

# An Investigation into the Impact of Value Orientation on Attitude and CRM Purchase Intention towards Eco-Friendly Products: Evidence from Gujarat State in India

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## Abstract

Cause-related marketing (CRM) has been widely acknowledged as one of the major types of promotional initiatives under the broad head of CSR. Indian business organizations are under constant pressure to deliver products that focus on environment or eco-friendly offerings. Prior literature have claimed that environmental issues are deeply rooted in human value-orientation. The data was collected from 467 retail shoppers in two prominent cities in the western part of India. In the first phase, this study assessed the role of three value-orientations (egoistic, altruistic and biospheric) on attitude toward eco-friendly products. In the second phase, the impact of attitude toward eco-friendly products on CRM purchase intention was investigated. The results of our study revealed that value-orientation has significant impact on attitude toward eco-friendly products and subsequently, has positive influence on CRM purchase intention. This research provides valuable insights for CRM marketers to develop promotional strategies exclusively for CRM-linked eco-friendly products.

**Keywords:** Value orientation; CRM purchase intention; eco-friendly products; attitude; egoistic value; biospheric value; altruistic value.

## INTRODUCTION

In the recent decades, we have witnessed the rising public concerns owing to the implications of retail business operations on society and environment (Lerro et al., 2019). Over the years retailers are found to impact the environment negatively affecting society at large (Lim et al., 2017) and scandals have sparked customer concerns related to the quality of product consumption thereby affecting retail businesses (Thomas et al., 2022a; Konuk, 2020). In line with these concerns, the debate on crucial role played by retail business organizations runs deeper which progressively highlights the significant influence of corporate social responsibility (CSR) initiatives undertaken by companies. Lerro et al. (2019) asserts that for the greater good, on one hand, retail organizations have to adopt eco-friendly and environmentally conscious approach, whereas on the other hand, consumers should possibly reward the CSR initiatives undertaken by such retailers by buying their products. Cause-related marketing (CRM) is widely acknowledged as one of the major types of promotional initiatives under the enormous head of CSR (Patel et al., 2023; Thomas, 2021; Vrontis et al., 2020). Gupta and Pirsch (2006) have outlined CRM as “the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount

to a designated cause when customers engage in revenue-providing exchanges to induce favourable responses from all company stakeholders (e.g., investors, suppliers, employees and customers) which in turn satisfy organizational and individual objectives”. Likewise, Varadarajan and Menon (1988) had provided one of the earliest definition of CRM as “a process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives”. Prakash et al. (2019) observe that environmental consciousness of consumers compel the businesses to contribute towards the development of eco-friendly products targeting consumers who wish to adopt green/sustainable consumption. Consequently, Indian business organizations are under constant pressure to deliver products that focus on environment or eco-friendly offerings (Thomas et al., 2021a). CRM is one of the promotional strategies where businesses introduce products tied up with social causes and a certain percentage from purchase proceeds goes to charity. Therefore, an understanding of consumer purchase intention of CRM-linked eco-friendly products becomes crucial.

Past studies have claimed that environmental problems are deep-rooted in human values (De Groot & Steg, 2008; Dunlap et al., 1983) and significance of value orientation are highlighted by numerous scholars (Do Paço et al., 2013; Stöckigt et al., 2018). However, there are barely any research in the public domain which have considered the influence of value orientation on CRM product evaluations. Prior literature indicates that scholars have propositioned a division using three value orientations (egoistic, altruistic and biospheric) affecting consumers beliefs, attitude and overall ethical evaluation (Stern & Dietz, 1994; De Groot & Steg, 2008; Prakash et al., 2019). Yadav (2016) in their research established that egoistic value orientation and altruistic value orientation are crucial when it comes to formation of consumer attitude and intention towards ethical consumption. Henceforth, it is essential to empirically assess the impact of these three consumer value orientations distinctly to grasp an enhanced understanding regarding determinants of attitude and CRM purchase intention towards eco-friendly products. Accordingly, the research question for this study is as follows:

Research question: How does egoistic, altruistic and biospheric value orientation impact attitude and CRM purchase intention towards eco-friendly products?

