



Corporate association as antecedents of consumer behaviors: The dynamics of trust within and between industries

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ABSTRACT

This study aimed to clarify the effects of consumers' corporate association (commercial expertise association and social responsibility association) on consumer citizenship behavior. In addition, the study examines the moderating effects of consumer trust and industry type on consumers' perceptions of corporate association. The sample consisted of 633 consumers in South Korea. The results showed that the consumers' perceptions of corporate association had a significant and positive effect on consumer citizenship behavior. In particular, commercial expertise association had a greater effect than social responsibility association. In addition, the moderating effects of consumer trust and industry type in the causal relationship between corporate association and consumer citizenship behavior were verified. The results revealed no moderating effect on the path between social responsibility association and consumer citizenship behavior. However, according to consumer trust and industry type, a significant moderating effect was found on the relationship between commercial expertise association and consumer citizenship behavior.

1. Introduction

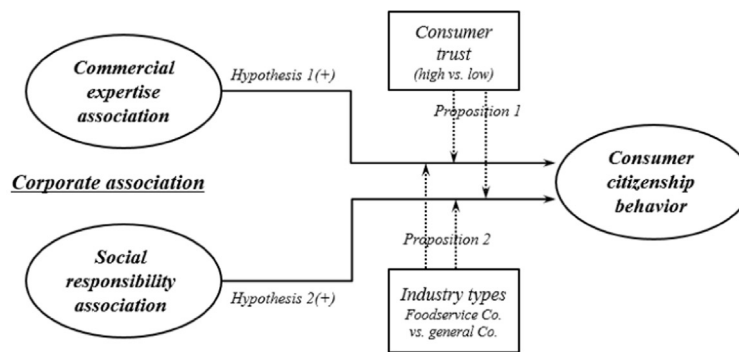
Corporate association refers to beliefs, attitudes, and emotions of a company obtained through direct or indirect experiences (Madrigal, 2000). Association with a particular company in the memory of a consumer plays an important role in shaping corporate image and perception. Today when the competition between companies has become fierce and the differentiation between products is gradually decreasing, the ways in which consumers associate with companies cannot be ignored. In particular, consumers evaluate products and make purchase decisions with limited access to the relevant information and knowledge (Kardes et al., 2004). If this information is insufficient, they evaluate products through the corporate association with relevant companies in order to reduce the risk of selection (Ozanne et al., 1992). Therefore, companies use various marketing strategies to evoke corporate association, thereby utilizing it as a strategic asset that cannot be easily imitated (Gupta, 2002; Walsh and Bartikowski, 2013). Consequently, controversy about the effects of corporate association on product evaluation can provide managers with strategies to implement the most important associations. Such controversies can lead consumers to associate relevant companies with their professional capabilities, which reinforce their social responsibility (Pina et al., 2006). Most previous studies on corporate association have examined only the effects of

corporate association on product evaluation (Berens et al., 2005; Gurhan-Canli and Batra, 2004), satisfaction (Walsh and Bartikowski, 2013), and purchase intention (David et al., 2005; Kim et al., 2017) as outcome variables. Also, no study has investigated the differences in associations according to the type of company. In addition, the extant research has presented only the result that corporate responsibility activities centered on social responsibility activities increased both consumer satisfaction (Becker-Olsen et al., 2006; McDonald and Rundle-Thiele, 2007) and company's performance (Lee and Park, 2009).

In particular, unlike general companies, foodservice industries have the distinct characteristic that the goods they sell to consumers are food items. Corporate association is therefore considered to play a very important role in consumers' judgment regarding whether to use the relevant companies' services. Moreover, consumers may greatly affect service quality through their interactions with companies (Lengnick-Hall et al., 2000). Consumers of foodservice industries are significant human resource that can be regarded as employees partially, while voluntary and implicit consumer citizenship behaviors are highly important concept similar to extra-role behaviors of employees, as a significant consumer role at service encounter (Bendapudi and Leone, 2003; Gruen, 1995). Therefore, this study utilizes the variable of consumer citizenship behavior to determine whether it is affected by

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Hypothesis 3: Commercial expertise association has a greater effect on consumer citizenship behavior than Social responsibility association

Fig. 1. Research model.

corporate association (Yi et al., 2013). Because the consumer's active role in the process of services reduces companies' additional costs and improves service quality, consumer citizenship behavior has heightened significance as a form of competitive advantage (Groth, 2005).

Therefore, in the present study, general companies are selected as comparison targets for foodservice industries, and the corporate association perceived by consumers is divided into commercial expertise association (CEA), which is related to essential management ability and production capacity, and social responsibility association (SRA), which is related to company behavior in response to social issues. Commercial expertise association and social responsibility association were examined separately to determine whether they resulted in different consumer citizenship behaviors, proving basic data for corporate marketing strategies that could improve corporate association of consumers and increase consumer citizenship behaviors. Furthermore, the study aimed to clarify the moderating effects of corporate association and consumer citizenship behavior according to consumer trust and types of companies. Through such research results, we intended to provide realistic suggestive points by seeking for policy responses to the current issue of corporate association perceived by consumers.

