
The Relationship of CSR Engagement and Electronic Word-of-Mouth and the Mediating Effects of Consumer-Company Identification and Satisfaction

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Abstract

Purpose - The paper aims to examine the relationship between corporate social responsibility (CSR) and electronic word-of-mouth (eWOM) and investigate the mediating effect of consumer-company identification (CCI) and satisfaction. The participants of the study were avid viewers of television networks within Metro Manila, Philippines. The study implemented a predictive research approach and a quantitative research design to gauge the relationship between consumer-company identification, satisfaction, CSR engagement, and electronic word-of-mouth (eWOM). Partial least squares - structural equation modeling (PLS-SEM) was

further employed to measure the direct and indirect effects of the structural model. The results showed that CSR engagement has a significant and positive effect on electronic word-of-mouth (eWOM), consumer-company identification (CCI), and satisfaction. A significant and positive relationship between consumer-company identification (CCI) and electronic word-of-mouth (eWOM) was also supported. The study also proved that satisfaction significantly and positively influenced electronic word-of-mouth (eWOM). The mediation analysis also revealed that consumer-company identification (CCI) and satisfaction mediate the relationship between CSR engagement and electronic word-of-mouth.

Keywords: Corporate social responsibility (CSR), electronic word-of-mouth (eWOM), consumer-company identification (CCI), satisfaction. GPOWER, PLS-SEM, Television network

1. Introduction

Corporate social responsibility (CSR) is a global initiative that drives businesses around the world towards competitiveness and sustainability (Bernal-Conesa, et al., 2017; Manasakis, 2018), and it links to corporate governance that shares the same vision to balance economic responsibility environmentally and socially (Montiel, 2008). Its obligation is mainly focused on meeting the needs of a broader range of stakeholders (Clarkson, 1995; Waddock, et al., 2002), and, through these, it can earn the company's reputation (Farzin, et al., 2018; Srivastava, 2019) and improve firm value (Galbreath & Shum, 2012; Harjoto & Jo, 2011; Leong, et al., 2019).

Companies need informative communication to interact with their stakeholders through offline or online communication (Sharp & Zaidman, 2010). Social networking sites (SNS) such as Facebook, Twitter, Instagram, etc., are some of the online communication tools most people are using nowadays; that is why businesses use this opportunity to showcase their CSR-related activities. These SNS eventually circulate what customers have heard about the company and will share their opinions and reactions that lead to the company's identification (consumer-company identification) through electronic word-of-mouth (eWOM) (Chu & Kim, 2011; Duan, et al., 2008; Fatma, et al., 2020; Martinez, et al., 2020).

According to Bhattacharya and Sen (2003), consumer-company identification (CCI) serves as an important channel towards a solid and long-term relationship between company and consumer. CCI motivates people to become psychologically attached to the company and its products, encouraging them to achieve their goals and put up more voluntary efforts on its behalf (Maignan & Ferrell, 2004; Marin & de Maya, 2013). CCI also leads to favorable market and financial performance and significantly influences customer satisfaction (Homburg, et al., 2009), leading to positive word of mouth (Deng, et al., 2009; Hoyer & MacInnis, 2001) about the company. Satisfaction from the customer is the cheapest form of advertising incorporated into the company's corporate culture (Knutson, 1988; Naumann & Giel, 1995). Thus, identification with a company enhances the affective relationship between customers, employees and their organization (Tufan & Wendt, 2020).

Television networks in the Philippines such as ABS-CBN and GMA Network also incorporate CSR initiatives as part of their corporate governance that focuses on social and environmental

issues. The ABS-CBN Lingkod Kapamilya advocacies and efforts include *Bantay Bata 163*, which focuses on child welfare and protection, *Bantay Kalikasan*, which focuses on how to conserve and protect the environment, and *Operation Sagip*, which is a relief, disaster, rehabilitation, and prevention program of the said network during calamities and other environmental disasters (ABS-CBN Foundation, 2021). Furthermore, GMA Network CSR initiatives focus on health program such as *Bisig Bayan Medical Assistance (BB)* that provides free medical consultation, medicines, medical services, and medical supplies to indigent Filipinos. They also have *Unang Hakbang sa Kinabukasan (UHSK)* which is an education program that helps Filipino children by providing school supplies every year, *Kapuso School Development (KSD) Project* that constructs school buildings throughout the Philippines, and *Kulayan ang Kinabukasan Project* that restores and rehabilitates school buildings before the start of the school year. GMA Network also provides disaster relief programs such as *Operation Bayanihan (OpsBay)* that help fellow Filipinos during calamities and values formation programs such as *Sagip Dugtong Bubay and Give-a-gift program* (GMA Kapuso Foundation, 2021).

Viewers of ABS-CBN and GMA networks relate and identify themselves as “Kapamilya” or “Kapuso”, respectively. According to Su, et al. (2017), business firms with a good reputation of being socially responsible could fulfill consumer’s self-definitional needs, which positively affects their identification with the organization. They tend to endorse the products and services of the socially responsible company (Fatma, et al., 2018). Their experiences towards the firms, brands, products, and services will create a personal enjoyment leading to customer satisfaction. Therefore, promoting CCI and satisfaction as part of marketing and corporate strategy will bring potential benefits to the firm and the consumers.

