Relationship between Corporate Social Responsibility and Marketing Performance:
The Mediating Effect of Customer Value and Corporate Image

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Abstract

Although Corporate Social Responsibility, Customer Value, Corporate Image and Marketing Performance have become attractive research topics in the business literature, not much is known about their interrelationships. Hence Prior research has examined the relationships within subsets of these concepts. Therefore, this study aims to address this gap by developing a causal model incorporating these concepts to investigate the relationships among them in the context of hospitals. However, main objective of the study is to investigate the mediating effect of Customer Value and Corporate Image on the relationship between Corporate Social Responsibility and Marketing Performance. The proposed model was tested on data were obtain through survey conducted on managers and consultant physicians of private Jordanian hospitals in Amman. A structural equation model analysis was conducted using AMOS 22.0 and PLS 7.0 to verify the reliability and validity of the multi-item scales and to test the hypothesized relationships. However, the results indicate a positive direct effect of Corporate Social Responsibility on Customer Value, Corporate Image and Marketing Performance. Result also indicates a positive directs effect of Customer Value on Corporate Image as well as Marketing Performance. Findings also indicate that Corporate Image has positive direct effects on Marketing Performance. Furthermore, result indicates a partial mediation effect of corporate image and customer value. However, Findings indicate that Corporate Social Responsibility did enhance hospital performance, yet this effect was direct and indirect .Thus, the result positions customer value and corporate image as the primary mechanism through which the beneficial effects of Corporate Social Responsibility are realized. The study concludes with a discussion of the research and managerial implications of these findings.

Keywords: Corporate Social Responsibility (CSR), customer value, corporate image, marketing performance, structural equation modeling (SEM)

1. Introduction

The marketplace today is very dynamic, vibrant and competitive. The customers are smarter, more informed, and have an access to many channels and choices which they take little time to exercise. Customer can easily defect to competitors who promise better offerings at lower prices (Bhardwaj, 2007). Present day business environments are characterized by increasingly saturated markets, caused by changes in the nature of competition and an ever-growing imperative to attain a comprehensive appreciation of customer needs. Matching the growing complexity of the business environment has led to an ever-more diversified and demanding customer base (Barnes et al., 2004). In an ever expanding and rapidly changing environment, companies cannot maintain attitudes characterized by attracting customers or expanding in new markets. The key success factor to survive in mature markets relies on sustaining long-term relationships with stakeholders (De madariaga & Valor, 2007). The challenge all marketers face today is in finding ways of increasing customer loyalty and retention. Transforming indifferent customers into loyal ones and establishing a long term relationship with customers is critical for organizational success. (Bhardwaj, 2007; Alrubaiee & Al-Nazer, 2010). Nevertheless, in highly competitive

environment, companies oriented their efforts to achieve corporate social responsibility to gain sustainable development. It has been also found that companies aspire to achieve marketing performance by improving deferent marketing strategies to create competitive advantage. However, according to Klink and Smith (2001) corporate image create also a competitive advantage for the firm by successful differentiation from competitors and thereby increase marketing performance. Likewise, Worcester (2009) found that corporate social responsibility has been acknowledged as one of the most important factors in determining corporate reputation, and an antecedent of corporate image. While, Narver and Slater (2000) posited that customer value has become one of the main interests to scholars and managers, and considered as the next source of competitive advantage to improve their performance. As well, Khalifa (2004) stated that Creating and delivering customer value is a cornerstone of marketing and competitive strategy, in order to maximize marketing performance. Nowadays, scholars acknowledged that health care organizations evolve in an environment characterized by the fast paced changes (Mahadevappa, 2010). Also, it has become noticeable that there's an increasing in the competition between hospitals to get competitive advantages, which enable hospitals to create higher value for their patient. However, Andaleeb (2001) pointed out, that patient satisfaction enhances hospital images, which in turn translates into increased market share and marketing performance. On the other hand, Mattila (2009), found that CSR is often referred to a good corporate image and reputation outside the organizations. Furthermore, Cretu and Brodie (2007) indicated that the brand's image has a more specific influence on the customers' perceptions of product and service quality while the company's reputation has a broader influence on perceptions of customer loyalty and customer value. Nevertheless, despite what mentioned above, there is still a need for closer examination of the hospital's corporate image.

Therefore, the lack of studies in this area has prompted the researcher to look closely at the antecedent of corporate image and its effect on marketing performance. Therefore, this study aims to empirically investigate the effect of corporate social responsibility on marketing performance. Moreover, the study aims to investigate the mediating effect of customer value and corporate image on this relationship in Jordanian Private Hospitals. Hence, such understanding could contribute to improving the corporate social responsibility that leads to improve hospital performance. Therefore, this study will strengthen the existing body of knowledge by testing the relationships between corporate social responsibility, customer value, corporate image and marketing performance in Jordanian private hospitals. Furthermore, this study is of great value to the health service sector since it shows hospital managers how to gain customer value, corporate image and enhance marketing performance of hospital through the corporate social responsibility.