This study is unique because CRM has not been investigated from value orientation perspective in conjunction with eco-friendly products. Moreover, this study would generate implications from emerging market perspective which would be first of its kind investigation into such phenomenon. CRM has been investigated in the emerging markets from various angles such as FMCG products (Deb and Amawate, 2019), pharmacy products (Thomas et al. 2021a), luxury fashion products (Thomas et al., 2022a), androgynous products (Patel et al., 2022), electronic products (Kureshi and Thomas, 2020), and private label products (Thomas et al., 2022b). However, there is dearth of research studies providing empirical evidence related to value orientation and CRM purchase intention towards eco-friendly products from emerging market context. Further, this research study concentrates respondents who are young Indians due to the rising environmental consciousness and increasing sustainability awareness among the younger age segment of Indian population (Prakash and Pathak, 2017). One more possible reason to include this age segment is their high disposable

income and their persistent demonstration to try/adopt innovative products (Patel et al., 2022; Urpelainen and Yoon, 2015). In addition, the paucity of literature related to environmental concerns and CRM consumers provides a fitting rationale to our investigation. This research provides valuable insights for CRM marketers to design promotional strategies exclusively for CRM-linked eco-friendly products. Lastly, this research would also contribute theoretically by extending the limited literature on sustainable consumption from emerging market perspective.

## REVIEW OF LITERATURE AND HYPOTHESIS DEVELOPMENT

### *Cause-related marketing and eco-friendly products*

Prior literature on CRM in the Indian context that environment cause has been the top causes when it comes to the utilization of CSR funds (India Briefing, 2020). CRM as a promotional strategy has been embraced by numerous business organizations in India (Thomas and Jadeja, 2021). Although organizations undertaking CRM have been associating them with environment crises (Chang and Cheng, 2015) there has been lesser empirical evidence when it comes to CRM-linked eco-friendly products. Capgemini World Wealth report (2020) notes that the younger age segment are eco-consumers. Haws et al. (2014) defines eco-friendly products as products that environmental-friendly products and retain minimum one ecological attribute. Past studies have consistently observed that consumers engage in CRM activities due to social and ethical considerations (Varadarajan and Menon, 1988; Chang and Cheng, 2015; Thomas and Jadeja, 2021). Prior research on CRM consumer response has established that product type stimulated disparity in terms of mental processing (Kureshi & Thomas, 2020). On similar lines recent research on CRM has established differences in consumer response between androgynous and eco-friendly products in the Indian context (Patel et al., 2022). Likewise, past research has established the complexities on how consumers process communication and their level of engagement related to eco-friendly products (Han et al., 2017). These differences and complexities offers rationale to our current investigation into what triggers customer's purchase intention toward eco-friendly products.

### *Attitude towards eco-friendly products*

A thorough search of past CRM literature in the public domain reveals that attitude toward product/brand has been broadly accredited by scholars and researchers by adopting it to examine charitable activities (Olsen et al., 2003), determining message appeals (Pope et al., 2014), Generation Y's apparel preference (Hyllegard et al., 2010), and pharmacy products (Thomas et al., 2021a). Recently, Prakash et al. (2019) established that customers prefer eco-friendly packaging and it negatively impacts customer's attitude owing to non-recyclable packaging. Past CRM research has examined the attitude toward the brand and found that role of brand and cause is quite significant for the accomplishment of CRM initiative (Thomas, 2007). Likewise, past CRM research has also examined the attitude toward pharmacy brand and found it to positively relate to CRM purchase intention (Thomas et al., 2021a). Hyllegard et al. (2010) proposed theory of reasoned action and examined the elements of attitude towards product/brand and eventually its impact on CRM purchase intention for apparels. Although Lee and Mason (1999) had cultivated a scale to measure attitude toward product/brand, we adopted attitude scale employed by Han and Yoon (2015) as it was fitting

in the context of eco-friendly product for our study. Lavack and Kropp (2003) have measure attitude toward product/brand across cultures and found in their cross cultural study that consumers usually possess a positive attitude in countries such as India where CRM is in nascent stage.