Previous literature linked CSR engagement to eWOM (Fatma, et al., 2020; Guping, et al., 2021; Ma, et al., 2021; Mohammed & Al Swidi, 2020). However, there is no study regarding the relationship of CSR engagement and eWOM in television networks with consumer-company identification and satisfaction as a mediating variable; this is uncharted in the Philippine context. Therefore, this research paper bridges the literature gap and benchmark the mediating effects of CCI and satisfaction between CSR engagement and eWOM on the leading television networks in the Philippines.

Our study aims to identify the interrelationships among four variables – CSR engagement, CCI, satisfaction, and eWOM in the television network industry, highlighting their CSR initiative to the general public. The study investigates whether CCI and satisfaction act as a mediator between CSR engagement and eWOM. The study also contributes to the CSR literature to understand how CSR engagement influences eWOM through CCI and satisfaction.

2. Research Framework and Hypothesis

Social identity theory refers to the person’s self-thought about being a social group member and powerful emotions attached to that membership (Tajfel, 1974). Different researchers have widely used social identity theory to explain how consumers identify themselves to businesses that engage in CSR initiatives (Ma, et al., 2021) and embrace the same attributes of the company as the same attributes for themselves (Dutton, et al., 1994). Once the consumer

recognizes that the company is engaged socially, it will positively affect the company image. It will also increase consumer-company identification that will help these organizations satisfy their needs (Bhattacharya & Sen, 2003). Consumer satisfaction will create an opportunity to recognize personal enjoyment that will generate a positive eWOM intention (Cheung & Lee, 2012; Lou & Bhattacharya, 2006; Walsh, et al., 2013). Concerning this study, when a television network publishes its CSR-related engagements, the public will identify themselves with the television network and patronize them by supporting CSR-related activities and even buying their products and services to fulfill their self-definitional needs. Customer satisfaction will follow if the quality of the products or services received, or the outcome of CSR-related engagements exceeds the customer's expectations.

2.1 Corporate Social Responsibility (CSR) Engagement

CSR engagement is defined as the business feedback to social, cultural, and environmental issues and embracing the policies, practices, and future intentions for the benefit of the company and the society (Sampaio et al., 2012). It also refers to how the company identifies and communicates CSR-related activities for economic reasons and promotes transparency within the organization to create value for its consumers (Fatma, et al., 2020; Garcia-Sanchez, et al., 2019; Ma, et al., 2021). Being engaged in CSR helps companies live up to their responsibilities as global citizens and local neighbors in a fast-changing world, and act in a socially responsible manner more than just an ethical duty for a company with a bottom line pay-off (Bhagwat, 2011). The importance of CSR engagement was evident in the previous literature. Some emphasize that CSR activities can impact the financial performance that can increase the company's wealth and generate a higher return on investment. (Barauskaite, 2021; Galbreath & Shum, 2012; Harjoto & Jo, 2011; Leong, et al., 2019). Others highlighted that CSR initiatives could increase sales and market share, boost corporate image, increase employee retention and invite more investors (Kotler & Lee, 2008). Lastly, large entities are more likely to disclose CSR-related initiatives on public domains (Dhaliwal, et al., 2011).

2.2 Electronic Word-of-Mouth (eWOM)

Word-of-mouth (WOM) is transferring information from one person about their opinions or reactions to businesses, products, or services to another person (Richins & Root-Shaffer, 1988). With technology, consumer responses and feedback through social media accounts such as Facebook, Twitter, and Instagram are now commonly known as eWOM. It also pertains to any positive or negative statement made by potential, actual or former customers about a particular product or service through the Internet and social media accounts available for viewing to the public (Hennig-Thurau, et al., 2004; Rosario, et al., 2020). People tend to rely on families, friends, and other social networks and trust neutral opinions from people outside their social network, such as online reviews (Duan, et al., 2008). With this emerging technology, it is no longer difficult for companies to attract people that can form an online community with a shared interest.

2.3 Consumer-Company Identification (CCI)

Consumer-company identification (CCI) refers to the consumer's psychological state of feeling and belongingness toward a service provider or brand (Rather & Hollebeel, 2019). It is also a social relationship between the business organization and its consumers (Bhattacharya & Sen, 2003; Fatma, et al., 2018). It plays a very dominant role in consumer behavior. Several

studies conducted reveal that favorable CSR beliefs are likely to be a key driver of CCI (Bhattacharya & Sen, 2003; Du, et al., 2007; He & Li, 2011; Lee, et al., 2012; Lichtenstein, et al., 2004; Luo & Bhattacharya, 2006; Marin, et al., 2009; Sen & Bhattacharya, 2001; Sen, et al., 2006). Today, consumers are more concerned not only about the entity's goods or services but also about what the company is contributing to society and the environment (Ahmad, et al., 2021). According to Schlosser et al. (2006), the firm's engagement in CSR initiatives motivates the consumers to classify themselves with the socially responsible firms to fulfill their self-definitional needs. When the consumers' self-concept matches the company's CSR activities, they build a more robust identification with the organization, which inspires them to evaluate a brand and enhance their behavioral intentions (Ahearne, et al., 2005; Lichtenstein, et al., 2004).

