Determinants of Perceived Performance Perceived CSR, Perceived Product and Service Quality, Customer Citizenship Behavior of Modern Trade in Northern Region THAILAND

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Abstract

Currently, there are doubts among consumers on their view whether the customer citizenship behavior, the perceived product and service quality, the perceived corporate affection (social responsibility) and the perceived organizational performance were key important factors in strengthen the organization entity. How were these factors evolved? What were elements which had effected on these factors? The sample group of the study was 731 consumers of modern trades in Northern Region Thailand whom responded to the distributed questionnaires. The statistical analysis application was based on the structured casual relationship formula and PLS Graph program. The study revealed that majority of consumers was female at the ratio of 73% over male gender, with 90% at the average age of 21-50 years old, with 80% at the educational level of bachelor degree. The majority of consumers were staff in private entity and with the average monthly income of 10,000-15,000 Baht. The consumers had customer citizenship behavior, with perceived product quality, with perceived corporate affection and with the perceived organizational performance of modern trades at medium level. It revealed there were 4 elements, i.e. the corporate affection, the perceived corporation reputation, the corporate trustworthiness and the perceived corporate product and service quality improvement had ultimately effected on the customer satisfaction.

1. Introduction

Modern Trade is considered as one of the important economic activities in driving the economic and social development process of the country. It is also the key mechanism in enhancing the standard of living and the quality of life of the population of the country by taking the role as the middlemen in distribution the products from the manufacturers to the consumers through the marketing channel with a lot of involvement from the consumers. It is the key resource linkage of all relevant parties from the manufacturers, factory owners, raw material traders, wholesalers and transporters [1]. In addition, the Modern Trade is also the symbol of cultural and lifestyle of the local community of each provinces [2].

Furthermore, the Modern Trade of hypermarket type has the most effected on the business of Traditional Stores at 34%, followed by the Convenience Store at 26% and by the Super Market at 14%. It results on the business close down of 40% of Trading Stores with half of them have completely shut down their business while another half have diverted to another business. The buying behavior of Traditional Stores and Modern Trade is within the same ratio of 50:50 but with the forecast that Modern Trade ratio will be increased to 80 within the next 3-5 years [3]. The expanding of Modern Trade of the Discount Store, Hyper Market, Cash and Carry, Super Market, Convenience Store,

Department Store and Special Products Store since January till September 2008 revealed that there were total of 7,031 branches countrywide when compare with year 2007 of total 6,191 branches with the increase of 840 branches [4]. Therefore, Modern Trade is the desired option of consumers with the attraction on the prices, the product and service variety, the organized product display, the quality of service, the convenience and the sufficient parking space. On top of the lower prices than the Traditional Stores, there are the high quality, the freshness of products and the variety of products and services for consumers [5]. Therefore, the Modern Trade is the comprehensive source of products and services with polite and pleasant staff, good surrounding and clean location. Nevertheless, Modern Trade generates numerous negative effects to each individual and society, e.g. the lack of human relationship with community, lack of bargaining power and product prices vary from the advertisement, for instance the consumer unable to buy the discount product as per 3 days advertising announcement on the first day due to the products are out of stock which is unfair to the consumers, the product presentation of positioning of two different price tags nearby to confuse consumers, the large amount of rubbishes and the large consumption of energy of both power and water. From the above circumstances, consumers are gradually paying their attention on Modern Trade. Each business is developing strategy to utmost satisfy their consumers and expanding their branches to reach most consumers.

2. Research Objective

1. The study level of Perceived Performance Perceived CSR, Perceived Product and Service Quality, Customer Citizenship Behavior of Modern Trade in Northern Region THAILAND

2. The study factor effected toward Perceived Performance Perceived CSR, Perceived Product and Service Quality, Customer Citizenship Behavior of Modern Trade in Northern Region THAILAND

3. Scope of Research

The research was carried out in quantitative format with 4 research scopes, i.e. **Subject Matters:** To study the perceived Performance Perceived CSR, Perceived Product and Service Quality, Customer Citizenship Behavior of Modern Trade, **Duration:** To carry out the study from end year 2009 till the early year 2010, **Population:** To study customers whom used to purchase product from the Modern Trade in Northern Region THAILAND, **Area:** Northern Region THAILAND

4. Literature Review

4.1 Corporate Social Responsibility (PrcCRS)

The corporate social responsibility was the factor that indicated business growth which would in turn lead to sustainability (Bake, 2003) by based on the religious discipline in utilizing either internal or external resources in bringing the harmony to the society, in acknowledging the positive result from the committed activities under the custodian of the corporate and taking the responsibilities in preventing, correcting, innovating and maintaining the benefits of various stakeholders. It was found that corporate affection and corporate reputation paid strong effects on perceived CSR (Aqueveque & Ravasi, 2006). CSR which was also known as corporate citizenship viewed the corporate as members of society and ought to behave to individual and its environment as human being would behave to other individuals and environment. The element effected CRS was the corporate affection and corporate reputation [7].

4.2 Perceived Product and Service Quality (PrcProd &ServQlty)

The quality was the level of product features that able to fully achieve the customer needs and expectation (Bettencourt, 1997, pp. 383-406) including the up-keeping of production standard in order to maintain the consumer confident of such service quality. The product and service quality were related to the expectation after being informed about such services, the evaluating, the decision in repeating the usage and the assessing the level of excellence of such product and service.