#### *Value orientations (egoistic, altruistic, and biospheric)*

Human values are described by Rokeach (1973, p. 5) to be “enduring beliefs that a specific mode of conduct or end-state of existence is socially or personally preferable to an opposite or converse mode of conduct or end-state of existence”. It is critical for CRM marketers to comprehend the key role played by value orientation in assessing attitude and CRM purchase intention. The significance of human values are emphasized by numerous scholars and researchers (Paco et al., 2013; Stöckigt et al., 2018). However, seldom studies have explored the impact of value orientation on product evaluations (Prakash et al., 2019; Bickart and Ruth, 2012). Past environmental studies have highlighted three value orientations which have impact on ethical beliefs/intentions: altruistic, biospheric and egoistic (De Groot & Steg, 2008). Egoistic-value orientation for this study represents a pro self-concept that exhibits an environmental/ecological concerns regarding the individual or concerns regarding their close/loved ones (Prakash et al., 2019). In addition, Yadav (2016) observed that egoistic value orientation is a key determinant of ethical behavioural intention. Likewise, egoistic value orientation has been found to have impact on consumer attitude when it concerns ethical consumption (Kessous et al., 2016). Past studies have indicated that egoistic orientation is a strong predictor of ethical attitude and beliefs (Lee et al., 2014). Moreover, Prakash et al. (2019) asserts that it is significant to measure the influence of value orientation separately to leverage the interpretation related to determinants of attitude toward eco-friendly offerings. Therefore, we propose following hypothesis:

H1: Egoistic value orientation leads to positive attitude towards eco-friendly products

#### *Altruistic value orientation*

Altruistic value orientation represents empowerment of consumers to act for the benefit of others with no expectations of any returns (Yadav, 2016). Pearce (2013) applied social identity theory to assess behavioural intention based on personal values. It becomes crucial to investigate CRM response as such response differ grounded on value orientation (Bigne-Alcaniz et al, 2009). Yadav (2016) established that altruistic value orientation exhibited by consumers reflect their positive ethical-attitude or behavioural intention toward organic products. Likewise, Gatersleben et al. (2014) altruistic value orientation influences attitude of consumers when it is accompanied by ethical consumption. Past research has showed that consumers with high altruistic value orientation possess strong ecological beliefs (De Groot et al., 2013). Till date, we have hardly found any empirical evidence related to the influence of consumer altruistic value orientation on attitude towards eco-friendly product especially from CRM perspective. Hence, we recommend the following hypothesis:

H2: Altruistic value orientation leads to positive attitude towards eco-friendly products.

#### *Biospheric value orientation*

Prior studies have attempted to explore the relationship among human values, eco-friendly behavioural intentions/beliefs (Moser, 2016). Although egoistic and altruistic value orientation have

been discussed frequently in environmental literature, biospheric value orientation has been less discussed. Biospheric value orientation represents the intrinsic value of nature and emphasizes moral consideration (De Groot et al., 2013). Stern & Dietz (1994) suggests that biospheric value orientation drives individuals to act pro-environmentally based on their consideration of costs/benefits to biosphere as a whole. De Groot et al. (2013) asserts that biospheric value oriented consumers have positive attitude and intentions towards businesses that work for resolving environmental concerns and donate towards such organizations. To the best of our knowledge, biospheric value orientation has barely been examined in the context of CRM context to measure the attitude. Thus, we postulate the following hypothesis:

H3: Biospheric value orientation leads to positive attitude towards eco-friendly products