2.4 Satisfaction

Satisfaction refers to a pleasurable level of consumption-related fulfillment on a particular product or service that may lead to purchase intention, complaining/praising, word of mouth, and recommendation after evaluating that the actual product or service received is above their expectation (Oliver, 2010; Parker & Mathews, 2001). On the other hand, customer satisfaction is the measurement of the company's product relating to the requirements set by the customers after comparing the standards with that of the actual perceived performance (Biesok, et al., 2011; Lin, 2003). It captures the consumer expectations towards the service provided and how far the provided service is from their ideal (Soderlund, 2006). Companies focus on managing customer satisfaction to control customer defection (Capraro, et al., 2003; Cooil, et al., 2007).

3. Hypothesis Development

Companies around the globe use social media as a tool to promote, communicate, collaborate, and connect to the general public for activities that include political campaigns, social movements, and even civic life initiatives (Boulianne, 2019; Delerue, et al., 2012). CSR engagements are one of the social movements that businesses are incorporating today as part of their corporate good governance and sustainability efforts (Choi, et al., 2019). It encourages employees and trains them to become responsible corporate citizens towards its CSR efforts (Mirvis, 2012). The CSR-related activities posted on social media can also boost company identity and influence consumer's word-of-mouth (Chu, et al., 2020; Vo, et al., 2019). According to Mohammed and Al Swidi (2020) based on their study in the hospital industry, CSR initiatives will signal to consumers that their initiatives support their well-being, leading to positive eWOM. Ma, et al. (2021) mentioned that CSR engagement develops positive feelings among consumers and identify themselves with such organizations and support them by promoting them to their friends and family by using positive eWOM. When consumers observe an organization practicing CSR programs, they build a positive attitude towards that organization and communicate positively; hence, they spread positive WOM for the firm (Guping, et al., 2021). Previous researchers established a direct positive effect of CSR engagement to eWOM (Fatma, et al., 2020; Jalilvand, et al., 2017). Therefore, we postulate that:

H1a. CSR engagement significantly and directly affects eWOM.

CSR engagements published through social media accounts encourage individuals to participate in the company's CSR efforts. The consumers were inspired by those companies which operate in a socially responsible manner that focuses not only on profit but also on social and environmental causes. The firm that operates as socially responsible is more attractive for the customers to identify with (Deng & Xu, 2017). According to Huang, et al. (2017), CSR engagement has a significant part in the company's identity which may connect to the consumers feeling of connectedness within the organization that may create a stronger effect in boosting consumer-company identification. It will also produce a hefty sense of identification that will improve their positive feeling for the company (Dunn & Harness, 2018; Kim, 2019). Customers identify with companies which deliver premium service quality to their customer as per studies of Hsiao, et al. (2015). When a firm launches specific CSR initiatives, it signifies to the customer the company character and shared values. These attributes and values overlap with customer values, resulting in the development of the identification process (Martinez & Del Bosque, 2013). Previous literature also proved that CSR has a direct and significant effect on CCI (Fatma, et al., 2019; Ma, et al., 2021; Raza, et al., 2019). Thus, we propose that:

H1b. CSR engagement significantly and directly affects consumer-company identification.

Customers are expected to be more satisfied with the organizations that are socially responsible towards their various stakeholders including employees (Martinez, at al., 2014). They can be potential stakeholders who care about the overall standing including social performance aside from the economic aspect of the organization (Maignan, 2015). Moreover, CSR-related engagements are a key element of corporate identity that can lead customers to identify with the company. These customers are more likely to be satisfied by the products and services that the firm is offering to the public. (Bhattacharya and Sen, 2003). A strong record of CSR initiatives creates a favorable image that enhances consumers' evaluations and attitude towards the firm (Sen and Bhattacharya, 2001). Many consumers have made their purchases by noticing the company's CSR practices and ethical behaviors (Davies, et al., 2012).

According to Mithas, et al. (2005), perceived value is the key antecedent in promoting customer satisfaction. Customers are more likely to acquire better perceived value and higher satisfaction from the products and services made by a socially responsible company (Luo and Bhattacharya, 2006). Additionally, the needs and wants of the customers allow businesses to come up with improved products and services that are offered in the market today and can build a categorical brand prestige (Malik, 2015). The brand of the companies serves as a promise for a total customer experience and must align with customer perceived value (Lin, 2003). Once the perceived value is achieved, customer satisfaction will follow (Eggert & Ulaga, 2002; Woodruff, 1997). Previous literature confirmed that CSR engagement directly affects satisfaction (Macdonald, et al., 2008; Mohammed & Rashid, 2018). Therefore, we hypothesize that:

H1c. CSR engagement significantly and directly affects satisfaction.