Nevertheless, the perceived of product and service quality was the consideration of demands and the meeting of such demands of service receiver to achieve satisfaction. The service was the collected opinions of service receiver and the expectation of performance and service provided from the product of which the service receiver would be satisfied if it met acceptable level. The level would be varied according to the level of individual expectation. The satisfaction was the evaluated result of such product and service at such moment which could be described as (1) Informed quality (2) Actual quality (3) Advertised quality and (4) Experienced quality. It had revealed that perceived product and service quality was affected by corporate affection and perceived corporate reputation (Aqueveque & Ravasi, 2006)

4.3 Corporate Affection (CorpAffect)

The corporate affection was the positive attitude of customers toward the corporate. The attitude incurred through the specified process of accumulating knowledge related to products and services including the knowledge related to the corporate. After the summary of thought and attitude, then individual would demonstrate their behavior toward the corporate, they could be the providing advice and having positive attitude toward the various decisions by the corporate. Therefore the corporate affection was linked to the corporate reputation and the corporate trustworthiness [10]. As this affection was rather durable and withstand against any other replacements, so it was also taken to analyze the strength of product brand name and revealed that the corporate affection had effected toward the corporate trustworthiness, the corporate social responsibility, the quality of product and service and the corporate performance [10].

4.4 Perceived Corporate Reputation (PrcCorpRptn)

The corporate reputation was viewed as importance by the consumers, trading partners and other relevant stakeholders as it took time to build the corporate reputation, in particular on the area of quality development, the reliable services as perceived by the consumers and the capability of management to sustain the business with effective vision or efficient investment with low unit cost. (Eberl & Schwaiger, 2005, pp. 838-854). These elements were similar to achievement trademark of corporate with reputation. The corporate reputation can be considered as a way of classifying of recognized individual or business (Caruana, 1997, pp. 109-118) which was the standard developed by the society in teaming up to create and lead the organization to excellence (Gray & Balmer, 1998, pp. 695-702).

Hence, the success of an organization was the responsibility of the management, employee at all levels and the stakeholders in building both internal and external networks and in social responsibility in general. Corporate reputation left moderate effects on corporate trustworthiness, perceived CSR, perceived product and service quality and perceived organization performance (Aqueveque & Ravasi, 2006) Previous study indicated that corporate reputation can change over time.and paid a positive effect on perceived organization performance (Dunbar & Schawalbach, 2000) and also on CCB (Kaffashpor, Kashani, 2006; Carmeli & Cohen, 2001)

4.5 Customer Satisfaction (CustmSat)

The customer satisfaction was the emotional response of customers toward the product usage under the definite condition. The satisfaction was the creating of consumption flow and the satisfaction level would be measured from the buying of product [16]. Therefore, the customer satisfaction was the existing opinion from the past

experience in making decision that would impact the increase of sales volume and the profit of the corporate. It also revealed that the customer satisfaction had generated the CCB of WOM and the repeat buying [17]. The customer satisfaction also related to the corporate performance as the key indicator together with the marketing effectiveness and the profitability [18] and ultimately the customer satisfaction had effected the corporate citizenship behavior, corporate relationship and control customers from the undesired behavior [19].

4.6 Perceived Quality Improvement (PrcQltyImpv)

The perceived quality improvement was part of quality management in focus on the increase of production capability or the customer services (Bitner, Hubbert & Valarie, 1997, pp. 193-203) by focus on the change that would be benefit to the majority (Lengnick-Hall, 1996) with the main objective of achieving customer satisfaction. There were 2 types of quality improvement, i.e. (1) the gradually evolving improvement and (2) the upgrading of standard to the new version with the proper utilization of available resources (Burrill & Ledoler, 1999). The characteristic of good quality services were consisted of (1) consistence in providing service (2) achieving customer needs (3) courtesy and politeness (4) integrity and trustworthy (5) safety and risk free service (6) approachability with simple and easy to be contacted (7) communication able to respond to customer queries (8) customer profiling (Dale & Oakland, 1994). These characters must be reviewed and adjusted on continuous basis.

4.7 Corporate Trustworthiness (CorpTrstWrth)

The corporate trustworthiness had to rely on the transparent information publicity (Ojasalo, 2003. pp. 14-19) or the consistency of mutual trust which can be created from the servicing received from the service provider were in line with the customer expectation (Kramer & Ryler, 1996, pp. 28-54). The trust and belief were the indicators of the mutual relationship between the subordinates and their superiors to achieved the business success (Gould-Williams, 2003). The element of trustworthiness could be described as (1) good individual knowledge and skills toward their working area (2) good personality with accountability, justice, mature and honest.

Trustworthiness was the important factor leading to the advantage in competitiveness which the customers believed in the organization and the characteristics of their products and service which were the most valuable for organization because these were from corporate affection (Aqueveque & Ravasi, 2006) which transferred through CCB and the performance of the organization finally (Carmeli & Ccohen, 2001; Kaffashpor & Kashani, 2006) While, the corporate Trustworthiness directly affected the performance(Wulee, Chiang, Wu and Huang, 2008)

4.8 Customer Citizenship Behavior (CCB)

The customer citizenship behavior was the sincere commitment in helping of both the corporate and among customers for the corporate benefits without financial investment. CCB was consisted of WOM, the quality improvement advice, participation in event, the sincere affection among customers, watching out among customers for undesired behavior, the flexibility toward the corporate, the advice or instruct the corporate on any discrepancy which might doing damage to the corporate and the engagement with other consumers on own affection of either the products or services or the corporate [29]. It also revealed that CCB had effected toward the corporate performance [30], the corporate trustworthiness [31], the consumer royalty, the corporate performance [32], the related to the corporate reputation and the perceived quality of services [33]. The result and the role of customer citizenship behavior had positive impacted toward the operation of business and the customer service was more important than the pricing competition. These variety roles of customers can be treated as one of the critical organization resources with value and quality

(Ojasalo, 2003) in order to construct the selling points, learning process and pulling customers to corporate alliances (Anderson, Fornell and Mazvancheryl, 2004, pp. 172-185) as the customer word of mouth (WOM) or defending on behalf of business on any product queries were leading to the customer citizenship behavior which would support toward the growth of the business. CCB left moderate effect on organization performance and customer loyalty (Baruch, O'Clreevy, Hind and Vigoda-Gadot, 2004; Franke, Preacher and Rigdon, 2008), affected by corporate trustworthiness (Knapp, 2008) and also strong correlated with corporate reputation (Kaffashpor & Kashani, 2006) and perceived product and service quality (Yi & Gong, 2006)