2. Literature review and conceptual model

2.1. Corporate association, consumer citizenship behavior, and trust

Corporate association (Brown and Dacin, 1997; Walsh and Bartikowski, 2013) refers to all the information that a consumer possesses about a company; thus, it is a broad global concept that can encompass all the structures that have traditionally addressed corporate images (Brown, 1998). Brown and Dacin (1997) divided corporate association into corporate ability (corporate capability of producing and distributing products and services) and corporate social responsibility (consumer's images about social characteristics of the relevant company). Brown (1998) classified corporate association into six sub-dimensions, including corporate abilities, marketing association, product considerations, interaction with exchange partners, interaction with employees, and social responsibility. In this study, we divided corporate association into two sub-dimensions—commercial expertise association and social responsibility association, based on Perez et al. (2013). *Commercial expertise association* is defined as the perception of expertise and the capability to provide the products or services produced by a certain company. As related to innovation, this association indicates intrinsic capacity of a company linked to its research & development capability and production capacity of high-quality products (Keller, 2003) and is similar to the ability association presented by Brown and

Dacin (1997). *Social responsibility association* is defined as the perception of a company's characteristics related to social problems or issues (Berens et al., 2005), indicating what consumers perceive of charitable work, community participation, and environment-friendly management of a company (Perez et al., 2013).

Consumer citizenship behavior is exhibited through voluntary and discretionary actions by individual consumers, which are directly expected but may aggregate into higher service quality and promote the effective functioning of service firms (Fowler, 2013). Consumer citizenship behavior (Gruen, 1995, p. 461) refers to helpful, constructive gestures exhibited by consumers that are valued or appreciated by the firm but are not related directly to enforceable or explicit requirements of the consumer's role. Consumer citizenship behavior is expected to be more strongly predicted by consumer satisfaction and socialization (Groth, 2005), which can create a competitive advantage (Yi et al., 2013). The impact of consumer citizenship behavior on effective organizational performance has been studied by many researchers (Balaji, 2014; Bove et al., 2009; Gouthier and Schmid, 2003; Groth, 2005; Singh, 2000).

Trust refers to a psychological state that involves the intention to accept vulnerability based on positive expectations of the intentions or behaviors of another (Rousseau et al., 1998, p. 395). Trust reflects a firm's confidence and positive expectations about the service provider (Gounaris, 2005), and it is an important element of the perceived quality of the service (Turnbull and Moustakatos, 1996). In addition, the presence of trust means that consumers may have favorable attitudes toward a certain company in a highly risky situation (Elliott and Yannopoulou, 2007)

2.2. Conceptual framework

We set up a conceptual framework consisting of three hypotheses and two proposals, based on previous research. Commercial expertise association and social responsibility association are differentiated as types of corporate association in order to verify the effects of each association on consumer citizenship behavior. *Hypotheses 1 through 3* are thus established. Regarding causal relationships between corporate association and consumer citizenship behavior, *Propositions 1 and 2* concern the moderating effects on consumer trust and the types of companies. Previous studies that are relevant to this investigation are reviewed in the following sub-sections (See Fig. 1).

2.3. Corporate association and consumer citizenship behavior

In a study of the relationship between commercial expertise association and consumer behavior, Kia (2014) found that corporate ability

association in a purchase decision-making model significantly affected repurchase intent. Kamal (2014) examined the effects of the quality of a product as a company's capability association on purchase intent and found that commercial expertise association had a positive effect on brand equity and cognition, thereby influencing evaluations of the relevant company. In a study of consumer-based corporation reputation based on a company's capability association, Sung and Yang (2008) observed that consumers showed greater support for well-reputed companies. Bartikowski and Walsh (2011) showed that reputation nurtured through excellent capabilities positively affected consumer citizenship behavior. Shahsavari and Faryabi (2013) reported that the better the reputation that a bank had, the more positive the consumer citizenship behavior. Zivarmoghbali and Ebrahimi (2014) asserted that the reputation associated with a company's capabilities, such as good service quality, consumer oriented attitudes, and excellent employees, had a positive effect on consumer citizenship behavior.

Hypothesis 1: Commercial expertise association has a positive effect on consumer citizenship behavior.