According to Bhattacharya and Sen (2003), a solid relationship between consumer and company will result in consumer identification. The effectiveness of communication directly affects all businesses in the recent era as communication can improve the evaluation of an organization from the part of the consumers. Several studies have acknowledged that it is important to have effective communication with their consumers for the identification of the company's brand. The consumer-brand identification has been identified as a crucial determinant of brand loyalty (Haumann, et al., 2014; Homburg, et al., 2009; Stokburger-Sauer, et al., 2012) as well as customer extra-role behaviors including positive word-of-mouth (WOM) and other supportive behaviors for the benefit of the brand (Boenigk & Helmig, 2013; Stokburger-Sauer, et al., 2012; Zhu, et al., 2016). It will also lead to a positive eWOM on their social media accounts (Bialkova & Paske, 2020). Previous researchers also proved that CCI directly affects eWOM (Ma, et al., 2021). Therefore, we propose that:

H2. Consumer-company identification significantly and directly affects e-WOM.

Customers will be satisfied only if the product or service received was above their expectations. Otherwise, they will be dissatisfied. To boost a higher level of customer satisfaction, the company should offer a competitive price and continuously improve the quality of the current products and services (Oktareza & Halin, 2020; Wantara & Tambrin, 2019) which is key determinants towards positive effect on customer satisfaction and word of mouth (Hallencrutz & Parmler, 2019; Rachman, 2018). Customers who are satisfied with the product or services are more likely devoted to engaging positive electronic word-of-mouth (Lii & Lee, 2012; Royo-Vela & Casamassima, 2011; Tsao & Hseih, 2012) whereas dissatisfied customers will engage on a negative eWOM (Berezan, et al., 2015; Boo & Kim, 2013; Royo-Vela & Casamassima, 2011). Thus, we postulate that:

H3. Satisfaction significantly and directly affects eWOM.

According to Park, et al. (2014), CSR is getting attention from scholars to consumers, which has an important role in consumer-company identification (Mei-Hua, et al., 2015). The business organization should maintain the credibility of its CSR engagement circulated in social networking sites to strengthen the ties towards consumer perception and CCI (Hur, et al., 2020), which will positively affect the firm and community identification (Romero & Equihua, 2020). In line with social identity theory (Tajfel, 1974), consumers identify themselves to those socially responsible companies and support them towards the company's CSR initiatives (Lou & Bhattacharya, 2006; Martinez, et al., 2014). Once identification is established, consumers are eager to provide positive word of mouth (Ahearne, et al., 2005; Arnett et al., 2003) and endorse it to other people (Deng & Xu, 2017). Furthermore, when consumers experienced/observed good or bad CSR, they tend to reward/punish the company by sharing their experiences thru electronic word-of-mouth (eWOM) (Sweetin, et al., 2013). Even though the level of effect of CSR on consumer purchases has not been precise, it is still safe to say that CSR has an important impact on consumer-company identification. Consumers' perception to enhance one's reputation and opportunity for the sense of belonging and the chance to realize personal enjoyment are positively related to their eWOM intention (Cheung & Lee, 2012). Thus, we hypothesize that:

H4. Consumer-company identification mediates the significant and direct relationship between CSR engagement and eWOM.

CSR engagements communicated through social media accounts must be reliable, useful, trustworthy, and opinion-seeking to increase the customer satisfaction level (Ismagilova, 2021). According to Kotler (2000), satisfaction perception is associated with all experiences concerning the sales process and after-sales service from purchasing goods or rendering services that will depend on the performance of the products or services concerning the customer's expectation. Customers will be emotionally attached to the products and services offered by the socially responsible company, which may generate reviews or feedback on their social media accounts and may initiate an eWOM engagement (Zhao, et al., 2019). Thus, the previous performance of CSR-related activities generates a positive context that contributes to the consumers' appraisal and perception of the firm (Luo & Bhattacharya, 2006; Sen & Bhattacharya, 2001) that will provide a positive and significant impact on satisfaction and will significantly influence eWOM engagement (Pang, 2021). Lastly, customer emotional experience acts as a powerful generator for a positive eWOM (Serra-Cantallops, et al., 2018) and may lead to greater satisfaction (Kernbach & Schutte, 2005). Thus, we propose that:

H5. Satisfaction mediates the significant and direct relationship between CSR engagement and eWOM.

For the hypotheses presented, Figure 1 shows the research framework highlighting the five possible relationships: CSR engagement and CCI, CSR engagement and satisfaction, CSR engagement and eWOM, CCI and eWOM, and satisfaction and eWOM. Furthermore, the mediating effect of CCI and satisfaction in the relationship between CSR engagement and eWOM were also investigated in this research paper.