#### *CRM purchase intention towards eco-friendly products*

Prior literature indicates that a lot of new age customers are worried about environmental issues, sustainable products, greenism and recycling/product disposal (Zinkhan and Carlson 1995). Shrum and McCarty (1995, p. 72) demarcated green consumers as “anyone whose purchase behavior is influenced by environmental concerns”. Kilbourne (1995, p. 18) defined eco-friendly products as the one which is “produced from renewable resources at rates lower than the resource’s replacement rate for non-frivolous human needs”. The extant literature on CRM is more related to greenism in the sense that it is correlated with the CRM cause. Our investigation in the present study is in a different direction. Our examination is to measure purchase intention towards CRM-linked eco-friendly products which is seldom found in the CRM domain. We propose that consumer value orientation and positive attitude would lead to high CRM purchase intention toward eco-friendly products. Moreover, the skepticism level of young CRM consumers is phenomenally increasing as per recent research (Thomas et al., 2022) which necessitates critical investigation and deeper insights into this phenomenon. Therefore, the following hypothesis is formulated:

H4: Higher level of attitude would lead to higher CRM purchase intention towards eco-friendly products.

### **RESEARCH METHODOLOGY**

Figure 1 depicts the model which was tested to generate empirical evidence by giving out questionnaires to the selected respondents to realize the objectives of this research study. The pre-testing of the questionnaire was completed with 30 participants and 4 academicians and the changes were incorporated accordingly. The sampling technique which was adopted for this research study was the convenience sampling technique as it was the most suitable technique looking into the goals of our study. To realize the goals of our study, we selected an eco-friendly product and designed a hypothetical CRM campaign accompanied alongside the questionnaire. Past research conducted in India demonstrated that 88 per cent of shoppers in India were willing to switch to eco-friendly or green products in their daily shopping (Gogoi, 2019). The survey was carried out conducted in Ahmedabad and Surat which are the two prominent cities located in the Gujarat state of India. These two cities were taken as they represented 50 percent population of Gujarat state and were the most developed districts of India with a large percentage of urban residents. The respondents were asked for their willingness and those who gave their consent to participate were

contacted with handheld-tablets. For the survey, shoppers were selected from retail outlets who exited such outlets after their mundane shopping. They were shown the CRM campaign and were asked to assume a hypothetical retail outlet where they regularly shopped and accordingly fill up the questionnaire. The CRM ad campaign depicted an eco-friendly product (bamboo toothbrush) and description was provided regarding the CRM initiative. The CRM ad described briefly about the initiative which promised to pay a percentage of purchase proceeds to charity for a social cause.

600 respondents were contacted for this survey and out of that 467 questionnaires were duly completed and included for final survey. A higher number of rejected (133) questionnaires were due to the two screening questions we included and above that few questionnaires were incomplete. There screening questions in the beginning of the questionnaire probed the respondents in terms of their awareness about CRM programs as well as their willingness to switch to eco-friendly products in their daily shopping in retail outlets. The analysis of the data was carried out by adopting Structural equation modelling (SEM) technique and the software which was employed for data analysis was IBM-SPSS-AMOS 22 software. The structural model and measurement model parameters are depicted in the tables put forward in this study. The reliability and validity was ensured by following the guidelines recommended by relevant prior studies (Hair et al., 2010; Bollen and Long, 1993).

Five constructs were employed in the research study: (i) egoistic value orientation (ii) altruistic value orientation (iii) biospheric value orientation (iv) attitude toward eco-friendly products (v) CRM purchase intention towards eco-friendly products. The items for three value orientations (egoistic, altruistic and biospheric) has been adopted from Schwartz (1992), Stern et al. (1999) and De Groot & Steg (2008). For instance, items for such as 'protecting the environment: preserving nature'. Next, we adopted and modified the scale for attitude toward eco-friendly products from Han and Yoon (2015) with 3 items on Likert Scale. For instance, 'I would prefer to buy and support eco-friendly product'. Hou et al. (2008) utilized the scale for 'CRM purchase intention' (6 items – Likert Scale) that we adopted and modified in our study context. For instance, 'I would be willing to influence others to purchase the eco-friendly product related to a cause'. The constructs, items, sources, and factor loading scores are depicted in Table 2.

