

Evaluating the Effect of Corporate Social Responsibility of Firms and Organizations on Customer Satisfaction

Sahar Dadkhah¹, Parisa Saadat¹ & Morteza Soleimaninejad¹

¹ Faculty of Management, University of Tehran, Tehran, Iran

Correspondence: Parisa Saadat, Faculty of Management, University of Tehran, Tehran, Iran. Tel: 98-937-313-6219. E-mail: Saadat.parisa@ut.ac.ir; Morteza Soleimaninejad, Tel: 00989212821902. E-mail: soleimani_m@ut.ac.ir

Received: January 19, 2017

Accepted: January 23, 2017

Online Published: March 8, 2017

doi:10.5539/res.v9n2p20

URL: <http://doi.org/10.5539/res.v9n2p20>

Abstract

This study is evaluating the effect of corporate social responsibility of firms and organizations on customer satisfactions, customers who visit top tourism agencies in Tehran city. This study is a quantitative base study and the data have gathered through a researcher-made questionnaire. For questionnaire validity, the researcher used construction, validity and exploratory factor analysis and for measuring the questionnaire reliability, the researcher examined the Cronbach Alpha, this number that the outcome of the SPSS software was about 0/895 which demonstrate the high reliability of the research questionnaire. Confirmatory factor analysis and SEM methods utilized for data analysis. And also Smart PLS software was used for constructing the research model and analysis. The results of exploratory factor analysis showed that social commitment variables were chosen perfectly and also were acceptable, however, the SEM results demonstrate that the expectation execution variables could be considered as a moderating variable between firm's social commitments and customer satisfaction. The effect of social commitment to expectation execution was not acceptable as well and the effects of other concepts of social commitments on firms on expectation execution were accepted. In addition, with the elements of social execution, variable as a moderating variable, the effects of social commitment on customer satisfaction were increased. This illustrates that the role of expectation execution as a moderating variable in the model of this study.

Keywords: Corporate Social Responsibility (CSR), customer satisfaction, expectation

1. Introduction

Tourism can act as successful and positive growth, leverage, if it is used under the responsibility. Corporate Social Responsibility is now admitting various heads of private sector industries such as natural resources, manufacturing, textiles and forestry (Dodds & Kuehnel, 2010). The orientation of Social Responsibility is on such a way that social benefits come along it. Social Responsibility means that organizations have the main impact on the social system; therefore, their activities must be in such a way in order not to harm the society, and in case of any damage, the related organizations must compensate it. The entrance of the notion of Corporate Social Responsibility into various industries, especially service industries, led to the conceptual and functional growth of Corporate Social Responsibility. Tourism industry has also some special and identifiable commitments other than its business area, and it is because of a close relation to the destination environment and the guest community (Henderson, 2007; Lee & Park, 2009). Nowadays, tourism industry deals with passengers and tourists who have become more aware of the social awareness and the issues related to the corporate social responsibility, and active corporates and organizations should adopt socially responsible decisions in response to the customers (Inoue & Lee, 2011). Corporate Social Responsibility connotes the notion that active corporates in tourism sometimes need to improve the spiritual values of the organization and destination in the tourists' attitude by responsibly done activities. Following the conceptual basis of the Corporate Social Responsibility, it can be referred that many strategic marketing theorists emphasize on the consequences extracted from this process, namely the relation between Corporate Social Responsibility and their financial performance. Regarding the improvement of the customers' social awareness, it is important to consider the components influencing the corporates operation, such as satisfaction in development and reinforcement of the corporates capacities to

develop a competitive advantage and raise competition ability. According to the paradigm, satisfaction is the comparison between a tourist performance and expectations.

Satisfaction is defined as the realization of the amount of delight, pleasure and or an overall contentment remained of the visit due to the sufficiency and the capacity of the trip/travel experience and that which could satisfy the needs of a tourist in connection with the trip/travel (Hernández-Lobato, Solis-Radilla, Moliner-Tena, & Sánchez-García, 2006). Given the above, tourist destinations comprising various components, are responsible for the local society/community and also the guest's community. As components of the destination, active corporations and organizations in this area should adhere and perform their commitments to the surrounding. On the other hand, corporate social responsibility as a valuable management approach implemented by the destination organizations, and customer's (tourist's) satisfaction as a consequence of the activists' behavior due to the actions and management programs, are crucial issues in destinations and tourist attraction. Regarding that various researches have been done in the field of customer's satisfaction in industrial and other service areas; therefore, in touristy areas there are weaknesses in performing researches like this from the point of view of tourism management. A new aspect of this research is the "Corporate Social Responsibility" approach which tries to consider the effect of this approach on the customer's satisfaction in terms of social responsibility.

The main objective of this research is "Corporates Social Responsibility" which has been investigated and viewed (by the customers visiting top tourism agencies in Tehran) as a mediate organization between tourists and destination. Travel agencies are considered as a base in tourism development in the destinations. Such corporations like another service and industrial organizations, are responsible for the community and industry which must be done systematically in case of fulfilling commitments about communities and their role in the community (informing customers about travel information and destination, providing suitable products for the people's needs). The reason of this research is to know the importance of the effect of the travel agencies compliance of the social responsibility on customers' satisfaction. Therefore, research objectives and hypothesis are as the following.