In previous studies that examined the relationship between social responsibility association and positive consumer behavior, Handelman and Arnold (1999), and Sen and Bhattacharya (2001) reported that the more aware that consumers were of a certain company's social responsibility activities, the more favorable were product evaluations, brand evaluations, and recommendations of the company, which suggested that positive consumer citizenship behavior may occur through the perception of social responsibility activities. In addition, Klein and Dawar (2004) suggested that because corporate social responsibility has become an important issue in corporate management, companies should induce consumers' positive behaviors through the process of faithfully implementing social responsibility, observing legal regulations, and implementing the demands of interested parties. Salmones et al. (2005) also reported that consumer loyalty toward and service evaluations about companies that faithfully performed their social responsibilities were excellent. Yoon et al. (2006) also noted that companies' social contribution activities were effective when the authenticity of companies was ambiguous, which could improve a negative company image. Rahim et al. (2011) recognized the importance of corporate social responsibility and reported that when consumers believed that the relevant company performed social responsibility activities well, consumers exhibited positive behaviors. Ahn and Ryou (2013) observed that when the social responsibility association of a certain group was recognized, strong equity was formed about the relevant company or brand. They added that consumers' evaluations of the company were subjective and non-formative rather than objective and formative.

Hypothesis 2: Social responsibility association has a positive effect on consumer citizenship behavior.

Previous research on the correlation between corporate association and consumer behavior has focused on one direction: how commercial expertise association triggers more positive consumer behavior than social responsibility association does. Brown and Dacin (1997) and Berens et al. (2005) found that the evaluations of commercial expertise association were more positive about a certain company or a relevant product than the evaluations of social responsibility association were. Lee (2011) also noted that commercial expertise association had a greater influence on evaluations of the relevant company and purchase intent. Zasuwa (2011) asserted that commercial expertise association had a greater influence on consumer attitudes toward a company than social responsibility association, and Kim (2014) reported that a consumer's negative commercial expertise association had a stronger effect on product evaluation than negative social responsibility association. In addition, Jinfeng et al. (2014) indicated that company competence had a more positive relationship with consumer citizenship behavior than a company's activities promoting social responsibility. In contrast,

Lichtenstein et al. (2004) showed that social responsibility association was more important in terms of consumer company integrity than commercial expertise association because consumers recognized a company's integrity through its social responsibility association. Kim (2013) also stressed that social responsibility association had a much more positive effect on recovery from a crisis, and Walsh and Bartikowski (2013) found that social responsibility association had a greater influence on consumer satisfaction than commercial expertise association does. Because a number of studies have argued for relatively favorable effectiveness of commercial expertise association, we supposed that commercial expertise association could have more effects on consumer citizenship behaviors than social responsibility association, setting up the following:

Hypothesis 3: Commercial expertise association has a greater effect on consumer citizenship behavior than Social responsibility association.

2.4. Moderating roles of consumer trust and industry type

Regarding the influence of corporate association on consumer citizenship behavior, no previous study has shown the moderating effects of consumer trust and industry type. In relation to the moderating effects of consumer trust, Yu et al. (2013) noted that the higher the consumers' trust in a certain company, the more positive their consumer citizenship behavior. Zivarmoghbali and Ebrahimi (2014) found that the reputation of a company affected consumer trust and significantly affected consumers' citizenship behavior, noting that the consumer trust in a certain company and its reputation demonstrated a close relationship. Xie and Peng (2011) observed that a company and its consumers maintained a strong relationship based on consumer trust when a social responsibility association was present rather than a corporate ability association, suggesting that the type of goods sold exerts different levels of influence. Furthermore, Berens and Riel (2004) demonstrated that trust served as a variable in the way that people form corporate association, and Berens et al. (2005) found that trust had a close relationship with corporate association. In addition, Perrini et al. (2010) demonstrated that the trust in the social responsibility association of a certain company was greater when the company sold food instead of other types of products. Moreover, Ares et al. (2015) found that consumers associated the relevant company with health and hygiene when they selected foods and that they responded more sensitively than when they selected other products. The same study reported that influence by association and consumer citizenship behavior might depend on the product being sold. Based on this review of the relevant literature, this study proposes that the effects of corporate association on consumer citizenship behavior may differ according to consumer trust and industry type.

Proposition 1: Consumer trust moderates the effect of corporate association on consumer citizenship behavior.

Proposition 2: Industry type moderates the effect of corporate association on consumer citizenship behavior.

3. Research methodology

3.1. Samples and procedures

The data analyzed in this study were collected in 2015 from consumers in three sectors in Seoul, South Korea. In order to meet the study's objectives and test the research hypotheses, a survey was conducted among the consumers of a general industry (e.g., a necessities company) and a foodservice industry (e.g., family restaurant). General companies were limited to companies that sold general household items and retail goods. In addition, top-ranked foodservice companies were

Table 1
Profiles of the respondents.