## RESULTS

The wider research goal for this study was to determine the influence of value orientation on attitude toward eco-friendly products and its consequent impact on CRM purchase intention in the context of eco-friendly products. The male respondents and female respondents were almost in equal portion. There were 34.90 percent of consumers in the age group of 18-29. There were 49.89 per cent of consumers who were post graduates. The income allocation of the consumers suggests that greater part of consumers fit to middle income class (36.83 per cent) trailed by Low middle income class (25.69 per cent).

### *Measurement model results*

The outcomes for the measurement model were ascertained through confirmatory factor analysis (CFA). Preliminary assessment of factor loading point toward the fact that two items (item no. 4 for altruistic value orientation, and item 3 for biospheric value orientation) were found to possess poor

loading (loading < 0.5) and hereafter, it was removed. Therefore, validity was determined due to factor loadings for all constructs obtained, above 0.5 (desired > 0.5) and greatly significant ( $p < 0.001$ ). The model was found internally consistent (Cronbach's alpha > 0.7 and composite reliability > 0.7, as seen in Table 2). Furthermore, average variance extracted (AVE) was also well above than the ceiling level (requested values: AVE > 0.5; see Table 2). As recommended by Bagozzi *et al.* (1991), a suitable convergent validity is ascertained. Since latent variable pairs was less than corresponding squared root count, discriminant validity got verified (see Table 3) (Hair *et al.*, 1998; Bagozzi and Yi, 1988). The common method bias (CMB) was ascertained. As per the recommendation of Podsakoff and Organ (1986), the presence of CMB endangers the validity of data. CMB was analyzed using Harman's single factor test (Harman, 1976). The variance was placed at 36.816%, which shows the absence of CMB. The intended model has CFA attaining suitable fit, Normed Chi-square values (3.068, values < 5), CFI (0.955), NFI (0.935), IFI (0.955)

and TLI (0.946) were greater than 0.90 (Bentler, 1992) and RMSEA (0.067) was lesser than 0.8 (Bagozzi and Yi, 1988).

#### *Structural equation model results*

In the next phase, the hypothesized structural model was tested (See Figure 1). The model coefficients was found to have the expected signs and were found highly significant. Subsequently, results show that egoistic value orientation is positively related to consumers' attitude towards eco-friendly products ( $\beta = 0.42$ ,  $t = 7.773$ ,  $p < 0.001$ ), offering backing for H1. H2 articulates that altruistic value orientation has positive association with consumers' attitude towards eco-friendly products ( $\beta = 0.19$ ,  $t = 3.806$ ,  $p = 0.012$ ), which is also confirmed. This study also confirmed that Biospheric value orientation is positively associated with the attitude towards eco-friendly products ( $\beta = 0.22$ ,  $t = 4.069$ ,  $p = 0.005$ ), henceforth, H3 is supported. H4 that attitude towards eco-friendly products is positively influence to the CRM purchase intention CRM purchase intention towards eco-friendly products ( $\beta = 0.58$ ,  $t = 13.203$ ,  $p < 0.001$ ), is also thereby confirmed.

## **DISCUSSION AND CONCLUSION**

The present study attempted to examine the relationship of value orientation (egoistic, altruistic and biospheric), attitude and CRM purchase intention toward eco-friendly products. The findings of this framework proposed by this study indicate that value orientation influences attitude toward eco-friendly products and subsequently impacts the purchase intention towards CRM-linked eco-friendly products. Although CRM has been in mature stages in USA, UK and other developed markets, it is in nascent stages in emerging markets such as India (Thomas *et al.*, 2020). Varadarajan and Menon (1988) gave one of the earliest definition of CRM in the 1900s describing the mature markets of US. However, in the last decade, the skepticism among CRM consumers has increased which provides the rationale to this study. In addition, one of the major gaps fulfilled by the present study is critical insights on the consumer attitude and purchase intention towards eco-friendly products from emerging market perspective which has been missing in the CRM literature for long. Henceforth, this study adds theoretical insights to the existing CRM literature and managerial insights for CRM marketers as well as sustainable consumption.