2. Literature Review

2.1 Corporate Social Responsibility

Businesses specifically tend to obtain their economic aims by dominantly concentrating on creating social welfare (Smith & Ong, 2015). It means that businesses should develop society-driven activities. Alexander, Francis, Kyire, and Mohammed (2014) also go beyond it and strictly support this view: "Corporates cannot and should not continue existing, unless they take the responsibility of creating welfare for all components of the society, and a society must be constituted in which social welfare is widely spread". Therefore, corporations should take the responsibility of moral responsibilities comprising social norms or standards, especially for an industry like tourism which is a customer-oriented industry. Corporate Social Responsibility is a structure which overlaps similar contents such as Corporate Sustainability, Corporate Sustainable Development, Corporate Responsibility and Corporate Citizenship. This structure contains strategies used in planning, development measures and organization operations to merge economic and social identities and environmental requirements (Williams, Gill, & Ponsford, 2007). Dimensions of Corporate Social Responsibility in this research include (sympathy) sales relations, social development, service quality, fair price, business environment of the personnel and fulfilling expectations, which is explained in the following.

2.2 Relations of Sales (Sympathy)

As sympathy is the result of experience, it has also affected our choices and interests, provided an effective interaction in the community, and links social environments together by invoking us to help the others and to prevent harm them (Baron-Cohen, 2002). Sympathy is an essential element in interpersonal successful operations, and is the emotional response of the person to other people's emotional reactions. Sympathy is the individual's basic capacity to adjust relations, support common activities and develop group coherence. This ability has an essential role in social life and is a motivating source of social behavior and those behaviors which lead to social cohesion. Sympathy is defined in marketing literature as the following: "each individual is especially behaved according to his/her personality, so that she/he is convinced that the organization has understood him/her and that they are important to the organization".

2.3 Development of Society

Before the 20th century, the notion of development of society had a philosophical and political content. But, since the beginning of the 20th century, there was a development following the sociological progress and welfare economics as a change in the social system. Social Development, by the new definition, comprises a

development dimension which emphasizes and concentrates on human interactions, institutions and social relations. Social Development seeks to make a balance between various economic, social and physical aims; so it supports the notion of multiple developments. Strategies of social development simultaneously include aims such as developing Neighborhood quality of life, for groups with various ethnic and economic bases, extending economic opportunities, competitiveness, strengthening networks and social links.

2.4 The Quality of Service

In service organizations, customer, as the central core, is in the spotlight. Today, consumer defines quality conceptually. Conceptual meaning distinguishes between human and mechanical quality. Bitner (1990) defines service environment that how effective are the conceived service environments by customers on the interactions between customers and personnel. Quality is one of the most important structures and agreements developed to explain future behavioral tendencies of customers. Paying attention to the service quality allows the organization to distinguish itself from other organizations and achieve a competitive advantage.

2.5 Fair Price

Suitable pricing politics leads to customers and suppliers' satisfaction, politics that should consider both parties. Fair price is a significant issue in pricing; and many researchers are keen to research in this area of marketing and pricing. Managers are also interested in this issue; because while price increases, the customers understanding of the fair price is a very important factor in business success and at last business sustainability. Xia, Monroe, and Cox (2004) believe that fair price means evaluating whether the difference (or the lack of interest) between salesperson and other comparing references, is logical, acceptable or just/fair or not.

2.6 Job Environment of the Personnel

Regarding the importance of the performance in increasing personnel's productivity, determining a suitable management for the business environment which can provide personnel's performance is essential. Actually, one of the effective factors in productivity increase is managing business environment. Therefore, managing business environment is effective in appropriately guiding personnel in connection with organizational goals and using the best business environment management leads to an increase in effectiveness and performance. On the other hand, the most important resources of organizations are manpower. In this regard, the organization's success depends on the realization of the effective management goals on job environment, because the manpower in every organization performs effectively when they feel successful in the management of the job environment.

2.7 Fulfillment of Expectations

Customer's expectations towards receiving a service are beliefs used as a standard or a point of reference to judge the performance. When evaluating services, customers compare their perception of the performance with their expectations. The first or the most important step in giving a high quality service is knowing customers' expectations. Misunderstanding customer's demands may mean losing him/her since another corporate can do it well (Korzay & Alvarez, 2005; Yoon & Uysal, 2005). Generally, customer's expectations include those things s/he really wants and what is favorable for him/her. His/her understanding is what she/he indeed receives. Customer's expectations are dynamic and can be different regarding customer's type and according to the circumstances and even the type of services. Usually, verbal communication, previous personal experience, personal needs and believing possible things affect the formation of expectations.