2. Theoretical Review

2.1 Conceptualization of Corporate Social Responsibility (CSR)

The concept of CSR is often used interchangeably with concepts such as: sustainable development, corporate citizenship, corporate sustainability, corporate social performance, and corporate ethics (Vitezic et al., 2012). Although, from a stakeholder perspective, CSR can be seen as a support to worthy causes, but it can also be seen as a marketing practice with the purpose of increasing visibility rather than creating social impact. Stakeholders always wondering if CSR is really selfless or it's just another marketing trick to maximize profits indirectly. Nevertheless, corporate social responsibility has become an important topic, rising to a corporate priority in management and marketing. Although, there has been growing concern by professionals and academia in the area of Corporate social responsibility and the marketing ethics realizing the importance of conducting the business, which takes care of the society's interest by improving the quality of life; at the same time maximizing optimal profit of their firms. However, McWilliams and Siegel (2001) described CSR as "actions that appear to further some social good, beyond the interest of the firm and that is required by law". Likewise, Labbai (2007) defined corporate social responsibility as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at substantial. Similarly, Vaaland et al., (2008), defined CSR as a "management of stakeholder concern for responsible and irresponsible acts related to environmental, ethical and social phenomena in a way that creates the corporate benefits". However, Dahlsrud (2008) views that corporate social responsibility (CSR) presents five dimensions: social, environmental, stakeholders, economic and voluntary. Since Stakeholder dimensions concern the way companies interact with their employees, suppliers and customers, therefore, CSR is significant for the creation of a durable image, and has been recognized as an important factor in hospital's success. CSR recently has been acknowledged as one of the most important factors in determining corporate Image; and that explain a strong corporate Image can provide a competitive advantage, and stakeholders are becoming skeptical about firms' reasons for engaging in CSR, making it more difficult for researchers and practitioners understand the specific consequences and effects of engaging in CSR activities (Mahadevappa, 2010). In any case,

CSR can provide many benefits to companies: maximize sales and market share, strengthen corporate image, attract and retain talented employees, reduce the cost, creating competitive advantage and improved customer loyalty (Vitezic, et. al. (2012).

2.2 Customer Value

Customer value and customer perceived value are used reciprocally by marketers and scholars to refer to the value that a customer is said to perceive and drive from product and service. However, customer value have been defined as a consumer's perception of net benefits gained in exchange for the costs incurred in obtaining the desired benefits (Chen & Dubinsky, 2003).Therefore, the essence of consumer value well be as an interactive relativistic preference experience (Holbrook, 2005). However, Paananen & Seppanen (2013) argued that the centrality of the dynamics in the customer value literature is apparent from the various definitions of customer value. Customer value may accumulate from terminal values through derived value until lifetime value. However, Hult and Ketchen (2000) identified four capabilities that help the company to create superior value for customers in: market orientation, entrepreneurship, innovativeness and organizational learning. Furthermore, it is important to capabilities as they support companies in creating superior value in volatile markets (Narver & Slater, 1990).Although, Choi & Chu (2001) suggested that to be successful in the hospitality industry, the service providers must provide superior customer value, and this must be done continuously and efficiently. On the other side, from a managerial perspective, customer value has to be planned for, resources deployed to achieve the desired level and personnel put in place to implement the plan (Ulaga, 2003). In this regard, Lindgreen and Wynstra (2005) argued, that customer value has at least two dimensions: the total value of goods and services as well as the relationship value, which is composed of direct and indirect functions of a customer relation. In addition, Pihlstrom & Brush (2008) suggested that functional, convenience, emotional, social, conditional, and epistemic value as the multiple dimensions of value. Likewise, Roig, et..al., (2009: 778) defined customer value as a construct formed by two parts, one of benefits received (economic , rational and social) and the other of sacrifices made (convenience, time, effort and price) by the customer. The study adopts the four value dimensions: economic, emotional, social and functional value. However, economic value is related to perceived economic benefits received in comparison to a monetary cost of the service. Hence, scholars found a significant role of consumers' perceived monetary value in satisfaction and future decisions (Chen & Dubinsky, 2003). On the other hand, emotional value (psychological): benefits gained from intangibles, such as brand names, image, and other associations with a certain brand. It also, refers to the utility derived from the feelings or affective states that a service provider engenders (Sweeney & Soutar, 2001). This emotional value is expected to incorporate consumers' affective responses to service stimuli in a cognitive-oriented means-end model. In a retailing context, Sweeney & Soutar (2001) found that emotional value is the strongest predictor of consumers' purchase intention in a particular store. In addition, social value is related to enhancement of social self-concept (Sweeney & Soutar, 2001). In the use of services, social image can be an important factor that affects consumers' decision making. Hence, social value is expected to play an important role in the context of medical service usage. Moreover, Functional value as measurable functional or utilitarian benefits that accrue to customers from the performance features of a given product. It also refers to how product/service are delivered (Gronroos, 2007). The functional value is therefore conceptualized to include construct of ease of use (Ho and Ko,s, 2008).To this end, Edvardsson et.al. (2006) point out that value cannot easily be linked to individual products, services, or customer solutions; rather, it is reliant on service, corporate identity, and customers' broader perceptions of the company.