The results of this study have established that egoistic value orientation, altruistic value orientation and biospheric value orientation have positive influence on attitude towards eco-friendly products. The results of this study is in line with Prakash et al. (2019) who found that egoistic and altruistic value orientation positively influences attitude towards green packaging products. Likewise, the findings converge with the finding of Yadav (2016) although it was done in a different context of organic products. However, the findings are contrary to the findings of Smith and Paladina (2010) who found altruistic value orientation having negative impact. This finding offers critical insights for developing markets and Indian business and CRM marketers should target customers by doing value profiling. This finding is parallel to the findings of De Groot et al. (2008) who observed that value orientations provided strong justifications to the environmental concerns of consumers. The results of our study demonstrate that value orientation of young Indian consumers plays a key role in defining attitude towards eco-friendly products. This research provides vital understandings for CRM marketers to design promotional strategies exclusively for CRM-linked eco-friendly products. In terms of theoretical implications, this study is first of its kind which connects CRM with green products and examines the purchase intention, thus, providing strong theoretical insights and valuable additions to the CRM literature.

In the next phase, the present study established that attitude toward eco-friendly product has a positive influence toward purchase intention toward CRM-linked eco-friendly products. This is in line with study which demonstrated that consumer attitude has a significant influence on purchase intention for green packaged products (Prakash et al., 2019; Jaiswal and Kant, 2018). Therefore, the results indicate that Indian retailers should promote CRM initiatives to environment conscious consumers which would possibly lead to positive attitude and higher purchase intention of eco-friendly products. This study demonstrates that value oriented young consumers would tend to have a positive attitude and strong purchase intention towards CRM products that a bend of eco-friendliness. Such consumers would tend to donate higher if they are exposed to CRM campaigns associated with eco-friendly products. CRM promotions should be targeted to increase the inclination of such individuals toward buying environment friendly products. CRM advertisers could develop and design innovative campaigns to elicit higher CRM behavioral intentions. Additionally, this research would also contribute theoretically by extending the limited literature on sustainable consumption from emerging market perspective. Future research studies from emerging market perspective should highlight on other factors influencing value orientation and green product consumption. Such a study assumes its significance from the fact that India is taking a lot of steps towards environment conservation and around 700 plus million metric tons of plastic wastage is generated annually (Gogoi, 2019). Therefore, CRM-marketers should enrich CRM experience by delivering eco-friendly products and thereby acquiring donations from eco-conscious individuals (Tezer and Bodur, 2020).

#### **LIMITATIONS AND FUTURE SCOPE**

This study possesses several limitations and future research studies in this domain could rectify and remove the deficiencies. Firstly, this study has been conducted in two mega cities of one state in India due to time and budget constraints. Hence, it would be tough to generalize the outcomes of the study to the whole of India. In future, researchers conducting similar studies or extension studies could

consider other major cities of India or further consider other emerging countries such as Brazil or China or Russia. This research relied upon eco-friendly products in the CRM domain. Future scholar could explore other phenomenon under the same roof such as pharmacy or generic products (Thomas et al., 2016), Ayurveda products (Thomas and Vatawala, 2019), resellers such as Meesho (Thomas et al., 2021b), bus retailing (Thomas et al., 2014), online grocery retailers such as Grofers, Big Basket (Kureshi and Thomas, 2019) and technology products (Thomas and Varia, 2018). Lastly, CRM has been in nascent stages in India. Future researchers could also consider mature CRM markets and examine as well as observe whether the research outcomes are on the same lines or dissimilar. Future research could concentrate on assessing pro-environmental behaviour rather than just purchase intention of Indian consumers.