4.9 Perceived Organization Performance (PrcOrgPerf)

The organization performance would focus on the business growth and the effective utilization of resources which leading to the operation with standard, speed and value (Post & Griffin, 1997, pp. 165-171) would focus on the performance result with all internal and external involvements. The organization performance also involved the resource management, product distribution and customer services with results to reinforce whether the operation was in line with the target or strategy (Wingwon, 2007, p. 22) as the success would indicate the internal and external involvements, the staff development of knowledge skill and capability by integrating all stakeholders to achieve future success, i.e. entrepreneurship, innovation process, national and international networking, leadership, team working and knowledge sharing.

4.10 Knowledge on PLS Path model

This research analyzed the data by applying the PLS-Graph program[36] which was the study of causal corelation between variables (construct or concept).

given X_{jh} was indicator variable at "h" of latent variable at j; h = 1, 2, … , n_j ; j = 1,2,…,m

π_{jhk} , k = 0, 1 was the regression coefficient

Therefore, in the case of reflective moderling corelation of latent variable (LV) at "j" could specified back to manifest variable X_{jh} (MV) called measurement model or outer model

as formula $X_{jh} = \pi_{jho} + \pi_{jhi} \xi_j + \varepsilon_{jk}$; h = 1, 2, …, n_j ; j = 1, 2, …, m

or $X_x = \wedge_x \xi + \varepsilon_x$

by "m" was the total latent variable and "n_j" was the manifest variable in block at "j" (naming this as variable set with 1 latent variable representing n indicators as black) by at $\xi_j \sim N(\mu, 1)$ and $\pi_{jh} = $ + ve which actually we have no limitation or rules related to the π_{jhi} symbol [37] but with the expectation of positive sign (+ve) of which if the sign was negative (-ve) could indicated the problem of data of such related manifest variable.

For the structural model or inner model oould indicated the correlation regression as follows

$\xi_j = \beta_{j0} + \sum_{j}^{k} \beta_{ji} \xi_i + v_j$ or $\xi = B\xi + V$

where $\beta_{ji}, i = 0,1, 2, ..., k$ was the coefficient regression from the above formulated thought that could developed into the structural formula as

$$\xi_4 = \beta_{40} + \beta_{41}\xi_1 + \beta_{42}\xi_2 + \beta_{43}\xi_3 + v_4$$

$$\xi_3 = \beta_{30} + \beta_{31}\xi_1 + \beta_{32}\xi_2 + v_3$$

$$\xi_2 = \beta_{20} + \beta_{21}\xi_1 + v2$$

or

$$\begin{bmatrix} \xi_1 \\ \xi_2 \\ \xi_3 \\ \xi_4 \end{bmatrix} = \begin{bmatrix} 0 & 0 & 0 & 0 \\ 1 & 0 & 0 & 0 \\ 1 & 1 & 0 & 0 \\ 1 & 1 & 1 & 0 \end{bmatrix} \begin{bmatrix} \xi_1 \\ \xi_2 \\ \xi_3 \\ \xi_4 \end{bmatrix} + \begin{bmatrix} v_1 \\ v_2 \\ v_3 \\ v_4 \end{bmatrix}$$

Algorism for the estimation of coefficient value line (in case of inner model) and loading or weight (in case of outer model, the reflective model and formative model respectively) including the R^2 value as speciffid beneath the LV figure as shown in [38].

On the testing of hypothesis related to the correlation between LVs and between MV with each LV (each block) could be processed by the resampling method because PLS Graph had no condition toward the normal distribution of residual. The developing of "t" test for the hypothesis related to path coefficient and weight or loading had to rely on the resembling which was the treating the present sample as was the population. The subsample of such population would have 1 value of all required values or numerous values as required. The new subsample would then had the new set of values. The sampling process could be repeated to retrieve the new set of subsample and achieved many estimated value, depending on the specification of subsample size, e.g. if n = 120 and the subsample size was equal to m = 100 we would have the detailed sample size of m = 100 in total $\begin{pmatrix} n \\ m \end{pmatrix} = \begin{pmatrix} 120 \\ 100 \end{pmatrix} = 2.94622272911766 \times 10^{22}$ set which was difficult to specified the complete subsamples. Hence, the jackknifing method and bootstrapping method were adopted at the operation level [39]. The study revealed that the bootstrapping method could provide faster and most accurate results. The outcome of generate bootstrapping would achieved result out that indicated all the statistical values including reliability, validity, R^2 and t-test.

Jackknifing method was the repeated sampling process of eliminating 1 measure value and tabulated the parameter value from the remaining sampling size of n-1 and then taking such measure value back and eliminating the next measure value out before proceed with the tabulating of the parameter value from the remaining sample. The process would be continue for "n" round until achieve the $\hat{\theta}$ value of which the "n" value was $\hat{\theta}_1, \hat{\theta}_2, ..., \hat{\theta}_n$ and the average value and standard deviation were [39]

$$\hat{\theta} = \sum_i^n \frac{\hat{\theta}_i}{n}, \quad \hat{\theta}_{jack} = n\theta - (n-1)\hat{\theta}$$

$$SE_{jack} = \sqrt{\frac{n-1}{2n}\sum_i^n (\hat{\theta}_i - \hat{\theta})^2}$$

$$T_{jack} = \frac{\hat{\theta}_{jack}}{SE_{jack}}$$

Bootstrapping resampling method was the sampling from the population that would represented the sampling sample. The method was to apply the simulation technique in

developing distributed sampling numbers as similar to the samples at "n" values and added to "m" set to achieve $\hat{\theta}_1, \hat{\theta}_2, ..., \hat{\theta}_m$

$$\hat{\theta} = \sum_{i}^{n} \frac{\hat{\theta}_i}{m}$$

$$SE_{jack} = \sqrt{\frac{m-1}{2m} \sum_{i}^{m} (\hat{\theta}_i - \hat{\theta})^2}$$

$$T_{jack} = \frac{\hat{\theta}_{jack}}{SE_{jack}}$$

Other adopted PLS statistical values were

1. Discriminant Validity: The measurement at item level to identify whether the item in the same block would be separated from the item of other blocks. For example the test question in one subject would be varied and separated from the test question of another subject. The measurement method was to check the correlation value or loading within each block by cross loading review, i.e. loading value within group must high. It was the review of component factor in factor analysis. The applied criteria was the loading value of each block must not be lower than 0.707.