Characteristic	N (%)		
	General Ins. (N = 333)	Foodservice Ins. (N = 300)	Total (N = 633)
Gender			
Male	115 (34.5)	121 (40.3)	236 (37.2)
Female	218 (65.4)	179 (59.7)	397 (62.7)
Age			
20–29 years	129 (38.7)	118 (39.3)	247 (39.0)
30–39 years	136 (37.8)	145 (48.3)	281 (44.4)
Older than 40 years	68 (20.4)	37 (12.4)	105 (16.6)
Education			
~ High school	27 (8.2)	34 (11.3)	61 (9.6)
Community college degree	110 (33.0)	92 (30.6)	202 (31.9)
University degree	159 (47.7)	116 (38.7)	275 (43.4)
Graduate degree	37 (11.1)	58 (19.4)	95 (15.1)

chosen according to their sales in 2014. One thousand questionnaires were distributed by e-mail to residents of metropolitan Seoul. The responses were returned by e-mail. We explained the purpose of the study and the confidentiality of the responses in a cover letter. Of the 1000 questionnaires distributed, 821 were returned (82.1%). After eliminating the unusable responses, 633 responses were coded for data analysis (63.3% response rate). The respondents' demographic information is presented in Table 1. The 633 respondents consisted of general companies 52.6% ($n = 333$) and foodservice companies 47.4% ($n = 300$). The respondents were male (37.2%) and female (59.3%); 39.0% were 20–29 years old, 44.40% were 30–39 years old, and 16.6% were older than 40 years. Respondents with university degrees comprised the majority (43.4%) of the sample. When a chi-square test was performed to test the homogeneity of the sub-variables based on gender, the significance of all the variables for the chi-square was $p > .05$, indicating no difference in distribution between the populations.

3.2. Instrument development

The survey instrument used in this study was composed of three parts. The first two parts pertained to corporate association, consumer citizenship behavior, and trust. The responses were made on seven-point scale (see Appendix A): “How much do you agree or disagree with these statements?” (1: strongly disagree to 7: strongly agree). As recommended by Brislin (1980), and Parameswaran and Yaprak (1987) survey questionnaires originally written in English were translated into Korean via back-translated method. One of the authors translated all the question items into Korean, and the Korean version was reviewed by a native speaker who was fluent in Korean. Another author reviewed the Korean-translated items to examine errors in expression that might occur during the translation. In order to verify the validity of the content, two employees and two scholars reviewed the translated items to determine ambiguous expressions and to suggest what to correct. Finally, the authors translated the sentences back from Korean to English, examining whether there was conceptual difference between the Korean and the English version. The concept of corporate association embraces consumers' evaluations of, emotions about, and attitudes toward companies. It also refers to the state in which all information about certain companies has been activated in people's memories (Brown and Dacin, 1997). The respondents were requested to answer questions by associating a certain company among the companies presented in the questionnaire. This study examined two dimensions of corporate association (Brown and Dacin, 1997; Perez et al., 2013): commercial expertise association (CEA) and social responsibility association (SRA). Both dimensions of corporate association were measured

according to eight items. The Corporate Association Scale (CAS) was used to measure consumer's perceptions of corporate association. In addition, multi-item scales were adapted from Brown and Dacin (1997), Fombrun et al. (2000), and Berens et al. (2005). The corporate association items included, “This company produces high quality products (CEA)” and “This company faithfully performs corporate social responsibility (SRA).” In addition, six items were used to measure consumer citizenship behavior based on Bettencourt (1997), Yi et al. (2013), and Revilla-Camacho et al. (2015). The items included, “I say positive things about this company to others,” and “If I have a useful idea on how to improve the service, I let the employee know (CCB).” Trust is defined as confidence in the honesty or trustworthiness of the other party in an exchange (Moorman et al., 1992). Questions regarding the consumer's trust were developed by Moorman et al. (1992), Moorman et al. (1993), and Morgan and Hunt (1994). These questions include four items, such as “This company can be trusted at all times” and “Overall, this company is reliable.” The three parts included the consumers' gender, age, and education.

3.3. Data analysis

A descriptive statistical analysis was performed to profile the demographic information about the sample of participants in the survey. In addition, reliability and validity were examined using reliability analysis, and confirmatory factor analysis (CFA). When the measurements were validated, a structural equation model (SEM) was utilized to test the validity of the proposed model and the hypotheses.

4. Results

4.1. Confirmatory factor analysis, and reliability analysis

We performed a confirmatory factor analysis to verify the validity of the measurement models, while setting up criterion variables by limiting the path coefficient of one measurement item of each factor to 1, in order to scale latent variables. As shown in Table 2, the confirmatory measurement models demonstrated the soundness of the measurement properties ($\chi^2 = 219.585$; $df = 73$; $p < .001$; $\chi^2/df = 3.008$; $GFI = .954$; $NFI = .964$; $TLI = .970$; $CFI = .976$; $IFI = .976$; $RMSEA = .056$). In addition, convergent validity was observed: all confirmatory factor loadings exceeded .60 and were significant at the alpha level of .001 (Anderson and Gerbing, 1988). Three constructs were acceptable composite reliability estimates ranging from .799 to .864 (Fornell and Larcker, 1981). The Cronbach's alpha estimates ranged from .870 to .916, which are acceptable (Nunnally, 1978). All average variance-extracted (AVE) estimates exceeded the recommended threshold of .50 (commercial expertise association = .626; social responsibility association = .690; consumer citizenship behavior = .641). Also, ASV (Average Shared Variance) and MSV (Maximum Shared Variance) were smaller than AVE. The discriminant validity was confirmed; the variance-extracted estimates ranged from .626 to .690, which exceeded the ranges of from .160 to .288 in all squared correlations for each pair of constructs (see Table 3).