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Figure 1: Research Framework

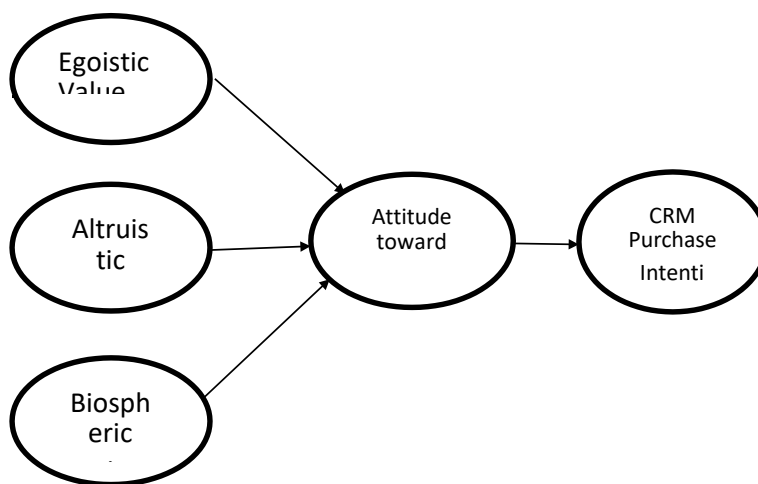


Figure 2: Structural Equation Model

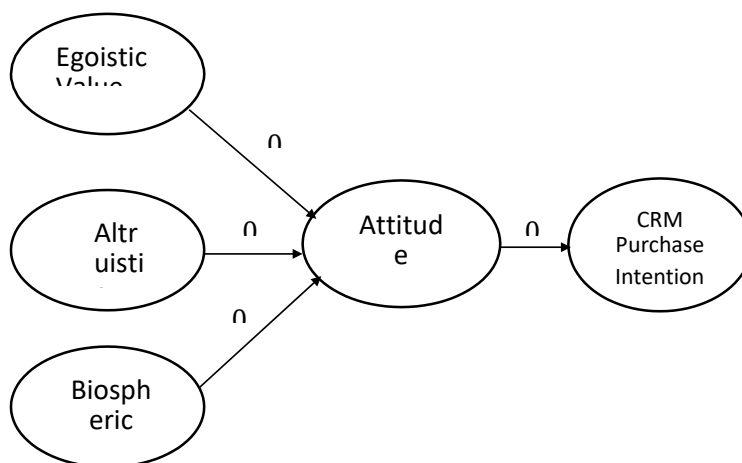


Table 1: Demographic profile of respondents (N=467)

|                           | Frequency | Percentage |
|---------------------------|-----------|------------|
| <b>Gender</b>             |           |            |
| Male                      | 236       | 0.505      |
| Female                    | 231       | 0.495      |
| <b>Age</b>                |           |            |
| 18-22                     | 163       | 0.349      |
| 22-26                     | 139       | 0.298      |
| 27-30                     | 131       | 0.281      |
| 31-35                     | 34        | 0.073      |
| <b>Education</b>          |           |            |
| School Education          | 56        | 0.120      |
| Bachelor Education        | 129       | 0.276      |
| Post Graduate Education   | 233       | 0.499      |
| Professional Education    | 49        | 0.105      |
| <b>Income (Annual)</b>    |           |            |
| Low Income class          | 88        | 0.188      |
| Low Middle income class   | 120       | 0.257      |
| Middle Income class       | 172       | 0.368      |
| Upper Middle Income class | 49        | 0.105      |
| Upper Income class        | 38        | 0.081      |