In addition, there were measurement at constructs level by observing the value of $\sqrt{AVE_i}$ if $\sqrt{AVE_i}$ value higher than the correlation between construct at "I" and other constructs (inter construct correlation) indicated that construct at "I" had descriminant validity, i.e. the measurement of block at "I" was separated from the measurement of other blocks. However, the $\sqrt{AVE_i}$ must higher than 0.50

$$AVE_i = \frac{1}{m_i} \sum_{j}^{m_i} loading_{ij}$$ when m_i was the indicator volume of Construct at i,; i = 1, 2, ..., k

k was the Construct volume

or $$AVE_i = \frac{\sum \lambda_{ij}^2}{\sum \lambda_{ij}^2 + \sum (1 - \lambda_{ij}^2)}$$

by λ_{ij} was loading value at j in block at i , j = 1,2,...,m

2. Convergent Validity was the accuracy of indicator at 2 levels as follows

2.1 The measurement at item level to ensure that developed measurement did not measure other blocks by observing from the correlation value whether the indicator within the same block must had high correlation value. The loading of correlation value was set as criteria at $\lambda_{ij} \geq 0.707$.

2.2 The t-test of λ_{ij} must be at significant level, i.e. at the acceptable level where $H1 = \lambda_{ij} \neq 0$ which exhibited that X_j indicators of Construct at "I" were specified at construct value of such "I" or we were able to apply X_j as indicators of Construct value at "I", e.g. we take the score from the mathematic test, logic test, English test an coordination test as the indicator of IQ correlation regression π_i from formulate $X_{ij} = \pi_{io} + \pi_{i1}$ IQ must be significant to confirm that because of high IQ had good mathematic tabulation or the mathematic score can identify the IQ level.

3. The measurement of reliability could be by either Cronbach's or CR by at

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum\limits_{i}^{k} s_i^2}{s^2}\right)$$

when k = number of indicator, s_i^2 = variance of indicator score at i, s^2 = variance of total score with α value over 0.70. Hence, α means the indicator of clear and concise measurement group, not ambiguous and not vary in result, i.e. where the result would not be varied from previous when retest.

The composite reliability (CR) was the checking whether those indicators within the same group could be combined and still able to consistently measure the construct value where

$$CR = \frac{(\sum \lambda_{ij})^2}{(\sum \lambda_{ij})^2 + (\sum (1-\lambda_{ij}))^2}$$

PLS is the software developed to support the solving of research issue in adopting Covariance-based SEM (CBSEM) e.g. LISREL and AMOS which required a very large sample size with normal residual distribution and focus on the confirmatory analysis. In general, CBSEM is not convergence, difficult to achieve objective outcome and often have to fine tune the research formula in order for the empirical data to be inline with the conceptual framework which was developed from the relevant theories and literature review. PLS software can solved all the above mentioned problems, i.e. the sample size can be from 30 units and over, not require normal distribution, researcher can blend the relevant theories with their imagination as the conceptual framework and to be able for the confirmatory analysis and exploratory analysis. Furthermore, the empirical data always consistent with the convergence [40].

From the literature review, it could be summarized to the research objectives and hypothesis as per below Figure 1

H1: Corporate Affection effected toward the Corporate Social Responsibility
H2: Corporate Affection effected toward the Perceived Product & Service quality
H3: Corporate Affection effected toward the Customer Satisfaction
H4: Corporate Affection effected toward the Perceived Quality Improvement
H5: Corporate Affection effected toward the Corporate Trustworthiness
H6: Corporate Reputation effected toward the Corporate Social Responsibility
H7: Corporate Reputation effected toward the Perceived Product & Service Quality
H8: Corporate Reputation effected toward the Customer Satisfaction
H9: Corporate Reputation effected toward the Corporate Trustworthiness
H10: Customer Satisfaction effected toward the Customer Citizenship Behavior
H11: Customer Satisfaction effected toward the Perceived Organization Performance
H12: Quality Improvement effected toward the Customer Citizenship Behavior
H13: Quality Improvement effected toward the Perceived Organization Performance
H14: Corporate Trustworthiness effected toward the Customer Citizenship Behavior
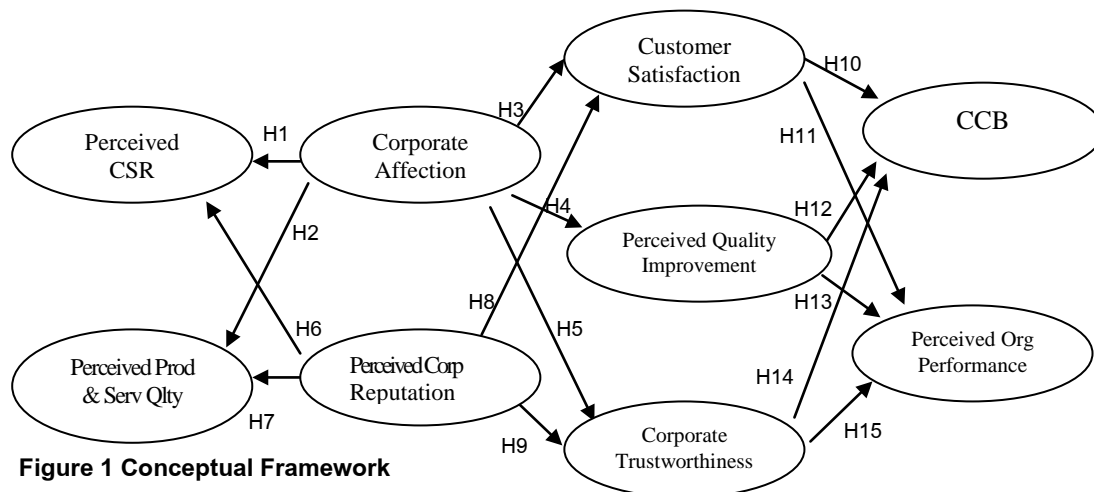H15: Corporate Trustworthiness effected toward the Perceived Organization Performance