4.2. Structural equation modeling (SEM)

To understand the relationship between consumer's perceptions of corporate association and consumer citizenship behavior, this study used structural equation modeling to examine the effects of each measurement item in commercial expertise association and social responsibility association on consumer citizenship behavior (see Table 4). The results of the chi-square test showed that the model did not fit the data well ($\chi^2 = 328.124$; $df = 74$; $p < .001$). However, other goodness-of-fit indices showed that the structural model reasonably fit the data ($GFI = .932$; $AGFI = .903$; $NFI = .934$; $CFI = .958$; $RMSEA = .073$). Specifically, commercial expertise association

Table 2
Validity and reliability analysis properties.

Construct (Mean ± SD ^a)	Standardized estimate	t-value	CCR ^b	Cronbach's alpha
Commercial expertise association (4.83 ± 1.10)			.799	.870
CA ₁	.760	fixed		
CA ₂	.832	20.697***		
CA ₃	.795	19.802***		
CA ₄	.779	19.407***		
Social responsibility association (4.00 ± 1.12)			.844	.898
CA ₅	.759	fixed		
CA ₆	.813	21.146***		
CA ₇	.856	22.376***		
CA ₈	.892	23.306***		
Consumer citizenship behavior (4.65 ± 1.08)			.864	.916
CCB ₁	.861	fixed		
CCB ₂	.681	19.604***		
CCB ₃	.862	28.432***		
CCB ₄	.794	24.724***		
CCB ₅	.689	19.941***		
CCB ₆	.892	30.165***		

Note:
 (1) Total Cumulative = 73.109%.
 (2) ^a SD = Standard Deviation; ^b CCR = composite construct reliability.
 (3) $\chi^2 = 219.585$ (df = 73) $p < .001$; $\chi^2 / df = 3.008$; Goodness of Fit Index (GFI) = .954; Normed Fit Index (NFI) = .964; Tucker Lewis Index (TLI) = .970; Comparative Fit Index (CFI) = .976; Incremental Fit Index (IFI) = .976; Root Square Error of Approximation (RMSEA) = .056; *** $p < .001$.

($\beta = .434$; $t = 10.382$; $p < .001$) and social responsibility association ($\beta = .396$; $t = 9.832$; $p < .001$) significantly affected consumer citizenship behavior, which supported **Hypotheses 1 and 2**. In addition, in order to verify differences in relative influence of commercial expertise association and social responsibility association on consumer citizenship behavior, each route coefficient was discussed and the appropriateness of the model was analyzed (Table 5). The result was that the model appropriateness of influence by commercial expertise association on consumer citizenship behavior was relatively excellent. Therefore, commercial expertise association was found to have greater influence than social responsibility association on consumer citizenship behavior, found that commercial expertise association was an important factor in determining consumers' positive behavior. Therefore, **Hypothesis 3** was supported.

4.3. Moderating effects

Prior to analyzing moderating effects, Table 6 shows the results of considering measure invariance based on consumer trust and type of companies. Based on Myers et al. (2000) and Mullen (1995), there was no difference between the configural invariance model and the metric invariance model between each group. The results show that there is no problem in the factor-loading invariance of the moderating variables used in this study. In order to test the moderating effects of consumer trust and industry types on corporate association and consumer

Table 3
Correlation analysis.

Construct	1	2	3	4	5	6	AVE	ASV	MSV
1. Gender	1 ^a								
2. Age	.039	1							
3. Education level	-.072	-.447**	1						
4. Commercial expertise association	-.029	-.194**	.287**	1	.160 ^b	.288	.626	.256	.315
5. Social responsibility association	.035	.093*	.078*	.401**	1	.270	.690	.252	.306
6. Consumer citizenship behavior	.026	-.017	.192**	.537**	.520**	1	.642	.310	.315

Note:
 (1) All variables were measured on a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree); Composite scores for each construct were calculated by averaging respective item scores; ** $p < .01$ (2-tailed tests).
 (2) Age is coded 1 = 20–29, 2 = 30–39, 3 = 40–; Education is coded 1 = high school, 2 = college, 3 = university, 4 = graduate university.
 (3) AVE = average variance extracted; ASV = Average Shared Variance; MSV = Maximum Shared Variance.
 (4) ^a = coefficient of correlations; ^b = squared correlations.