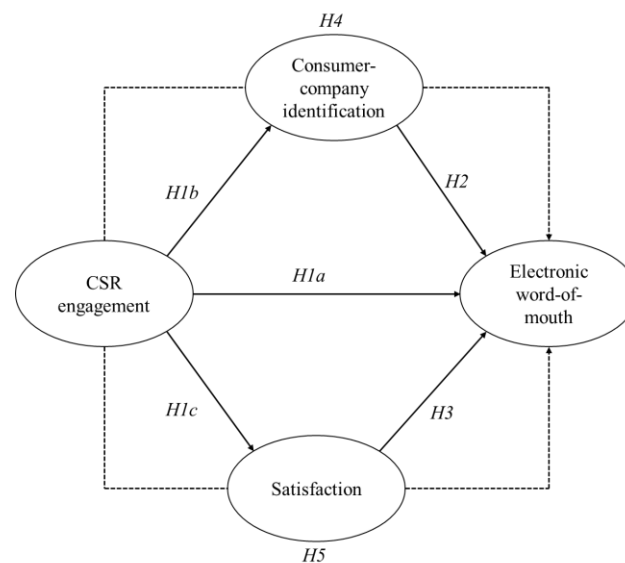


Figure 1. Research Framework Method

3.1 Participants

The participants of this study are the television viewers who identified themselves as “Kapamilya” (ABS-CBN) or “Kapuso” (GMA) who are residing in Metro Manila, Philippines. Families use television as a bonding moment with their loved ones (Rodriguez & Avila, 2021). Televisions serve as a tool for effective communication in general (Gautam, 2018). Since Filipinos are one of the top consumers of television viewing engagement, they are suitable respondents for this research paper. A convenient-purposive sampling was used as a data-gathering tool for this study. Convenience sampling is a process of collecting data from respondents (Rahi, 2017) such as age, sex, civil status, college degree as shown on the demographics in Table 1 while purposive sampling is a personal judgment of the respondents (Sharma, 2017).

Survey questionnaires were distributed using Google form and shared through social media platforms such as Facebook and messenger apps from April 30, 2021 up to the 3rd week of May 2021. The respondents participated voluntarily and anonymously. Out of 505 responses using Google Form, only 477 respondents answered completely and correctly, which yielded a response rate of 94.45%. This research paper used G*Power 3.1.9 to assess the sufficiency and estimate the standard error of given sample size (Erdfelder, et al., 1996). Using the effect size of 0.15, alpha of 0.05, and power of 0.80, the recommended minimum sample size of the program is 77. The present study has a 477 sample size, which is more than the required sample computed by the G*Power 3.1.9 as shown in Appendix 1.

Table 1 represents the characteristics of the respondents for this study. Majority of the respondents are female (69.2%) and aged between 18-30 years old (55.3%) and are college degree holders (51.8%). Moreover, the majority of the participants are residing in Manila (20.5%) followed by the participants who are residing in Quezon City (19.7%) and more than half of the respondents are avid fans of ABS-CBN (58.1%).

Table 1. Respondent’s Demographic Characteristics

Demographic Characteristics	Frequency (n)	Percent (%)
Gender		
Male	153	31.8
Female	343	68.2
Age		
18-30	281	56.7
31-40	110	22.2
41-50	63	12.7
51-60	28	5.6
60-70	12	2.4
Above 70	2	0.4
	496	
Educational Attainment		
Elementary	8	1.6
Junior High School	71	14.3
Senior High School	148	29.8

College Degree	259	52.2
Master's Degree	10	2
Doctorate Degree	0	0
	496	
Place of Residence		
Caloocan	37	10.2
Malabon	4	1.1
Navotas	4	1.1
Valenzuela	7	1.9
Quezon City	72	19.9
Marikina	14	3.9
Pasig	16	4.4
Taguig	27	7.5
Makati	28	7.7
Manila	82	22.7
Mandaluyong	29	8
San Juan	3	0.8
Paranaque	20	5.5
Las Pinas	9	2.5
Muntinlupa	10	2.8
	362	
Avid Fan of TV Network		
ABS-CBN	212	58.6
GMA Network	150	41.4

3.2 Research Instrument

We utilized a self-administered online survey questionnaire using Google Form that has two parts. The first part includes the demographic profile of the respondents such as gender, age, highest educational attainment, place of residence, and which television network they prefer. The second part concentrates on the variables of the study and we are using the existing scale methods to measure the constructs of this research paper. The scale of CSR engagement is composed of five items extracted from the study of Klein and Dawar (2004), and Brown and Dacin (1997). Four-item scale for consumer-company identification (CCI) was taken from the study of Mael and Ashforth (1992) and three-item scale was from the previous study of Zeithaml, et al. (1996). The four-item scale for satisfaction was taken from the study of Soderlund (2006). All items were measured using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

3.3 Data analysis

A causal-predictive research approach was applied to measure the relationships of CSR engagement, CCI, satisfaction, and eWOM. The data collected from the current study were analyzed using partial least squares-structural equation modeling (PLS-SEM) using WarpPLS 7.0 software (Kock, 2020). PLS-SEM is a variance-based estimation approach to measure the parameters of the research model (Hair, et al., 2019; Saeed, et al., 2018) and handle complex models that contain moderator and mediator as well as hierarchical components to assess the

reliability and validity of the constructs (Ali, et al., 2018; Hair, et al., 2019). The data and model attributes of the current study made it relevant to utilize PLS-SEM analysis.