Figure 1 Conceptual Framework

5. Methodology

The research was conducted in sample survey to analyze the customers whom used to purchase products and services from the Modern Trade in Upper Northern Region of Thailand, i.e. Lampoon, Lampang and Chieng-Mai with the total of 731 customers. The Likert measuring scale of 5 level was adopted as questionnaire measuring scale with 1 represented the least and with 5 represented the most within the context as adapted from Aqueveque and Ravasi (2006). The data was then analyzed by descriptive and empirical correlation techniques as per Figure 1 by PLS-Graph 3.0 (Chin, 2002) program.

6. Research Outcome

6.1 Descriptive Statistics The majority of sample group were female gender with ratio over male gender of 73%. The majority were with the average age group between 21-50 years old representing 90% and with the age group between 31-40 years old representing half of the ratio. There were slidely higher on the married group over other marital status. Most of consumers had the educational background at undergraduate level representing 90% and the majority of them worked in the private enterprise sector as their profession representing 51%, worked in the government and state enterprise representing 33% and with the private business entrepreneur as the least representation. The monthly income of the majority were between 10,000 – 15,000 Baht per month and the remaining were within the similar ratio with the exception of below 5,000 Baht per month which representing the least group of 5%. From Table 1, it revealed that Modern Trade customers had corporate affection, customer satisfaction, customer citizenship behavior, perceived corporate social responsibility and perceived the product & service quality at medium level toward low with the exception of the perceived corporate performance and the corporate reputation were at medium level toward high.

It illustrated that the performance result which reflected from the managing administration, vision and operation of the Modern Trade had satisfied their customers as their style of administration, product display and the customers services were unique from other businesses which led to the perceived value of these 2 were higher than other factors.

Table 1 Descriptive Statistics and the Reliability and Validity Indicators

Factors	Mean	S.D.	Alpha	Corrected Item-Total Correlation
Your feeling toward the corporate	3.29	0.92		0.652
Your satisfaction toward the corporate	3.40	0.97		0.661
Your bonding toward the corporate	2.94	1.16		0.584
Corporate Affection	3.21	0.90	.978	0.718
Your trust toward the corporate	3.22	1.03		0.700
Solving product and service issues with reasons	3.20	0.96		0.748
Corporate Trust Worthiness	3.21	0.95	0.978	0.759
Corporate has trend over competitors	3.86	0.98		0.581
Corporate seems to strong in future long term	3.81	0.97		0.585
Corporate is the market leader	3.91	0.98		0.627
Corporate has clear vision	3.79	0.92		0.689
Corporate has sound administration	3.71	0.99		0.689
Corporate seems to have good employees	3.52	1.00		0.775
Perceived Organization Performance	3.77	0.82	0.978	0.789
I like this corporate over other	3.42	1.07		0.737
Like this corporate based on experience with others	3.31	1.03		0.674
Positive experience with this corporate	3.26	1.03		0.708
Customer Satisfaction	3.33	0.97	0.978	0.760
I love and fond this corporate	2.96	0.94		0.669
I treat this corporate as part of family	2.86	1.06		0.612
I feel as owner of the corporate	2.43	1.08		0.530
Customer Citizenship Behavior	3.00	0.98	0978	0.769
Corporate focus on environment	3.25	0.92		0.713
Corporate focus on community	3.15	0.97		0.725
Corporate focus on quality of life of employees	3.02	0.96		0.717
Corporate responsible to society	3.06	1.08		0.692
Assist / support society	3.11	1.03		0.711
Responsible to environment	3.08	1.02		0.652
Look after community and society at based location	2.99	0.96		0.707
Perceived Corporate Social Responsibility	3.09	0.87	0.978	0.811
Perceived Product Quality	3.41	0.84	0.978	0.830
Perceived Service Quality	3.24	0.87	0.978	0.756
Corporate provide the necessity to life	3.15	1.01		0.767
Corporate try to improve product and service quality	3.36	0.95		0.680
Corporate improve innovation of production & service	3.33	1.00		0.667
Providing quality product and service to customers	3.41	0.98		0.703
Innovation leader	3.40	0.92		0.713
Good managing administration	3.64	0.94		0.663
Perceived Quality Improvement	3.38	0.83	0.978	0.828
Perceived Management Reputation	3.59	0.81	0.978	0.813
Perceived Marketing Reputation	3.63	0.81	0.978	0.781

