. The relationship between the various factors has been established by the multiple regression analysis. Also, which factor is of highest importance is established by the regression analysis.

#### Reliability Test

The desired value of cronbach alpha should be greater than .5 so that our scale is reliable to test the desired variables. The reliability analysis shows that value is .639 which shows that 27 statement included questionnaire is reliable for checking the effect of CSR on brand trust and further on the brand loyalty.

## RESULTS AND DISCUSSION

## Results of Exploratory Factor Analysis

Table 1. Summary of the Factors Extracted

	Name of dimension	Factor Loadings	% of variance explained	Cumulative % of variance explained
1	Positive Brand Image			
	By practicing CSR practices it will leaves a positive brand image and good reputation in the eyes of the consumer.	.744	7.176	7.176
	By continuously working for the society earns brand loyalty from the customers.	.673		
	The company is making continuous efforts to eradicate the social problems.	.496		
	The CSR activities followed by the company influence me to become their customer	.455		
2	Customer oriented Company			
	P&G focus on the satisfaction for the customers.	.746	6.819	13.996
	The P&G company constantly looking for the customer's needs and demands for the consumer products.	.622		
	P&G follows the government rules and regulations for their scale of manufacturing operations.	.568		
	It is presumed that P&G use high quality raw material to manufacture the products.	.515		
3	Social Responsibility			
	CSR activities help the P&G company to increase the market share	.762	6.515	20.511
	The company emphasis on the development of the society by offering high technology products.	.588		
	It gives me internal satisfaction by purchasing products of a company which involves in the CSR activities.	.495		
	The advertisement which focus on CSR activities/campaigns influence me to buy their products.	.420		
4	CSR Initiatives			
	You consider the CSR initiatives by the company while buying consumer goods.	.631	6.394	26.905
	Do you remember the CSR initiatives taken by P&G company?	.583		
	The company sacrifices the certain profit in order to deal with ethical problem.	.559		
5	Brand trust			
	The company involved in the CSR showed that they offer high quality products.	.739	5.977	32.883
	The company does not break the customers trust in order to achieve the targets.	.661		
6	Brand loyalty			

	P&G constantly making investment in the social initiatives in order to earn the brand loyalty.	.729	5.531	38.414
7	Good corporate governance			
	P&G complies with the legal regulations safely and properly.	.794	5.126	43.540
	P&G takes social initiatives in order to fulfill their ethical responsibility.	.467		
	CSR activities help the P&G company in growth prospective.	.436		
8	Price			
	The price of the consumer good influences my purchase decision.	-.839	5.084	48.624
9	Moral Values			
	Does it matter if you will pay little more for the CSR initiative taken by company to manufacture consumer goods?	.685	4.932	53.556
	The company follows the good moral principles.	.668		
10	Concern for environment			
	P&G participates in activities which aim to protect and improve the quality of the natural environment.	.857	4.807	58.363
11	Marketing strategy			
	The involvement in CSR activities is just a marketing strategy.	.780	4.662	63.025

Source: Author's calculation on primary data

In order to achieve the desired objective of the study, factor analysis had been conducted on the collected data with the help of the 27 statements. The factors had been extracted with the help of the Principal Component Matrix. The rotation selected is the varimax, which provides the simplified and more meaningful factors. The variables with the value less than .40 had been excluded while selecting the factors.

The value of KMO comes out to be .609, the accepted range of KMO is 0.5 and 1.0 therefore it indicates adequacy of the sample size for applying the factor analysis. The Bartlett's Test of Sphericity comes out to be significant ( $p=.000$ ,  $df = 351$ ), which indicates that correlation matrix of variables is not an identity matrix.

Therefore, the above test concluded that data set is perfect for conducting the factor analysis. The factors extracted from the factor analysis explain the 63.0% of the variance which is adequate to explain the concept for the study. Table no. 1 shows the eleven extracted factors summary from the factor extracted, with the help of the eigen values and the factor loadings.

The extracted factors explain the 63.025 % of the variance. The highest variance explained by the positive brand image, which shows that corporate social responsibility activities followed by the P&G leaves a positive image on the respondents which will lead to brand trust and loyalty. 6.89 % variance is explained by the customer oriented company, which clearly interprets that P & G co. is customer centric and focused company as it is highly engaged in the betterment of the customers and the society as a whole. Respondents felt that company felt his social responsibility towards the society, customers, employees, etc that why they are engaged in the welfare of the society that explaining the 6.5% of the variance.