4. Results

The reliability and validity of each construct were assessed to evaluate the acceptability of the measurement model. The reliability of the constructs was tested using composite reliability (CR) and Cronbach's alpha (CA). Convergent and discriminant validity tests were performed to establish the validity of the variables. Convergent validity was gauged with the use of item loadings while discriminant validity used the Fornell-Larcker criterion which was then substantiated using heterotrait-monotrait (HTMT) ratios.

To be acceptable, the values of reliability coefficient, CR and CA must be equal or higher than 0.7 (Kock, 2014; Lynn, 2012). As illustrated in Table 2, all variables – CSR engagement (CR= 0.911, CA=0.878), CCI (CR= 0.929, CA=0.897), eWOM (CR= 0.951, CA=0.922), and satisfaction (CR= 0.942, CA=0.918) – are all above the recommended criterion which validates that all latent variables are reliable.

According to Hair, et al. (1987), Hair, et al. (2009), and Kock (2017), to assess the convergent validity, item loading should be equal to or greater than 0.5 and have a p-value of lower than or equal to 0.05 to be acceptable. Furthermore, average variance extracted (AVE) was used to assess the variance value of each variable. According to Fornell and Larcker (1981), Hair, et al. (2009), Kock (2014), and Kock and Lynn (2012), AVE must be equal to or greater than 0.5 to confirm the validity of the variables. Based on the results shown in Table 2, all variables met the requirements for convergent validity.

Table 2. Reliability Measures and Convergent Validity

Construct/Item	Item Loading	AVE	CR	CA
CSR engagement		0.067	0.911	0.878
CSR1	0.829			
CSR2	0.867			
CSR3	0.804			
CSR4	0.773			
CSR5	0.824			
Consumer-Company Identification		0.765	0.929	0.897
CCI1	0.836			
CCI2	0.855			
CCI3	0.901			
CCI4	0.905			
Electronic word-of-mouth		0.865	0.951	0.922
EWOM1	0.93			
EWOM2	0.934			
EWOM3	0.927			
Satisfaction		0.803	0.942	0.918

SAT1	0.857
SAT2	0.902
SAT3	0.913
SAT4	0.912

**Item loading are all significant at 0.001 (p<0.001); AVE=average variance extracted; CR=composite reliability; CA=Cronbach's alpha*

Table 3 shows the assessment value for discriminant validity using the Fornell-Larcker criterion where the square roots of AVE coefficients were correlated. The values on diagonal must be higher than those on off-diagonal coefficients according to Fornell and Larcker (1981). Table 3 shows that the four latent constructs possess discriminant validity.

Table 3. Discriminant Validity Using Fornell-Larcker Criterion

	CSR	CCI	EWOM	SAT
CSR	0.82			
CCI	0.475	0.875		
EWOM	0.598	0.672	0.93	
SAT	0.677	0.518	0.729	0.896

**CSR- CSR engagement; CCI-Consumer-Company Identification; eWOM-Electronic word-of-mouth; SAT- customer satisfaction*

Furthermore, the Fornell-Larcker criterion supported and validated the discriminant validity of the latent constructs through hetero-trait mono-trait (HTMT) ratios as shown in Table 4. The values of the variables must be less than 0.85 and must not be greater than 0.90 to justify the results according to Henseler, et al. (2015); Teo, et al. (2008) and Gold, et al. (2001). All constructs confirm that the variables have discriminant validity in the result of the Fornell-Larcker criterion.

Table 4. Discriminant Validity Using HTMT Ratios

	CSR	CCI	EWOM	SAT
CSR				
CCI	0.534			
EWOM	0.663	0.736		
SAT	0.753	0.569	0.793	

**CSR-CSR engagement; CCI-Consumer-Company Identification; eWOM-Electronic word-of-mouth; SAT-customer satisfaction*

4.1 Mediation Model Result

Table 5 and Figure 2 display the parameter estimates of the mediation model. Analysis of the data revealed that CSR significantly affects eWOM ($\beta = 0.096, \rho = 0.017$). The positive path coefficient has a small size effect ($f^2 = 0.058$) which signifies that CSR engagement will create a positive influence on consumers to engage in eWOM. Therefore, H1a is supported.

The findings also show that CSR engagement has a direct positive significant effect to CCI ($\beta = 0.477, \rho < 0.001$) with a medium-size effect ($f^2 = 0.227$). It implies that when CSR engagement increases, CCI also increases. Thus, H1b is supported.

It is also shown that CSR has a direct positive significant effect to satisfaction ($\beta = 0.648, \rho < 0.001$) with a large size effect ($f^2 = 0.467$). The positive relationship states that CSR engagement enhances the level of customer satisfaction regarding the company. Therefore, H1c is supported.