6.2 Analysis of PLS Path Model

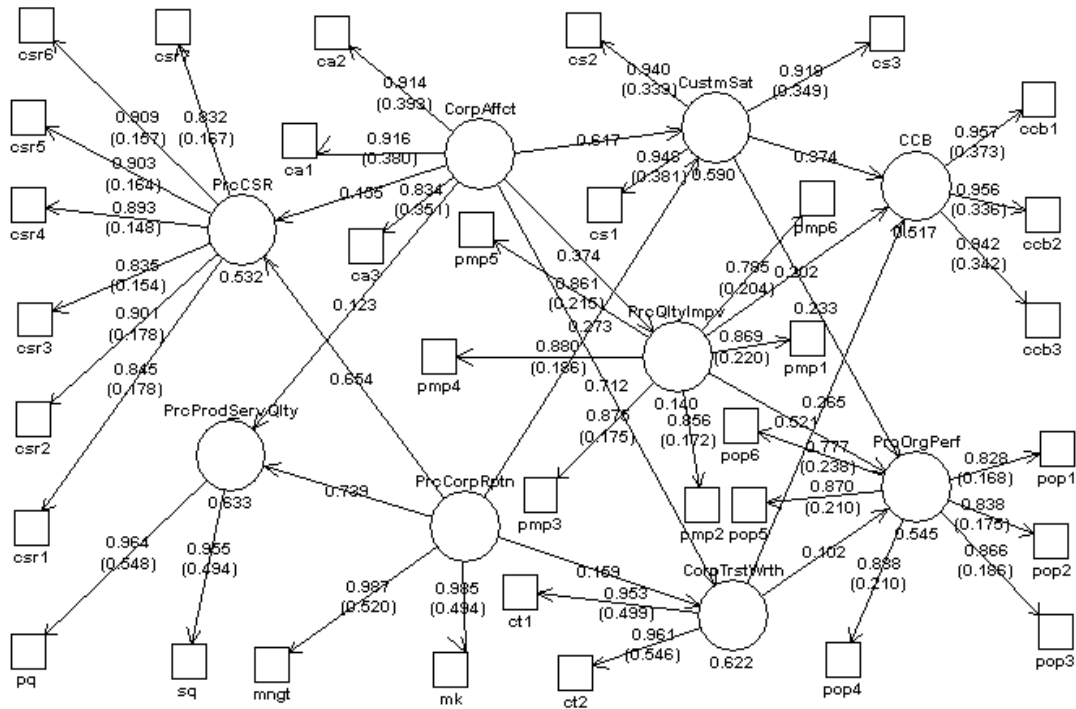The analytical outcome of empirical effects of PLS Path Model can be described in details as below:

Figure 2 Analytical Outcome of PLS Path Model of Modern Trade

Table 2 Testing Result of Hypothesis Assumption

Research Hypothesis	PLS Path	t-stat	p-value	Conclude
CorpAffction →PrcCSR	0.155	3.466	0.000	Support
CorpAffction → PrcProd&ServQlty	0.123	2.750	0.000	Support
CorpAffction → CustmSat	0.617	14.609	0.000	Support
CorpAffction → PrcQltyImpv	0.374	4.805	0.000	Support
CorpAffction → CorpTrstWrth	0.712	27.972	0.000	Support
PrcCorpRptn → PrcCSR	0.654	15.202	0.000	Support
PrcCorpRptn → PrcProd&ServQlty	0.739	19.564	0.000	Support
PrcCorpRptn → CustmSat	0.273	7.535	0.000	Support
PrcCorpRptn → CorpTrstWrth	0.159	4.350	0.000	Support
CustmSat → CCB	0.374	7.276	0.000	Support
CustmSat → PrcOrgPerf	0.233	3.513	0.000	Support
PrcQltyImpv → CCB	0.202	5.452	0.000	Support
PrcQltyImpv → PrcOrgPerf	0.521	9.300	0.000	Support
CorpTrstWrth → CCB	0.265	5.087	0.000	Support
CorpTrstWrth → PrcOrgPerf	0.102	1.782	0.076	Support

Remark: There were 3 acceptable global standard statistical significant levels, i.e., 0.01, 0.05 and 0.10, we used p-value ≤ 0.10.

Hypothesis Outcome

From Figure 2, Table 1 and 2, they revealed that the empirical data could support every hypothesis or the hypothesis was actual in every elements of Modern Trade in

Thailand with the significant level at 0.01 level with the exception of CorpTrstWrth →
PrcOrgPerf which with the acceptable significant level of 0.10.

Table 3 Analytical Outcome of Factors Effect toward the Antecedent Variable and
Mediators

Dependent variable	Rsq	Effect	antecedent				
			CorpAffction	PrcCorpRptn	CustmSat	PrcQltyImpv	CorpTrstWrth
CCB	0.51	TE	0.664	0.566	0.654	0.528	0.627
		DE	0.000	0.000	0.374	0.202	0.265
		IE	0.495	0.144	0.000	0.000	0.000
		UE	0.169	0.422	0.280	0.326	0.362
PrcOrgPerf	0.54	TE	0.490	0.805	0.560	0.690	0.538
		DE	0.000	0.000	0.233	0.521	0.102
		IE	0.411	0.216	0.000	0.000	0.000
		UE	0.079	0.589	0.327	0.169	0.436
PrcCSR	0.53	TE	0.416	0.716	0.474	0.769	0.487
		DE	0.155	0.654	N/A	N/A	N/A
		IE	0.000	0.000	N/A	N/A	N/A
		UE	0.237	0.101	N/A	N/A	N/A
PrcProd&Ser	0.73	TE	0.418	0.788	0.580	0.855	0.515
		DE	0.123	0.739	N/A	N/A	N/A
		IE	0.000	0.000	N/A	N/A	N/A
		UE	0.295	0.049	N/A	N/A	N/A
CustmSat	0.59	TE	0.726	0.519	N/A	0.494	0.679
		DE	0.617	0.273	N/A	N/A	N/A
		IE	0.000	0.000	N/A	N/A	N/A
		UE	0.109	0.246	N/A	N/A	N/A
PrcQltyImpv	0.14	TE	0.374	0.824	0.494	N/A	0.532
		DE	0.174	N/A	N/A	N/A	N/A
		IE	0.000	N/A	N/A	N/A	N/A
		UE	0.200	N/A	N/A	N/A	N/A
CorpTrstWrt	0.62	TE	0.775	0.443	0.679	0.532	N/A
		DE	0.712	0.159	N/A	N/A	N/A
		IE	0.000	0.000	N/A	N/A	N/A
		UE	0.063	0.284	N/A	N/A	N/A