Table 4
Structural parameter estimates.

Hypothesized Path (Stated as alternative hypothesis)	Standardized coefficients	t-value	Results
H1 Commercial expertise association → CCB	.434	10.382***	Supported
H2 Social responsibility association → CCB	.396	9.832***	Supported
Goodness-of-fit statistics	$\chi^2_{(74)} = 328.124$ ($p < .001$) GFI = .932 AGFI = .903 NFI = .934 CFI = .958 RMSEA = .073		

Note: GFI = Goodness of Fit Index; NFI = Normed Fit Index; CFI = Comparative Fit Index; RMSEA = Root Mean Square Error of Approximation; CCB = Consumer Citizenship Behavior; *** $p < .001$.

citizenship behavior based on a multi-group approach, χ^2 differences with two degrees of freedom were used to compare the two models (unconstrained and constrained) for each path coefficients, consecutively. The results of the moderating effects of consumer's trust and industry types are shown in Fig. 2.

Table 5
Model fit indices of the effects of corporate association on consumer citizenship behavior.

Hypothesis 3	Standardized coefficients	χ^2	df	GFI	NFI	CFI
CEA → CCB	.561***	418.443	75	.921	.931	.943
SRA → CCB	.532***	432.045	75	.919	.929	.940

Note: GFI = Goodness of Fit Index; NFI = Normed Fit Index; CFI = Comparative Fit Index; CEA = Commercial Expertise Association; SRA = Social Responsibility Association; CCB = Consumer Citizenship Behavior; ***p < .001.

Table 6
Model fit indices of consumer's trust and industry types.

		χ^2	df	CFI	RMSEA	RMR	$\Delta\chi^2$
Trust groups	Configural invariance model	346.859	146	.957	.047	.088	13.570
	Metric invariance model	360.429	157	.956	.045	.094	
	Industry types	352.440	146	.966	.040	.095	13.799
	Metric invariance model	366.239	157	.966	.046	.098	

Note: $\Delta df = 11$, $\Delta\chi^2 = 19.70$ ($p < .05$); RMR = Root Mean Square Residual.

4.4. Moderating effect of consumer trust

The moderating effect of consumer's trust on the relationship between corporate association and consumer citizenship behavior was then assessed (Proposition 1). The path coefficients of corporate association and consumer citizenship behavior were compared between the high and low-trust groups (see Table 7). The sample was split into two groups based on the respondents' mean scores (mean: 4.32) on consumer trust. The unconstrained model of tenure choice showed a good fit with the data ($\chi^2 = 737.057$; $df = 150$; $p < .001$; $GFI = .856$; $NFI = .850$; $CFI = .876$; $RMSEA = .079$). Regarding the link between commercial expertise association and consumer citizenship behavior, statistically significant ($p < .05$) differences between the groups were detected based on the χ^2 differences between the two models ($\Delta\chi^2_{(df=1)} = 8.82 > \Delta\chi^2_{(df=1)} = 3.84$). The results showed that the effects of commercial expertise association on consumer citizenship behavior were significantly stronger in the low-trust group ($\beta = .433$; $p < .001$) than in the high-trust group ($\beta = .202$; $p < .001$). This finding

indicates that the more that consumers perceived that a certain company's capabilities were excellent, the more positive consumer citizenship behavior. In other words, the lower the trust in the company is, the greater the influence of commercial expertise association on consumer citizenship behavior. However, the effects of social responsibility association on consumer citizenship behavior and difference value were not significantly different ($\Delta\chi^2_{(df=1)} = .260 < \Delta\chi^2_{(df=1)} = 3.84$) between the high-trust group and the low-trust group. Therefore, Proposition 1 was partially supported.

4.5. Moderating effect of industry type

The differential relationship between corporate association and consumer citizenship behavior across industry segments was also investigated (Proposition 2). The unconstrained model of industries showed a good fit to the data ($\chi^2 = 790.732$; $df = 150$; $p < .001$; $GFI = .844$; $NFI = .876$; $CFI = .896$; $RMSEA = .082$). Regarding the link between commercial expertise association and consumer citizenship behavior (see Table 8), statistically significant ($p < .05$) group differences were detected based on the χ^2 differences between the two models ($\Delta\chi^2_{(df=1)} = 3.96 > \Delta\chi^2_{(df=1)} = 3.84$). The results showed that the effects of commercial expertise association on consumer citizenship behavior were significantly stronger in the foodservice company ($\beta = .513$; $p < .001$) than in the general company ($\beta = .428$; $p < .001$). In the case of foodservice industries, when consumers perceived that a certain company's capabilities were excellent, its consumer citizenship behavior showed greater improvement toward the foodservice than toward the ordinary companies. This result may have been because expectations about or dependence on the capabilities of foodservice companies are an important factor in determining consumer citizenship behavior. However, the effects of social responsibility association on consumer citizenship behavior and values did not significantly differ ($\Delta\chi^2_{(df=1)} = 1.805 < \Delta\chi^2_{(df=1)} = 3.84$) between the general companies and the foodservice companies. Therefore, Proposition 2 was partially supported.