2.8 Customers' Satisfaction

McKenna suggests that in order to achieve satisfying customers, organizations should forget market surveys, advertisements and promotions, and should emphasize on suitable infrastructure to be able to satisfy customer's need by providing suitable products and services (Riscinto-Kozub, 2008). Customer's satisfaction is the main factor of success in many organizations; and various researches have referred to the relation between customer satisfaction and verbal communication, faith/loyalty, repeating purchase and profiting organizations. Xia et al. (2004) express that the overall customer satisfaction towards a service provider "is an emotional reaction to the difference between what customers expect and what they receive regarding fulfillment of some needs, goals or demands".

2.9 Experimental Background

In their research, Loureiro, Sardinha, and Reijnders (2012) found out that the more customers understand concepts related to the corporate social responsibility, the more they'll satisfy. Here, three effective dimensions of the corporate social responsibility, namely personnel teaching, social development and environmental responsibility had a more prominent role in customer satisfaction. Kucukusta, Mak, and Chan (2013) also found

out that among social responsibility factors, goal, perspective and environment have more predicting power in describing related dimensions to the visitors namely, understanding service quality, willingness to pay, preference to stay and brand image. Findings of Lozano (2015) showed that after failure in service, providing a favorable corporate social responsibility by the corporate can decrease negative effects and finally lead to customer satisfaction by service compensation. Saeidi, Sofian, Saeidi, Saeidi, and Saaeidi (2015) showed that unlike fame and competitive advantage, customer satisfaction couldn't adjust the relation between corporate social responsibility and financial performance.

3. Summary of Research Objectives

The objective of this study is to investigate how the Corporate Social Responsibility of Firms and Organizations affect Customer Satisfactions. As in Figure 1, the notion of corporate social responsibility includes six variables: sympathy, social development, fair price, job environment of the personnel and fulfilling expectations. While evaluating, at first each variable was considered and then it was assessed under the corporate social responsibility.

Corporate social responsibility has a positive effect on the consumer satisfaction who visit top tourism agencies in Tehran.

Environment has a positive effect on the consumer satisfaction who visit top tourism agencies in Tehran.

The community has a positive effect on the consumer satisfaction who visit top tourism agencies in Tehran.

Consumer price has a positive effect on the consumer satisfaction who visit top tourism agencies in Tehran.

Consumer quality has a positive effect on the consumer satisfaction who visit top tourism agencies in Tehran.

Relationship selling has a positive effect on the consumer satisfaction who visit top tourism agencies in Tehran.

Fulfill expectations has a positive effect on the consumer satisfaction who visit top tourism agencies in Tehran.

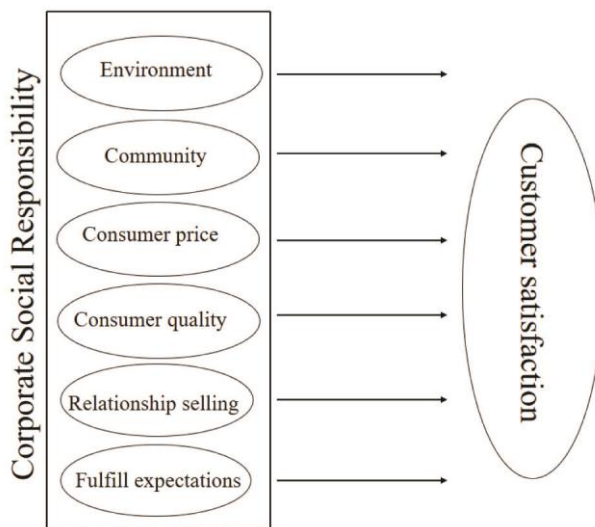


Figure 1. The conceptual research model, based on Loureiro et al. (2012)

4. Method

The aim of this research is practical, and its method is descriptive. The statistical society includes customers who visit top tourism agencies in Tehran (according to fame, work extension and service delivery, quality and manpower). Of course it included customers who visited the agency. 384 questionnaires were distributed to the agencies customers, according to Cochran formula. Quota sampling method was used. Cronbach Alpha was used to assess validity, and in order to assess reliability, exploratory factor analysis was used by SPSS 21, which are shown in Table 1.

Table 1. The results of Cronbach Alpha and load factor

Variation	Subdivision	The number of the questions	KMO	Bartlet	Sig	Load factor	Cronbach alpha	Sum
Corporate Social Responsibility(CSR)	Environment	24-29	0.804	725.128	0.000	0.721	0.81	0.95
	Community	7-10	0.757	427.005	0.000	0.779	0.78	
	Consumer price	18-23	0.878	1240.642	0.000	0.804	0.89	
	Consumer quality	11-17	0.871	979.502	0.000	0.724	0.85	
	Relationship selling	1-6	0.824	949.948	0.000	0.752	0.85	
	Fulfill expectations	30-33	0.811	632.114	0.000	0.828	0.85	
Customer Satisfaction		34-38	0.847	1000.315	0/000	0.000	0.88	
The whole questionnaire				38 questions			0.96	

All numbers of Cronbach Alpha are more than 0.7. Also, the whole questionnaire's Cronbach Alpha equals to 0.96. In connection with the research constructions validity, Table 1 shows that load factor for all variables is more than 0.5 and all variables could be successful in conveying the meaning in about 70%. So, the factor validity of the questionnaire is confirmed. Also, exploratory factor analysis and structural equations were used by Smart PLS to measure research hypothesis. Abbreviations are used instead of the variables for legibility, namely the initial letter of every structure is used in the confirmatory and structural models. Therefore, Corporates Social Responsibility is shown by CSR, Relations of Sales by RS, Development of Society by DS, Service Quality by SQ, Fair Price by FP, Job Environment by JE, Fulfillment of Expectations by FE, and Customer's Satisfaction by SA.