Remark: TE = Total Effect, DE = Direct Effect, IE = Indirect Effect, UE = Unanalyzed
Effect, N/A = Not Applicable

From the analysis of factors effected toward the variables on Table 3, it revealed that 5 factors had a
joint effected toward the variables with value over 0.51 with the exception of PrcQltyImpv with the
value of R^2 equal to 0.140 as they were effected only from CorpAffect and PrcPrd&Qlty which had the
highest effected of 0.739. The effects of each variables could be described in details as follows:

1. Customer citizenship behavior (CCB) The factors which had the most effected toward CCB
were customer satisfaction and corporate affection. The customer satisfaction had direct effect while the
corporate affection had the indirect effect via mediator while the corporate trustworthiness, the
perceived quality improvement and the corporate reputation had the follow up effects. Those factors

were all had the positive effect which meant that the continue on-going of the customer satisfaction, the corporate trustworthiness, the perceived corporate improvement of products and services and the perceived of the corporate reputation would led to the higher of the customer citizenship behavior.

2. The perceived organization performance (PrcOrgPerf) It revealed that the factors with highest effects toward the perceived corporate performance were the perceived quality improvement (PccQltyImpv) and the corporate affection. The corporate affection had indirect effected via other variables while the perceived quality improvement had direct improvement. The remaining effected factors were the customer satisfaction, the perceived corporate reputation and the corporate trustworthiness subsequently. All factors had the positive effects which meant that corporate that operate their administration, their customer services and their employees well being including the leaders on various aspects well and became aware by customers and realized of the corporate affection and the corporate quality improvement on continuous basis. In addition, the customer satisfaction, the corporate trustworthiness and the corporate reputation would stimulate the corporate to continue maintain and improvement their operation better.

3. The perceived corporate social responsibility (PrcCSR) The factors that had effected toward PrcCSR were the corporate reputation and the corporate affection with the corporate reputation had very high effect of up to 0.654 which higher than the corporate affection by 4 folds. These 2 factors had the joint positive effect toward PrcCSR of 63%.

4. The perceived product and service quality (PrcPrd&ServQlty) This factos had the similar effects as PrcSCR that meant if the customers trust on the corporate reputation and the corporate affection, it would motivate the corporate to continue improve the quality of their products and services as the reward of their feedback. Both factors had jointly control the PrcPrd&ServQlty of upto 0.739.

Effect of Mediator

The mediator for this instance was the customer satisfaction (CustmSat), the perceived quality improvement (PrcQltyImpv) and the corporate trustworthiness (CorpTrstWrth). The study revealed that these 3 variables had performed a very good link from the corporate affection and the corporate reputation to CCB and the corporate performance by act as the partial mediation. The customer satisfaction had performed the best link and followed by the corporate trustworthiness of the customer satisfaction had been effected by the corporate affection and the corporate reputation and then inturn had good effected toward the CCB. The corporate trustworthiness had been greatly effected by the corporate affection and inturn had high effected toward the CCB than the perceived corporate performance. While the perceived product and service quality improvement had been effected by the corporate affection and forward to the perceived corporate performance must better than CCB.

Table 4 The Outcome Result of Convergent Validity Analysis

PrcCSR	loading	t-stat	CR	AVE
csr1	0.854	41.248	0.958	0.765
csr2	0.901	88.122		
csr3	0.835	14.783		
csr4	0.893	73.426		
csr5	0.903	70.277		
csr6	0.909	76.147		
csr7	0.832	41.564		
PrcProd&ServQlty	loading	t-stat	CR	AVE
pq	0.964	211.355	0.959	0.921
sq	0.955	145.921		
CorpAffection	loading	t-stat	CR	AVE
ca1	0.916	66.008	0.919	0.790
ca2	0.914	92.131		
ca3	0.834	42.878		

PrcCorpRptn	loading	t-stat	CR	AVE
mngt	0.987	540.200	0.986	0.973
mk	0.986	413.767		
CustmSat	loading	t-stat	CR	AVE
cs1	0.948	136.040	0.954	0.875
cs2	0.940	777.177		
cs3	0.918	82.352		
PrcQltyImprv	loading	t-stat	CR	AVE
pmp1	0.869	62.988	0.942	0.731
pmp2	0.856	38.826		
pmp3	0.875	45.732		
pmp4	0.890	58.510		
pmp5	0.861	51.999		
pmp6	0.786	31.335		
CorpTrstWrth	loading	t-stat	CR	AVE
ct1	0.953	136.498	0.956	0.915
ct2	0.961	158.127		
CCB	loading	t-stat	CR	AVE
ccb1	0.957	134.892	0.966	0.906
ccb2	0.956	161.801		
ccb3	0.942	130.801		
PrcOrgPerf	loading	t-stat	CR	AVE
pop1	0.828	27.570	0.937	0.714
pop2	0.838	28.300		
pop3	0.866	43.514		
pop4	0.888	50.136		
pop5	0.870	53.584		
pop6	0.777	28.547		