5. Discussions

The present study examined consumers' perceptions of corporate association and consumer citizenship behavior in two industry sectors (foodservice companies and general companies). The study also examined the moderating effects of consumer trust and industry types on

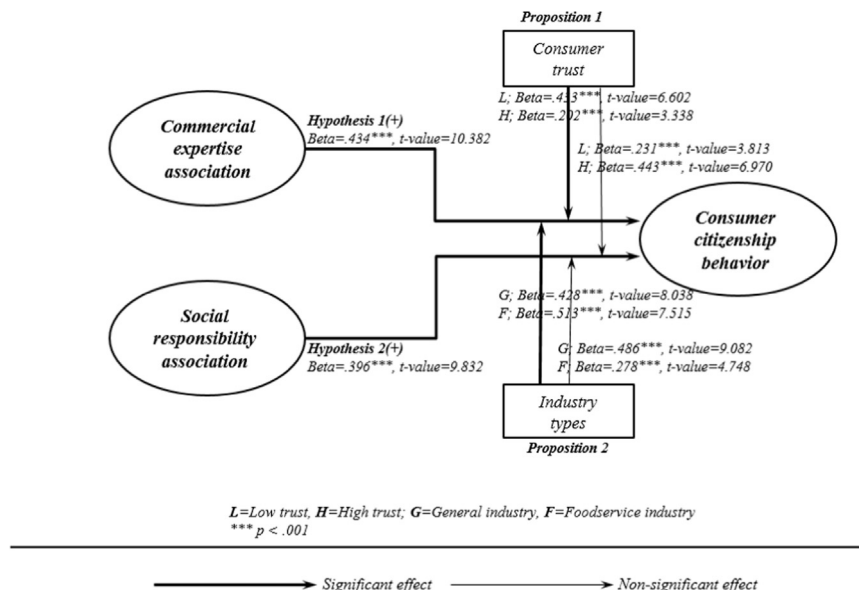


Fig. 2. Structural equation model with parameter estimates.

Table 7
Moderating effects of consumer trust.

	Low trust (N = 301)			High trust (N = 336)			Constrained Model chi-square (df = 151)	$\Delta\chi^2$ (df = 1)
	Standardized coefficients	S.E.	t-value	Standardized coefficients	S.E.	t-value		
CEA → CCB	.433	.072	6.602***	.202	.057	3.338***	745.873	8.816*
SRA → CCB	.231	.078	3.813***	.443	.050	6.970***	737.317	.023

Note: $\chi^2 = 737.057$; $df = 150$; $4.914 \chi^2/df = 4.914$; $GFI = .856$; $NFI = .850$; $CFI = .876$; $RMSEA = .079$; CEA (Commercial expertise association), SRA (Social responsibility association), CCB (Consumer citizenship behaviors); * $p < .05$, *** $p < .001$.

Table 8
Moderating effects of industry types.

	General industry (N = 333)			Foodservice industry (N = 300)			Constrained Model chi-square (df = 151)	$\Delta\chi^2$ (df = 1)
	Standardized coefficients	S.E.	t-value	Standardized coefficients	S.E.	t-value		
CEA → CCB	.428	.051	8.038***	.513	.080	7.515***	794.696	3.964*
SRA → CCB	.486	.050	9.082***	.278	.069	4.748***	792.537	1.805

Note: $\chi^2 = 790.732$; $df = 150$; $5.272 \chi^2/df = 5.272$; $GFI = .844$; $NFI = .876$; $CFI = .896$; $RMSEA = .082$; CEA (Commercial expertise association), SRA (Social responsibility association), CCB (Consumer citizenship behaviors); * $p < .05$, *** $p < .001$.

consumers' perceptions of corporate association. Consumers' perceptions of commercial expertise association and social responsibility association among corporate association had a significant and positive effect on consumer citizenship behavior. These previous results (Kamal, 2014; Rahim et al., 2011; Sen and Bhattacharya, 2001) were supported in the present study. In particular, commercial expertise association was determined to be the most important variable of corporate association affecting consumer citizenship behavior. Most previous studies (Berens et al., 2005; Brown and Dacin, 1997; Kim, 2014; Lee, 2011; Zasuwa, 2011) emphasized that commercial expertise association related to companies' competence in manufacturing products was the most powerful diagnostic tool used for the evaluation of such companies. As Sen and Bhattacharya (2001) argued, consumers believe that social responsibility activities weaken the corporate intrinsic capacity, and corporate social responsibility activities cannot precede commercial expertise association. Thus, rather commercial expertise association than social responsibility association may have relatively wide effects on consumer behaviors. In addition, the findings showed that consumer trust and industry types had a moderating effect on the causal relationship between corporate association and consumer citizenship behavior. In particular, when consumers' trust in the relevant company was low, consumers were likely to make decisions depending on the association with the companies' capabilities. Furthermore, regarding industry type, the influence of commercial expertise association on consumer citizenship behavior was relatively high in the case of foodservice companies compared to companies in other industries. The category of companies, namely food stores and restaurants, was directly related to consumers' health and well-being. Therefore, consumers' perceptions of the commercial expertise association the relevant company were important.