5. Findings

Table 2. The descriptive statistics results of the questionnaire

Variation	Subdivision	Abundance	Percentage	Variation	Subdivision	Abundance	Percentage
Gender	Male	219	57.5	Education	Under Diploma	47	12.3
	Female	162	42.5		BA	235	61.7
Age	Under 20	11	2.9		MA	84	22
	20-40	240	63		PhD	15	3.9
	41-60	127	33.3		Once	33	8.7
	Over 61	3	0.8		Twice	164	43
Marital status	Single	122	32	Numbers of returning to the Agency	Triple and more	184	48.3
	Married	259	68				

The purpose of the exploratory factor analysis is to find that how are the factors related to the corporate social responsibility, explaining the notion of corporate social responsibility itself. In other words, could these variables make a good conceptual relation to the overall corporate social responsibility, and how much is this relation? In fact, the aim of this research is to show that how are these factors reflected in corporate social responsibility.

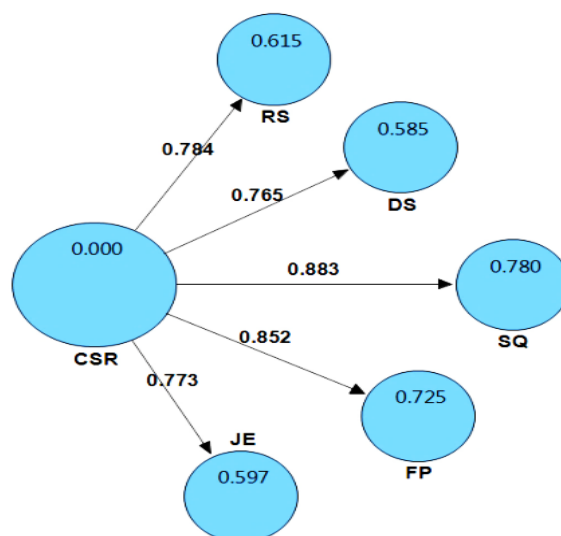


Figure 2. Confirmatory factor analysis

Table 3. The amounts of factors

Factors	(β)	T-Value	R ²	AVE	CR	GOF
Environment	0.784	31.032	0.615	0.568	0.887	0.500
Community	0.765	27.619	0.585	0.606	0.860	
Consumer price	0.883	76.392	0.780	0.526	0.886	
Consumer quality	0.852	51.604	0.725	0.648	0.917	
Relationship selling	0.773	36.329	0.597	0.520	0.866	
Fulfill expectations	0.648	76.392	0.725	0.568	0.887	

Regarding Figure 2, which shows the relations of the factors of corporate social responsibility, factors path coefficient has a high score. All numbers are more than 0.5. Therefore, it indicates that all factors could directly show their role in corporate social responsibility. Evaluating the values of T which are all more than 1.96 confirms it and this relation. Also, the coefficient of determination values (in three levels of 0.19, 0.33, 0.67) also shows that how much is the explanatory power of the factors, that all are at three levels: average, strong and stronger. Also, all numbers of AVE and CR are more than the critical amount (0.5). But, the important presented index (GOF) in Table 3 indicates that the amount of 0.500 for exploratory factor analysis has a very good fitness.

5.1 Structural Equation Model

Convergent validity is a criterion that shows the correlation of a structure to its (questions) indicators. The more is this correlation, the more is the fitness. The numbers/amounts of convergent validity (AVE) and Combinatorial Reliability (CR) of each structure are shown in the following table.

Table 4. The amounts of CR & AVE

Structures	AVE	CR
Environment	0.519	0.866
Community	0.604	0.859
Consumer price	0.648	0.917
Consumer quality	0.522	0.885
Relationship selling	0.569	0.897
Fulfill expectations	0.686	0.887
Customer satisfaction	0.684	0.915

AVE for all variables is more than 0.5 in Table 4 that shows an acceptable amount of convergence. Implementation of expectations with the value of 0.756 has the highest amount of convergence validity. This is similarly true for other structures. All CR amounts for all structures are more than 0.7 and have a very good internal reliability.