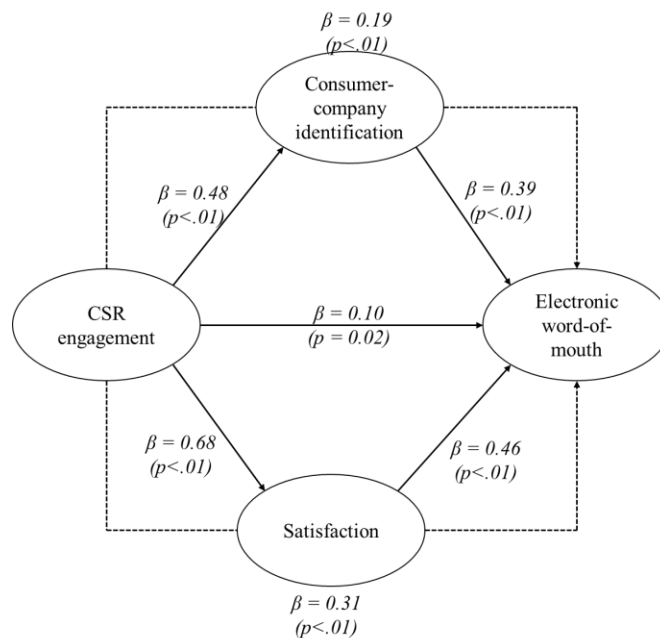


Figure 2. The Mediation Model with Parameter Estimates

It can also be noted from Figure 2 and Table 5 that the CCI significantly influences electronic word-of-mouth (eWOM) ($\beta=0.388; p<0.001$) with a medium effect size ($f^2=0.263$). This suggests that CCI positively influences electronic word-of-mouth (eWOM). Thus, H2 is supported.

Moreover, customer satisfaction was found to be significantly related to electronic word-of-mouth (EWOM) ($\beta=0.459; p<0.001$) with medium effect size ($f^2=0.335$) signifying that an increase in the level of customer satisfaction also means there is an increase in generating electronic word-of-mouth. Therefore, H3 is supported.

The mediation analysis showed that CCI has an indirect effect on the relationship between CSR engagement and eWOM ($\beta = 0.185, \rho < 0.001$). This suggests that CCI mediates the relationship between CSR engagement and eWOM with a medium-size effect ($f^2 = 0.111$). Therefore, H4 is supported.

The mediation analysis also showed that satisfaction has an indirect effect on the relationship between CSR engagement and eWOM ($\beta = 0.314, p < 0.011$). This suggests that satisfaction mediates the relationship between CSR engagement and satisfaction with a medium-size effect ($f^2 = 0.188$). Therefore, H5 is supported.

Table 5. Parameter Estimates of the Mediation Model

Hypothesis	β	p	SE	f^2	Decision
Direct effects					
H1a. CSR \square EWOM	0.096	0.017	0.045	0.058	Supported
H1b. CSR \square CCI	0.477	<0.001	0.043	0.227	Supported
H1c. CSR \square SAT	0.684	<0.001	0.042	0.467	Supported
H2. CCI \square EWOM	0.388	<0.001	0.044	0.263	Supported
H3. SAT \square EWOM	0.459	<0.001	0.043	0.335	Supported
Indirect effects					
H4. CSR \square CCI \square ; EWOM	0.185	<0.001	0.032	0.111	Supported
H5. CSR \square SAT \square EWOM	0.314	<0.011	0.031	0.188	Supported

** f^2 is the Cohen's (1988) effect size: 0.02=small, 0.15=medium, 0.35 = large; SE = standard error, β =standard path coefficient.*

To detect and correct the common method variance, full collinearity VIFs were also assessed. According to Kock (2015), the value of the full collinearity VIF for each construct must be equal to or less than 3.3 to be considered as free from common method biases. As shown in Table 6, the variables used in the study passed the common method bias test.

The structure model analysis also includes the coefficient of determination (R^2) and predictive validity (Q^2). According to Kock (2014) and Cohen (1988), R^2 coefficients that are less than 0.02 imply that the effects are very weak to be acknowledged as relevant. On the other hand, Q^2 coefficients should be higher than zero to satisfy the condition for the variable's predictive relevance (Kock, 2020; Geisser, 1974; Stone, 1974). Table 6 presents that all constructs achieved the conditions for R^2 and Q^2 .

Table 6. Common Method Bias, R^2 , and Q^2

Construct	Full collinearity VIF	R^2	Q^2
CSR	1.953		
CCI	1.85	0.227	0.229
EWOM	2.899	0.655	0.658
SAT	2.645	0.467	0.467

**CSR- CSR engagement; CCI-Consumer-Company Identification; eWOM-Electronic word-of-mouth; SAT- customer satisfaction; R^2 -coefficient of determination; Q^2 -predictive validity*

5. Discussion

The findings show that CSR engagement has a significant and positive effect on electronic word-of-mouth (eWOM). The present study is consistent with previous studies that verify that

CSR engagement significantly affects eWOM (Fatma, et al., 2020; Guping, et al., 2021; Jalilvand, et al., 2017; Ma, et al., 2021; Mohamed & Al-Swidi, 2020; Zhang, et al., 2021). These recommend that companies which engage in CSR initiatives may create a mutual interaction between the company and consumers by providing feedback, recommendations, suggestions, or reviews through their social media accounts.