Table 5 The Outcome Result of Discriminant Validity Analysis

	PrcCSR	PrcProd&ServQlty	CorpAffcion	PrcCorpRptn	CustmSat	PrcQltyImpv	CorpTrstWrth	CCB	PrcOrgPerf	AvCommun	AvRedund	Rsq	
PrcCSR	0.875									0.765	0.407	0.532	rcProd&ServQlty
0.836		0.960					0.921	0.583			0.633	CorpAffction	0.416
0.417			0.889				0.790	0.000	-				
PrcCorpRptn	0.716	0.788	0.400	0.986						0.973	0.000	-	
CustmSat	0.474	0.580	0.726	0.519	0.935					0.875	0.516	0.590	
PrcQltyImpv	0.769	0.855	0.374	0.824	0.494	0.855				0.731	0.102	0.140	
CorpTrstWrth	0.487	0.515	0.775	0.443	0.679	0.532	0.957			0.915	0.570	0.159	
CCB	0.512	0.517	0.664	0.566	0.654	0.528	0.627	0.952		0.906	0.469	0.517	
PrcOrgPerf	0.658	0.668	0.490	0.905	0.560	0.690	0.538	0.508	0.845	0.714	0.389	0.545	

The outcome Result of Convergent Validity Analysis

From Table 3, it revealed that the indicators with high loading value of between 0.832-0.955 had the positive value and had significant statistical level of 0.001 with each block, had high CR value of between 0.919-0.986 and with high AVE value of between 0.719-0.921. It demonstrated that each indicator in the block able to effectively identify the variable in own block with high convergent validity.

The Outcome Result of Discriminant Validity Analysis

From Table 5, it revealed that the cross construct correlation of column variable with other variables, with the value lower than $\sqrt{\text{AVE}}$ of column variable, by discovered that $\sqrt{\text{AVE}}$ had high value of between 0.855-0.960, each block had high value of AvCommun of between 0.714-0.973. It demonstrated that each indicator in the block able to effectively identify the variable in own block and each variable able to effectively reflect back the outcome result to such indicators with high discriminant validity.

The Out Result of Quality of Measurement Model Analysis

From Table 3-5, it revealed that every variable had high R^2 value of between 0.517 to 0.633 with the exception of the perceived quality improvement (PrcQltyImpv), only with the R^2 value equal to 0.140. Every routes had the statistical significant level with high reliability of each block between 0.919-0.986 and with the AvRedund value between 0.389 - 0.583 with the exception of the perceived quality improvement, only with the AvRedund value equal to 0.102. It demonstrated that the variables had high reliability and each indicators able to effectively indicate the model at acceptable level. Only the perceived quality improvement (PrcQltyImpv) which discovered that with low R^2 and AvRedund value. It indicated that perhaps there were other variables had effected or linked to here, the link of CorpTrstWrth $\rightarrow$ PrcQltyImpv, with this lack of route to link caused the effects of structure toward the PrcQltyImpv low as it could be noticed from the low AvRedund value. This finding would be communicated for the further study to consider of including this correlation in the structure model.

7. Conclusion and Implication

1. Conclusion

The customer citizenship behavior (CCB): The factor had effected toward the customer citizenship behavior were the customer satisfaction and the corporate affection[10] with the customer satisfaction had direct effected but the corporate affection had indirect effected via the mediator. While the corporate trustworthiness, the perceived quality improvement and the corporate reputation had the subsequent effects, with every factors had positive effected that is with more customer satisfaction, the corporate trustworthiness, the corporate affection, the perceived corporate continue improving quality of products and services and perceived the corporate reputation would led to higher customer citizenship behavior [33], for instance helping other customers like one of the corporate employees, performing the public relationship on behalf of the corporate and the affection and bonding like the corporate were owned.

The perceived organization performance (PrcOrgPerf): The factors had the most effected toward the perceived corporate performance were the perceived quality improvement and the corporate affection [29] by the corporate affection had the indirect effected via other variables while the perceived quality improvement had the direct effected. The remaining factors which were the customer satisfaction, the corporate reputation and the corporate trustworthiness had the subsequent effects with all factors had positive effects, that is the corporate would operate on their administration, customer services and the employees well being [8] including the leaders in various aspects upto the level that led to the corporate affection, trust that the corporate would continue improvement quality, the customer satisfaction, the corporate trustworthiness and the corporate reputation, it would stimulate the corporate to speed up their improvement or to maintain the good recognized operation process [23].

The perceived corporate social responsibility (PrcCSR): The factors had the most effected toward the perceived corporate social responsibility were the corporate reputation and the corporate affection [14] with the corporate reputation had the highest effected with value upto 0.654 which were higher than the corporate affection by 4 folds. Both factors have the join effects toward PrcCSR at 53% and with the positive effects, that is the customer believed that the corporate awared of the corporate affection, the corporate reputation, the corporate would focused and paid attention on the environment issues as the return reward [27].

The perceived product and service quality (PrcPrd&ServQlty): This factor had the similar effect as the PrcSCR, that is if the customer confident on the corporate reputation and the corporate affection [35], it would motivate the corporate to continue improve the quality of their products and services as the return reward [22], by both factors had jointly control PrcPrd&ServQlty as high as 0.739.

2. Implication

The corporate with large business operation would had to dely on the large number of customers since such business would have high investment and operating cost. The lack of good relationship with the customers would bring the business to the high risk investment loss. The research revealed that the corporate that had built good relationship with the

customers would required to build the corporate reputation, the corporate affection, the customer satisfaction on various aspects of Modern Trade until the customers had developed the corporate trustworthiness and the perceived continue quality improvement of products and services. Also on the corporate performance, the corporate had to develop the factors to generate the customer citizenship behavior. In addition, it could also summarize that if the corporate would like to build the trust among customers on the corporate social responsibility and trust that the corporate would only consistently sell high quality products, the corporate would have to accumulate their reputation up to the level that customers trust on the corporate reputation and the corporate affection without any doubt.

8. Suggestion

The research framework of this study was the broaden framework. The researcher applied the study under 3 types of businesses, i.e. the Traditional Stores, the Convenience Stores and the Modern Trade. The questionnaires were distributed to customers of each type of business which the result revealed differences on the level of antecedent effects under the similar factors. The research framework could be adopted and repeated the study at other regions which were vary in economic and social context than the Northern Region of Thailand.

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