5.2 Divergent Validity

In this method the correlation of a structure's indicator of that structure is compared to the correlation of a structure's indicator to other structures. So, according to Fornell-Larcker criterion, the divergent reliability is as the following. They represent that divergent reliability is acceptable when AVE for every structure is more than the shared variance among the structure and the other structures (namely the square of the correlation coefficients among structures) in the model.

Table 5. The measure matrix validity of Fornell and Larkr method

factor	Environment	Community	Consumer price	Consumer quality	Relationship selling	Fulfill expectations	Customer satisfaction
Environment	0/720						
Community		0/777					
Consumer price			0/805				
Consumer quality				0/725			
Relationship selling					0/720		
Fulfill expectations						0/805	
Customer satisfaction							0/827

As it is seen in Table 5, all factors have more relations with themselves. It means that these factors have more interactions with their own indicators in the model. These amounts are resulted from AVE square. After designing the model in AMOS and PLS software, the research model was at last confirmed in PLS which is shown in Figure 3. Thus, regarding Figure 3, fulfilling expectations presented itself as the moderating variable in the new research model.

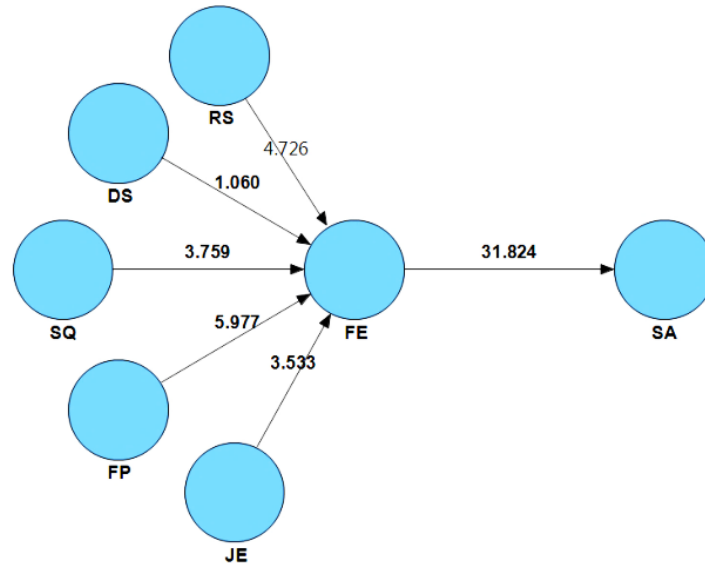


Figure 3. R² Amounts

In Figure 3, all model paths have high Z coefficient. But, it is 1.060 only in relation to the development of the society and fulfillment of expectations, which is less than 1.96. So, the amount of Z which confirms the accuracy of the relation between two structures is not accepted in relation to these two elements/factors, and it is rejected. R Squares or R² Criterion and β coefficients. Regarding Figure 2, the amount of R² for endogenous structures of the new adjusted model in the structure of the fulfillment of expectations, as the moderating variable of the model is 0.628. This amount is also 0.559 for the customer satisfaction, which shows the effect of changes in moderating variables in itself. Given that Z coefficients confirms relations between exogenous and endogenous structures of the models except in the development of the society, but direct effects of these factors on the fulfillment of expectations as a moderating variable between them and customer’s satisfaction is low. As the most amount is 30% that shows the effect of the fair price. Then, Relation of Sales is shown by 23%.

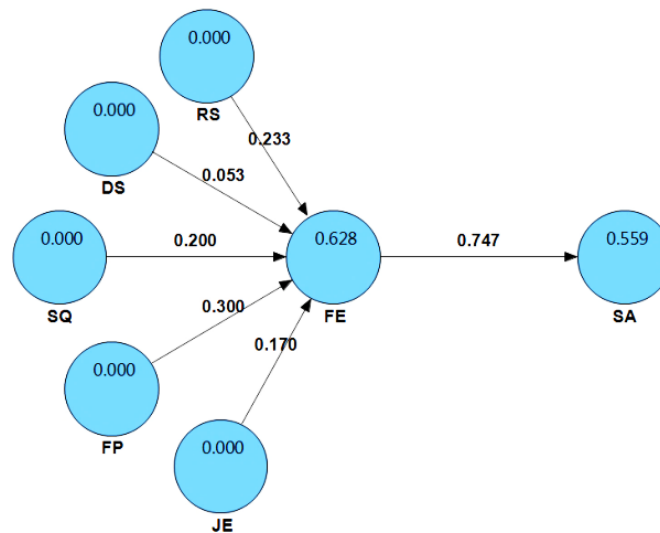


Figure 4. The relationship between structures

Measurement criterion for effect (in three levels of 0.02, 0.15 and 0.35) is applicable in models with endogenous variables which are affected by more than one exogenous variable. The effect amount path is then in this way in Table 6 written.