The results of the study confirmed that CSR engagement has significantly and positively affected consumer-company identification (CCI). When a company engages in CSR-related activities, it will likely attract consumers that will relate and identify themselves with the same values about the company (Deng & Xu, 2017). Prior studies also identified that CSR engagement leads to consumer-company identification (Deng & Xu, 2015; Fatma, et al., 2019; Ma, et al., 2021; Raza, et al., 2019).

The finding of the study confirmed that CSR engagement has a significant and positive effect on satisfaction. The CSR perceived value will provide higher satisfaction to the consumers. They tend to patronize the brand, products, and services of the socially responsible company once they are satisfied with its CSR effort. Prior studies also identified that CSR engagement leads to satisfaction (Luo & Bhattacharya, 2006; Macdonald, et al., 2018; Mohammed & Rashid, 2016).

The result also showed that consumer-company identification (CCI) significantly and positively influenced electronic word-of-mouth (eWOM). According to Bhattacharya, et al. (2009), effective communication is vital in enhancing the consumer evaluation of the company and its brand. Past studies also found that CCI may lead to eWOM (Boenigk & Helmig, 2013; Ma, et al., 2021; Stokburger-Sauer, et al., 2012; Zhu, et al., 2016). Thus, when consumer identification is strong, customers tend to support firms by giving reviews or recommendations towards the company, brands, products, and services.

The findings also revealed that satisfaction has a significant and positive effect on electronic word-of-mouth (eWOM). Customers will be satisfied if the product or services received are beyond their expectations. Once achieved, customer satisfaction will create a positive eWOM on the company's social media posts. Prior studies also confirmed that customer satisfaction directly affects eWOM (Berezan, et al., 2015; Boo & Kim, 2013; Lii & Lee, 2012; Royo-Vela & Casamassima, 2011; Tsao & Hseih, 2012;).

Additionally, the mediation analysis also revealed that CCI mediates the relationship between CSR engagement and eWOM. This result corresponds to the study of Ma, et al. (2021) and Fatma, et al. (2018), proving that CCI mediates between CSR engagement and eWOM. The result suggests that when the customer identifies themselves and feels connected to those businesses operating socially responsible, they are willing to support the company by sharing positive reviews on its CSR efforts.

The study finally revealed and confirmed that satisfaction mediates the relationship between CSR engagement and eWOM. The result suggested that when the consumer and other stakeholders are satisfied with the company's CSR activities, they will use their social media accounts to react and comment on the social media posts by the firm's CSR engagement.

6. Conclusion

The present study highlights the significance of CSR engagement and its impact on eWOM through the mediating effect of CCI and satisfaction. The television networks in the Philippines must realize the critical role of CSR engagement in company identification and satisfaction as a marketing tool to cater to the needs and wants of their consumers. The use of social media or digital sites will help them to generate positive eWOM engagements.

Television network giants such as ABS-CBN and GMA network play an important role in circulating reliable, unbiased, and accurate news all over the Philippines. These two networks also incorporate some CSR initiatives that benefit their company and society in the long run. The Corporate Social Responsibility Act under House Bill 6137 encourages business organizations in the Philippines to adopt socially responsible operations in the country (Cervantes, 2020). Business organizations are mandated to consider the interest of society by taking responsibility for the impact of their activities on various stakeholders. In return, they can deduct the total expenses incurred on any CSR-related activities in their taxable income.

According to Sanchez (2021), over 2 billion U.S. dollars is the total market value of online media in the Philippines, one of the highest in Southeast Asia. Every Filipino spent almost 4.15hrs using social media per day in the Philippines. From these statistics, CSR-related engagements posted on social media accounts will have a social media penetration rate of about 80.7% throughout the country. Every viewer, follower, and avid fan of the television networks, whether “Kapamilya” or “Kapuso,” will see and notice all the CSR efforts of their favorite television networks. Thus, television networks should use online social networks to promote themselves and enhance their relationship with consumers.

The present study is supported by social identity theory (Tajfel, 1974) and contributes to the CSR literature in the Philippine context. This theory allows the viewers, followers, or avid fans of the television networks to identify themselves towards the companies’ CSR initiatives. They feel connected to the companies and support them by patronizing the products and services of the socially responsible firms. Consumers will be satisfied only if the performance of the CSR initiatives are equal or above their expectations. This may encourage them to create an online recommendation, reviews, or feedback on their social media accounts.

The study has shown several limitations. First, the respondents were only within Metro Manila. Second, the study only focuses on the CSR engagement and electronic word-of-mouth as mediators in the relationship between consumer-company identification and satisfaction of customers. Thus, the study may not be applicable in another locale. Hence, future researchers may find curiosity to conduct in-depth studies by comparing the results among different places in the Philippines or perform the study in different places. Future researchers may also try to find other mediating variables on the relationship of CSR engagement and electronic word-of-mouth aside from consumer-company identification and satisfaction.

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Appendix 1

Sample Size Estimation