Moving to the next factor, CSR Initiative which includes the motive behind these activities. The respondents were asked whether they remember the CSR initiatives taken by the company which are highly advertised on the media. Also, whether they consider the CSR activities of P&G while purchasing of the goods. The respondents felt that company will sacrifice the profit in order to earn a positive image from the respondents.

Further, brand trust and loyalty explains the near about equal variance which shows that CSR activities have positive effect on the brand loyalty and trust. The least variance is explained by the Marketing strategy, which clearly shows respondents felt that P&G does not treat the CSR activities as marketing activities.

**Results for Regression Analysis**

The exploratory factor analysis extracted the eleven factors from the collected data set. Now the question arises which factor is important among the extracted factor. Therefore, in order to determine the prominent factor among the extracted factors multiple regressions has been applied. In order to more simplify the results some factors are summed into each other as they are similar in many domains. After summing the factors into each other we are left with the seven factors.

In the table 2, R value represents the simple correlation and is .547 (the "R" Column), which indicates a high degree of correlation. The R<sup>2</sup> value (the "R Square" column) indicates how much of the total variation in the dependent variable. In this case, 29.9 % can be explained, which is very small.

**Table 2.**Regression results between the CSR parameters and the Brand Loyalty

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.547 <sup>a</sup>	.299	.273	.80251

**Source:** Author’s calculation on primary data

a. Predictors: (Constant), PurchaseD, EthicalR, SocialR, CorporateG, BrandT, BrandI

**Table 3.** ANOVA table for the CSR parameters and the Brand Loyalty

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.307	6	7.384	11.466	.000 <sup>a</sup>
	Residual	103.687	161	.644		
	Total	147.994	167			

**Source:** Author’s calculation on primary data

a. Predictors: (Constant), PurchaseD, EthicalR, SocialR, CorporateG, BrandT, BrandI

b. Dependent Variable: BrandL

**Table 4:** T-value and p-value for the Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Standard Error	Beta		
1	(Constant)	.023	.682		.034	.973
	SocialR	-.050	.127	-.027	-.396	.693
	CorporateG	.970	.127	.535	7.633	.000
	EthicalR	.029	.140	.016	.205	.838
	BrandI	.085	.112	.057	.756	.450
	BrandT	-.094	.082	-.082	-1.149	.252
	PurchaseD	.053	.098	.038	.536	.593

**Source:** Author’s calculation on primary data

a. Dependent Variable: BrandL

The table 4 shows that factor corporate governance have the major impact of the CSR activities on the respondents since the sig value is less than .05 also the value of B is highest among all. Whereas the above table also predicts that Social responsibility have which is knowledgeable have the negative impact on the people while they are watching advertisements.

The regression equation for the above is:

$$Y = .023(\text{constant}) + (-.05) F1 + .970 F2 + .029 F3 + .085 F4 + (-.094)F5 + .053 F6$$

**Research Hypothesis**

H<sub>01</sub>: There is no significant relation between CSR Dimensions and Brand Trust.

H<sub>02</sub>: There is significant relation between CSR Dimensions and Brand Trust.

H<sub>03</sub>: There is no significant relation between Brand Trust and Brand loyalty.

H<sub>04</sub>: There is significant relation between Brand Trust and Brand loyalty.

**Table 5.** Results of One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
C1	168	3.58	.957	.074
C2	168	3.8452	.85463	.06594
C3	168	3.6250	1.05925	.08172
C4	168	3.4524	1.05994	.08178
C5	168	4.0298	.83649	.06454
C6	168	3.8512	.86613	.06682
C7	168	4.0595	.94585	.07297
C8	168	3.4583	.97178	.07497
C9	168	3.7262	.88705	.06844
C10	168	3.7679	1.00878	.07783
C11	168	4.0060	3.35075	.25852
C12	168	3.7440	.94138	.07263
C13	168	3.7917	.95312	.07353
C14	168	3.6964	.83170	.06417
C15	168	3.8631	.74162	.05722
C16	168	3.6667	.87320	.06737
C17	168	3.5714	1.01233	.07810
C18	168	3.7560	2.44091	.18832
C19	168	3.5298	.96604	.07453
C20	168	3.6667	.98896	.07630
C21	168	3.5238	.88873	.06857
C22	168	3.7976	.97612	.07531
C23	168	3.7917	.95312	.07353
C24	168	3.6071	1.00320	.07740
C25	168	3.3036	.98345	.07587
C26	168	3.5060	1.02073	.07875
C27	168	3.42	1.103	.085