Table 6. The impact indicator values

The effect of independent variable	On dependent variable	f^2
Fulfill expectations	Environment	0.08
Fulfill expectations	Community	0.003
Fulfill expectations	Consumer price	0.1
Fulfill expectations	Consumer quality	0.1
Fulfill expectations	Relationship selling	0.07

This criterion determines the relation between model structures. Hence, according to the above mentioned results, relationships between sales relations and fulfillment of expectations of the effect amount of 0.07, service quality and job environment for the fulfillment of expectations of 0.08 indicates an average effect. The highest amount belongs to the fair price and fulfillment of expectations with effect amount of 0.1, which shows an average effect, too. Q^2 criterion (in three levels of 0.02, 0.15 and 0.35) determines the predictability of the model. The aim is to indicate that whether the relations between endogenous structures of the model are expressed well or not. This criterion's logic says that models with acceptable structural parts, should predict the indicators related to the endogenous structures of the model.

Table 7. Values of predictive model

Structure	SSO	SSE	1-SSE/SSO
Fulfillment of expectations	1524	944.869	0.43
Customer satisfaction	1905	190.1220	0.36

According to Table 7, both variables are more than 0.35 and indicate a powerful predictability for structure and model. In other words, Q^2 , which is a symbol of power prediction, given the presented amounts, expresses its power regarding the research model. Redundancy criterion indicates the amount of variety of indicators of an endogenous structure which is affected by one or more exogenous structure, and is resulted from the multiplication of shared values of an endogenous structure to its related R^2 .

Table 8. Value for endogens structures

Redundancy	Shared value	R^2	Red
Red-FE	0.686	0.628	0.43
Red-SA	0.684	0.559	0.36

The average of Redundancies associated with the exogenous structures in a model is an appropriate criterion to evaluate the fitness of the structural part of structural equations models. Here, *Red* equals to 0.395; which the more is this amount, it indicates that fitness is more suitable than the structural part of the model in a research, and since *Red* has an acceptable level; the model has a suitable fitness in structural part. Finally, GoF criterion is used to evaluate the general model which controls both parts of measurement and structural model. Communalities and R^2 coefficients are summed and then divided by the number.

So, the shared numbers for development of the society (0.604), fulfillment of expectations (0.686), fair price (0.648), job environment (0.519), relations of sales (0.569), service quality (0.756) and customer's satisfaction (0.684) are summed and then its average is given.

After multiplication of 0.605 and 0.594 to radical, 0.359 was obtained for GoF criterion, and regarding 0.01, 0.25, and 0.35 as low, medium and high amounts for GoF, gaining 0.359 means a general high fitness of the model.

5.3 Results of Hypotheses

As hypotheses have changed based on the new research model, the results are reported according to them.

The first hypothesis: The dimension of the development of society has a positive effect on the satisfaction of the customers who visit top tourism agencies in Tehran because of the fulfillment of the expectations. *The results:* The significant coefficient of the path among development of the society on the fulfillment of expectations is 1.060 which is less than 1.96, so the hypothesis is rejected.

The second hypothesis: Service quality has a positive effect on the satisfaction of the customers who visit top tourism agencies in Tehran because of the fulfillment of the expectations. *The results:* Regarding the Z significant coefficient between two variables (service quality and fulfillment of expectations which is 3.759), this hypothesis is confirmed by 95% confidence level.

The third hypothesis: Fair price has a positive effect on the satisfaction of the customers who visit top tourism agencies in Tehran because of the fulfillment of the expectations. *The results:* The Z significant coefficient between two variables (fair price and fulfillment of expectations) is 5.977; so, this hypothesis is confirmed by 95% confidence level.

The fourth hypothesis: job environment of the personnel has a positive effect on the satisfaction of the customers who visit top tourism agencies in Tehran because of the fulfillment of the expectations. *The results:* this hypothesis is confirmed with 95% confidence level and the amount of 3.533 for Z significant level.

The fifth hypothesis: The relations of sales (sympathy) of corporate Social responsibility have a positive effect on the satisfaction of the customers who visit top tourism agencies in Tehran because of the fulfillment of the expectations. *The results:* Sympathy with 4.726 for the Z coefficient in 95% confidence level related to the expectations dimension, are confirmed.

The sixth hypothesis: fulfillment of expectations has a positive effect on the satisfaction of the customers visiting top tourism agencies in Tehran. *The results:* Z significant coefficient between two variables (fulfillment of expectations and customer's satisfaction) is 31.824 which is confirmed in 95% confidence level.

The seventh hypothesis: corporate social responsibility affects the satisfaction of customers who visit top tourism agencies in Tehran.