The academic contribution of the present study extends the understanding of corporate associations in foodservice industries, which has not been thoroughly studied. Most previous studies have approached corporate association from a marketing perspective. Because few studies have explored the importance of close interaction and communication between companies in the foodservice industry and the consumers of their products, we in this emphasized expansion of understanding on corporate association recognized by consumers. While most of previous studies have focused on simple causal relations between association and behaviors of consumers, few studies have considered differences in effects based on trust level of consumers or types of industries. Thus, this study may present a foundation for further research of corporate association. This study is significant in that

consumer citizenship behavior is used as a final dependent variable, a voluntary behavior of consumers that is directly related to corporate performance, though most prior research has used psychological variables as outcome variables related to corporate association.

This study also offers detailed implications regarding policy responses to the issues addressed from the foodservice industries' standpoint. Therefore, compared to the past, the perceptions of consumers who believe that companies are socially responsible are less important than the companies' superior capability, which increases positive consumer citizenship behavior. Recent research showed that the lack of proper embodiment of consumer citizenship behavior could lead to several problems. Therefore, given the increased possibility that based on their perceptions, consumers will exhibit negative behaviors, thus negatively affecting the performance of foodservice companies. In today's companies, associations with activities, such as ensuring the quality and evaluation of goods, is important. Furthermore, emphasizing that the company faithfully fulfills its social responsibility through charitable activities and advertisements may contribute to the positive perceptions of its reliability. Therefore, companies should fulfil their social responsibilities and emphasize corporate transparency in order to optimize consumers' perceptions of their goods and services. When these efforts are able to continue over a long period of time, positive association can be formed and then corporate value can increase. Companies are needed to make company-level efforts in a way that their consumers can have positive association by managing integrated, company-led communication such as corporate advertisement. Also, consumers expect higher commercial expertise association from foodservice companies than from general companies. In other words, companies and restaurants that sell food products induce consumer purchases in different terms than general companies do. These findings indicate decisions to purchase should be based the trust in and the reliability of companies' capabilities. In order to improve a foodservice company's overall reputation and induce positive consumer behaviors, active communication regarding the association of capabilities might result in favorable company evaluations. Specific activities would be necessary to formulate strategies that target a certain corporate association instead of using ambiguous methods to make positive changes in corporate images. The results suggest that, compared with general companies, foodservice companies require marketing strategies that take into account consumers' perceptions of corporate association. Therefore, foodservice industries should maintain a continuous competitive edge in the market through marketing strategies that emphasize their capabilities to ensure that consumers have

positive perceptions of their products.

The current study has some limitations. The results of this study are limited with regard to generalizing because the samples are from Korean employees. Furthermore, the results of the present study cannot be compared with the results of previous studies because no previous study has examined foodservice companies. Further studies are necessary to draw more practical suggestions through comparison with and analysis of cultures of other countries. Because this study used self-reporting responses in measuring variables, a method that respondents may have responded in a way considered desirable, more objective measurement tools and evaluation methods should be used in further studies. In addition, although actual companies were selected as the study subjects, the number of dependent variables affected by corporate association could be considered insufficient. However, despite these limitations, the results of present study provide foundation for future studies on the corporate association of foodservice companies.

Appendix A

Commercial expertise association

CEA₁: This company produces high quality products

CEA₂: This company develops innovative products and services

CEA₃: This company offers products with a good-price-quality ratio

CEA₄: This company provides excellent value to the consumer

Social responsibility association

SRA₁: This company faithfully performs corporate social responsibility

SRA₂: This company supports good causes

SRA₃: This company behaves responsibility regarding the environment

SRA₄: This company contributes a lot the communities in which it operates

Consumer citizenship behavior

CCB₁: I say positive things about this company to others

CCB₂: If I have a useful idea on how to improve the service, I let the employee know

CCB₃: I give the company my full cooperation

CCB₄: I teach someone how to use the service correctly

CCB₅: I explain to other customers how to use the service correctly

CCB₆: I assist other customers in finding products

Trust

TR₁: This company can be trusted at all times

TR₂: This company is honest with its consumers

TR₃: The service of this company make me feel a sense of security

TR₄: Overall, this company is reliable

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