**Source:** Author’s calculation on primary data

**Table 6.** Results of One-Sample Test

Test Value = 0						
95% Confidence Interval of the Difference						
	t	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
C1	48.550	167	.000	3.583	3.44	3.73
C2	58.317	167	.000	3.84524	3.7151	3.9754
C3	44.357	167	.000	3.62500	3.4637	3.7863
C4	42.218	167	.000	3.45238	3.2909	3.6138
C5	62.442	167	.000	4.02976	3.9023	4.1572
C6	57.632	167	.000	3.85119	3.7193	3.9831
C7	55.630	167	.000	4.05952	3.9155	4.2036
C8	46.127	167	.000	3.45833	3.3103	3.6064
C9	54.447	167	.000	3.72619	3.5911	3.8613
C10	48.412	167	.000	3.76786	3.6142	3.9215
C11	15.496	167	.000	4.00595	3.4956	4.5163
C12	51.550	167	.000	3.74405	3.6007	3.8874
C13	51.563	167	.000	3.79167	3.6465	3.9368
C14	57.606	167	.000	3.69643	3.5697	3.8231
C15	67.516	167	.000	3.86310	3.7501	3.9761
C16	54.427	167	.000	3.66667	3.5337	3.7997
C17	45.727	167	.000	3.57143	3.4172	3.7256
C18	19.944	167	.000	3.75595	3.3842	4.1277
C19	47.359	167	.000	3.52976	3.3826	3.6769
C20	48.056	167	.000	3.66667	3.5160	3.8173
C21	51.392	167	.000	3.52381	3.3884	3.6592
C22	50.427	167	.000	3.79762	3.6489	3.9463
C23	51.563	167	.000	3.79167	3.6465	3.9368
C24	46.605	167	.000	3.60714	3.4543	3.7599
C25	43.540	167	.000	3.30357	3.1538	3.4534
C26	44.520	167	.000	3.50595	3.3505	3.6614
C27	40.237	167	.000	3.423	3.25	3.59

**Source:** Author's calculation on primary data

The above mentioned table reveals that variables taken under the study have the mean value more than 3, which shows that all variables are positively selected. Also, the significance value is less than .05. Therefore it shows that there is significant relation between brand trust and CSR dimensions which will learn a high brand loyalty from the customers.

### CONCLUSION

The study was conducted with the intention to determine the CSR dimensions which will earn the brand trust for the company. Also, further the mediating effect of the brand trust on the brand loyalty. The variables for the CSR measurement consist of the corporate governance, social responsibility and Ethical responsibility. In the study, a survey had been conducted in order to measure the effect of CSR activities effect on the brand trust and brand loyalty. Firstly, the factor analysis had been applied on the 27 variables

which transform these variables into the eleven factors. These factors had an important role in the CSR dimensions followed by the P&G Company. The highest factor loading is of Brand image and the lowest factor loading is of the marketing strategy. Therefore, it can be concluded that CSR activities practiced by the company had an positive brand image on its customers. Whereas, a very less people felt that it is just a marketing strategy followed by the P&G Co. Regression analysis had been applied on the extracted factors by the exploratory factor analysis. The results of multiple regression analysis showed that good corporate governance is very important factor. Therefore, while performing the CSR activities the company should focus on the good corporate governance by following the necessary legal formalities. The study also intended to find out whether there is any relation between the CSR dimensions and the Brand Trust. Further brand trust will lead to brand loyalty or not. For this purpose one sample t test had been applied, which clearly showed that there exist a significant relation between the CSR dimensions and the brand trust. Also there is significant relation between the brand trust and the brand loyalty.

### RESEARCH LIMITATIONS AND MANAGERIAL IMPLICATIONS

Firstly, the sample had been taken from the commerce, management and engineering students of the North India region only. The view point of the general public may be different from them. Also the people living in the other parts of the country may felt different and have different view point.

Secondly, the study only focuses on the P&G company CSR activities. The study can be conducted for the other companies as well. Further a comparative analysis can be conducted for the same.

Also, criteria will be applied while selecting the respondents for the study. So that respondents are well aware of the CSR activities of the company. In order to overcome this problem the respondents had been showed P&G CSR initiatives with the help of the PowerPoint presentation. But still we are not sure regarding the honesty of the respondents while filling the questionnaire.

Regardless of above shortcoming the study provides a valuable contribution to the marketers regarding the formation of the policies. Since the targeted public is the students and youth, which is in highest population in the country. Therefore, the marketers should consider the finding regarding the brand trust and brand loyalty dimensions while targeting their customers.

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