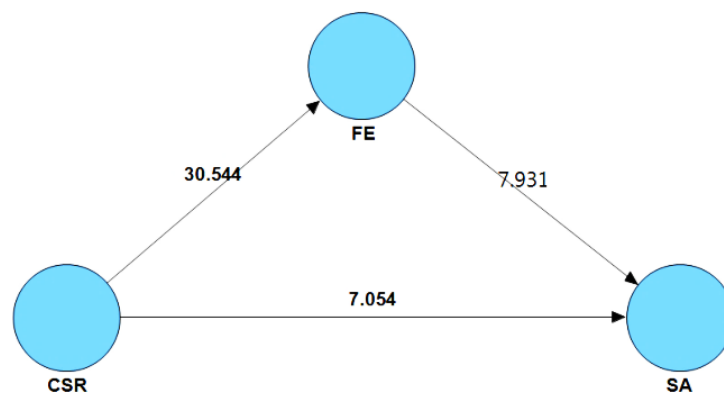


Figure 5. Z factor for corporate social responsibility, the implementation of customer expectations and satisfaction

6. Results

According to Figure 5, related to the corporate social responsibility and fulfillment of expectations with Z significant coefficient 7.054 and 95% confidence level, the hypothesis is confirmed. But it must be noted that according to Figure 6, the increase in Beta coefficient is when the variable presents its fulfillment of expectations as a moderating variable in the model and there is an increase in Beta. It means that the direct effect of CSR on

customer satisfaction is 0.382, but when the fulfillment of expectations enters the model, this coefficient increases to 0.768. Therefore, regarding the following model, the role of the fulfillment of expectations variable in the suggested model is confirmed as a moderator.

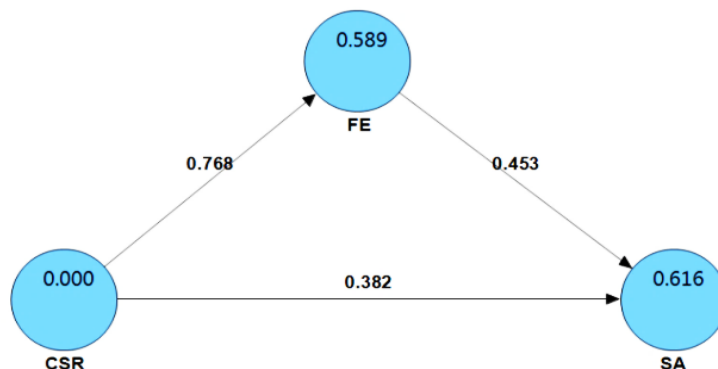


Figure 6. Factor ways between the customer satisfaction and the fulfillment of expectations

7. Conclusion and Recommendations

Structural equations showed no influence between development of society and fulfillment of expectations. One of the reasons that this relation wasn't confirmed is that development of a society is a mutual and bilinear relation that must be done mutually among tour operators and customer community. In other words, in order to achieve development in society, it's necessary to cooperate by increasing people's capacity and ability (customers, here) for the continuous activities in connection with providing our or society's welfare and also developing social institutions (agency and agency owners) to meet the needs of people (customers). So that in this process, the relation between customers and agency owner's community and using the existing capacities to develop society, should make a balance between quantitative and qualitative needs. Therefore, and as it was mentioned later, there isn't such interaction between customers and agency owners and this is may be because this industry tends too much to financial and business approaches and this approach has prevented the social interaction between the activists of the agency industry of top tourism agency in Tehran and the customer community. And this is not aligned with the aim of which corporate social responsibility has in various industries such as product or service; namely the development and spreading social community based activities. The findings of this hypothesis about the development of the society diverge Groening and Kanuri (2013) and Smith and Ong (2015).

Findings showed that the quality of service affects fulfillment of customer's expectations, and the relation between that and fulfillment of expectations is confirmed. But the effectiveness and the intensity of relation is not so high. One of the reasons that caused this low effectiveness may be the attitude of corporate social responsibility towards the notion of the quality of services. Perhaps if the quality of services is viewed from a business point of view, it shows another result of the effectiveness of the quality of services on the fulfillment of customers' expectations. Because CSR increasingly emphasizes on the social dimension and believes that business issues with aspects of the society must be seen from a sustainability point of view. As Henderson (2007) suggest that if the aim of a corporate is to maintain and develop, he best way is to have a long-term approach and to know that if you behave well to the society, it will respond well, too; namely, development of society; something that must be more noted in tourism industry.

The economic approach that agency industry faces, may prevent the possibility to implement a development in the quality of services by a social attitude in the industry. The findings of this hypothesis converge the researches of Hernández-Lobato et al. (2006), Luo and Bhattacharya (2006), Loureiro et al. (2012) and Orel and Kara (2014). It means that the quality of services should improve in responding, reliability and confidence as a reinforcing and effective factor on the customer's satisfaction.

In marketing management, price is one of the essential and effective components in organization's access to the financial aims such as profit gaining and non-financial aims such as customer's satisfaction. But in this research, findings and results indicated that pricing has no strong effect on the fulfillment of customers' expectations, although there were some effects due to the fulfillment of expectations variable. However, the pricing factor, especially the fair one is an element that if satisfies customers, leads to the repetition in purchase and an increase in purchase on another different period. Related to this effectiveness two points can be expressed: the fair pricing element conceived by customers visiting agencies, may not be their priority, regarding that pricing factor had a beta coefficient more than other variables, or maybe agencies (overall or one by one) haven't used the pricing factor as a competitive element. It means that prices and fair price conceived by the customers has not still presented itself as a competitive advantage for the agency owners, and when an element does not have a competitive advantage for an organization, there is no serious measure to absorb more customers and satisfy them. So, by assessing different choices, customers understand that agency owners do not differ from offering prices. Therefore, there is no strong effectiveness of the formation of their expectations and its implementations. The findings of this hypothesis converge the researches of Zielke (2008), Xia et al. (2004), Bolton, Warlop, and Alba (2003) and Herrmann, Xia, Monroe, and Huber (2007). Studies show that if job environment is favorable to the personnel, it affects the customer interactions and the responsibility of the personnel, and the result of a good job environment can be seen in the interaction with the customers.