**Table 2: Construct, Items, convergent validity and reliability**

| Construct and Items                                                                                                              | Composite<br>AVEReliability | Cronbach's<br>alpha | Std. Factor<br>Loadings |
|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------|-------------------------|
| <b>Egoistic Value Orientation</b> (Schwartz, 1992; Stern et al., 1999; De Groot & Steg, 2008)                                    | 0.742                       | 0.920               | 0.918                   |
| Social power: control over others, dominance                                                                                     |                             |                     | 0.790                   |
| Wealth: material possessions, money                                                                                              |                             |                     | 0.896                   |
| Authority: the right to lead or command                                                                                          |                             |                     | 0.868                   |
| Influential: having an impact on people and events                                                                               |                             |                     | 0.887                   |
| <b>Altruistic Value Orientation</b> (Schwartz, 1992; Stern et al., 1999; De Groot & Steg, 2008)                                  | 0.784                       | 0.914               | 0.904                   |
| Equality: equal opportunity for all                                                                                              |                             |                     | 0.959                   |
| A world at peace: free of war and conflict                                                                                       |                             |                     | 0.962                   |
| Social justice: correcting injustice, care for the weak                                                                          |                             |                     | 0.710                   |
| <b>Biospheric Value Orientation</b> (Schwartz, 1992; Stern et al., 1999; De Groot & Steg, 2008)                                  | 0.533                       | 0.771               | 0.759                   |
| Preventing pollution: protecting natural resources                                                                               |                             |                     | 0.588                   |
| Respecting the earth: harmony with other species                                                                                 |                             |                     | 0.826                   |
| Unity with nature: fitting into nature                                                                                           |                             |                     | 0.756                   |
| <b>Attitude toward eco-friendly product</b> (Modified from Han and Yoon ,2015)                                                   | 0.739                       | 0.894               | 0.883                   |
| I would prefer to buy and support eco-friendly products                                                                          |                             |                     | 0.862                   |
| I would wish to buy those eco-friendly products that are picked up and recycled for other use                                    |                             |                     | 0.956                   |
| I would buy eco-friendly products even if they belong to a less well-known company                                               |                             |                     | 0.749                   |
| <b>CRM Purchase Intention toward eco-friendly product</b> (modified from Hou et al., 2008)                                       | 0.656                       | 0.919               | 0.918                   |
| I am eager to learn more about this eco-friendly product which is related to a campaign for a cause                              |                             |                     | 0.870                   |
| I am likely to participate in a campaign for a cause by purchasing the eco-friendly product                                      |                             |                     | 0.899                   |
| I would be willing to purchase this cause- related eco-friendly product                                                          |                             |                     | 0.729                   |
| I would consider purchasing from this firm which donates to a cause in order to help it                                          |                             |                     | 0.875                   |
| I would be willing to pay a higher price for the eco-friendly product of the firm which offer cause campaign than that of others |                             |                     | 0.667                   |
| I would be willing to influence others to purchase the eco-friendly product related to a cause                                   |                             |                     | 0.795                   |
| <b>Measurement Model Fit Indexes:</b>                                                                                            |                             |                     |                         |
| $\chi^2/df = 3.068$ ; CFI:0.955; NFI:0.935;IFI:0.955 TLI:0.946; IFI:0.955; RMSEA: 0.067                                          |                             |                     |                         |

Table 3: Discriminant Validity

| Items                                                     | CRM Purchase<br>Intention toward<br>Eco- friendly<br>products | Egoistic<br>Value<br>Orientation | Altruistic Value<br>Orientation | Attitude toward<br>Eco-friendly<br>products | Biospheric<br>Value<br>Orientation |
|-----------------------------------------------------------|---------------------------------------------------------------|----------------------------------|---------------------------------|---------------------------------------------|------------------------------------|
| CRM Purchase<br>Intention towardeco-<br>friendly products | <b>0.81</b>                                                   |                                  |                                 |                                             |                                    |
| Egoistic Value<br>Orientation                             | 0.312***                                                      | <b>0.861</b>                     |                                 |                                             |                                    |
| Altruistic Value<br>Orientation                           | 0.268***                                                      | 0.488***                         | <b>0.885</b>                    |                                             |                                    |
| Attitude towardeco-<br>friendly products                  | 0.607***                                                      | 0.520***                         | 0.415***                        | <b>0.86</b>                                 |                                    |
| Biospheric Value<br>Orientation                           | 0.247***                                                      | 0.285***                         | 0.366***                        | 0.370***                                    | <b>0.73</b>                        |

Note: \*\*\*  $p < .001$