The research findings indicate that customer's attitude towards the job environment of the personnel has a low relation with effectiveness of the formation of expectations and their fulfillments. May be it's because of the lack of a good interaction between personnel and customers. But the aim of the Corporate Social Responsibility is beyond a business trading in a business space such as agency industry. Besides, when there is no interaction between personnel and customers in the business environment, how could customers perceive the professional circumstances appropriately? This is also true of the personnel. It means that while there is no interaction between personnel and customers and the service is sold and bought mechanically, there won't be a good understanding of customers' demands and expectations. The findings of this hypothesis converge researches of Brown (2001), Stern and Terrell (2003) and Loureiro et al. (2012). The Corporates Social Responsibility aim is somehow making a proper relation to the community members, especially customers. It means that the sales relations happening in an agency industry must be planned and implemented in such a way which customers understand that they are important to the organization. In this regard, adopting appropriate politics to make fair relations with customers as a business strategy may lead to optimization of profitability, revenue making and customer's satisfaction by organizing the service delivery according to the customer's needs. The customers' satisfaction level will go higher in accordance with the customer-oriented principles and implementing customer-oriented processes in the business environment of the agency industry. Therefore, one of the aims of the Corporate Social responsibility of the active corporate in the agency industry must be providing and producing productions and services which are in accordance with the needs and interests of the customers and corresponds to the society. Whether which factors caused that sympathy had no effective relation with expectations and their fulfillments, can be expressed according to the last findings that because it doesn't make a good social interaction (out of business trading environment) among customers and personnel, causes a low effectiveness of sympathy in relation with the fulfillment of expectations.

The results of this hypothesis converge the research of Martinez and Martinez (2010). Customer's expectations are the things that indeed they do not need them, but if they are met, make a good feeling in the customer and causes a stability in the relations. So, it seems that satisfying customers have a direct relation to their fulfillment of expectations. As findings showed, customers' expectations and their fulfillments cause a direct effect on the satisfaction. One of the issues to be expressed about the effectiveness between fulfillment of expectations and the satisfaction of customers visiting agencies is that since customers receive a business service, they visit, the agency and when their expectations are fulfilled express their satisfaction to the agency. But it must be assessed that how much is the customers' expectations and what kinds of expectations do they have towards an agency. If there are alternatives with newer services in agencies, will they come back to the same agency or not. Since one of the effects of the customer's satisfaction on the business is the repetition of the purchase and finally customer's loyalty. The findings of this hypothesis converge the research of Frank and Enkawa (2009).

According to the findings, there was a significant and positive relation between Corporate Social Responsibility and customers' satisfaction. It must be noted that CSR is a multi-dimensional phenomenon and each of its dimensions has different effects on the customer satisfaction and more generally on their behavior in the business environment and society. Regarding these findings, it can be concluded that the fulfillment of expectations variable can be considered as a moderating variable in connection with Corporate Social

Responsibility and customers' satisfaction. It means that if top tourism agencies of Tehran tend to grasp customer's satisfaction favorably in order to achieve the competitive advantage, should deeply consider customers' expectations and also how to implement it with a social approach emphasizing on CSR. The results of this hypothesis converge research of Shin and Thai (2015).

7.1 Practical-Management Recommendations

- 1) Implementing after-sales Service in agencies to increase the quality of services.
- 2) Developing a link to the sites of travel agencies in order to make it possible to compare the prices, and also the information on tours is mentioned by detail, so that the customer understands the agency's logical pricing. Providing a safe and comfortable job environment in terms of both hardware (cooling and heating accessories, office accessories, etc.). And software (here providing peace of mind) for the personnel.
- 3) Ask personnel to try to show their sympathy with the customer by their behavior and physical gestures in order that the customer feels that meeting his/her main needs is the priority of the salespeople over simply selling the agency's services.
- 4) Doing field and research surveys in the field of customers' demands and needs and increasing the information level of the agencies in these fields.
- 5) To care about the social aspects that emphasize on the Corporate Social Responsibility, such as financial aids for the people affected by the earthquake or designing and selling tours with destinations to the places which are being destroyed to help reconstructing it.

7.2 Suggestions for the Future Research

- It is recommended to use interview techniques to consider the social aspect of corporate from the point of view of personnel and managers.
- This structural model can be used in other industrial field of tourism such as Hospitality.
- Researchers can add new variables to the model to evaluate the effects of variables such as trust and loyalty.

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