2.3 Corporate Image

Corporate image of an organization is believed to be the most important factor in developing and maintaining loyalty (Ishaq et al., 2014). However, corporate image of an organization refers to accumulating of consumption experiences on multiple occasions with emotional and functional principles of the products (Ryu, Lee and Kim, 2012). The term Corporate Image has been defined as the actual perspectives that external people, or stakeholders, hold about the organization (Alwi & Silva, 2008). MacInnis and Price (1987) pointed out that corporate image results from an evaluation process, which originates from thoughts, feelings, and previous consumption experience in relation to a business entity, turning consumers' memories into spiritual impression .Likewise, Gray (1986) suggested that corporate image is the combination of consumers' perception and attitude towards a business entity.(Lin & Lu, 2010). Bromley (2001) defined corporate image as an "immediate mental perception of the organization held by an individual, group or network." That mental picture of an organization that can be created quickly through communication programs (Gray & Balmer, 1998). However, the concepts identity and image can be used to refer to the identity or image of a person, a product, an organization or a service (Brown et al., 2006). Therefore, we will refer to the corporate identity and corporate image in this research. Nevertheless, the image of an organization can be determined amongst different external groups which all have a different relation

with the organization, such as customers, non-customers, the government, the media, investors or pressure groups. In addition Howard (1998) has suggested that the corporate image communicates the organization's mission, the professionalism of its leadership, the caliber of its employees, and its roles within their marketing environment or political landscape, and everything an organization does affects the perception of that organization and its performance, products and services. Nonetheless, the corporate image is not fully manageable by the insiders of an organization, however to a large extent it is affected by the choices and actions made by the management, specifically by the communication managers (Brown et al., 2006). In another words, it's the net result of the interaction of a person's belief, feelings and impressions of an object that is the net result of the interaction of a person's belief, feelings and impressions of an object. According to Robertson and Gatignon (1986) corporate image helps consumers obtain a better understanding of the products offered by specific corporations and further mitigate their uncertainty while making buying decisions. What's more, Balmer, (2008) realized that the corporate image is very important as it determines the success of an organization. However, People rather buy products or make use of services of an organization that has 'a good name' and is well known, than an organization they do not know or that has a bad reputation. Likewise, Liou and Chuang (2008) argued that in the great competitive industries it is essential to corporate image to be positive, because it has an impact on customer loyalty towards the company. The same is true for the service industry; customer loyalty tends to be higher when the corporate image is preferred (Nguyen & Leblanc, 2001). A positive corporate image also sets an organization apart from its competitors and encourages purchases (Liou & Chuang, 2008). In this regard, the strategic role of corporate image has become even more apparent, as managers have come to realize that every firm's constituent holds an image of it. To this end, companies use a number of strategies to modify the corporate images in the minds of consumers. Among some of the popular ways in which companies are able to develop a positive image are through corporate philanthropy (Smith, 1994, Simon, 1995), cause-related marketing and social environmental responsibility. And because corporate image is the result of the communication process which the firm creates and transmits an identity that reflected the value and essence of the service brand (Van Reil & Balmer, 1997). Moreover, customer patronizing companies with good corporate image is likely to be psychologically satisfied because they believe that such firms offer value for money. As a result, customers want to be associated with firms that have a good image. Thus, we believe that customer satisfaction will enhance customer loyalty in firms that have a good corporate image. Therefore, social pressure is expected to increase customer loyalty in firms that have a good corporate image (Tarus & Rabach, 2013). Furthermore, Mastenbroek (2004) has suggested that the corporate image exists of four components: visual aspects, cognitive aspect, affective aspect, and the judgments of the organization. Therefore, it's thus argued that Positive corporate image is very necessary in highly competitive sectors such as hospitals. Corporate image represents an asset which allows firms to differentiate and increase their success chances in the markets. The crucial goal of all these corporate initiatives is to ensure that the consumers hold a positive image of the company which would in turn lead to a positive image of the products manufactured and marketed by the company which that help them to achieve the competitive advantage and reinforce their market performance.

2.4 Marketing Performance

Performance is a fairly broad concept, and it's meaning changes in accordance with user's perspective and needs (Lebas, 1995). Marketing performance operationalzed as: it is a dynamic process that has multiple dimensions aiming at achieving organization's marketing objectives (Morgan, et al, 2002). Traditionally, firm performance has been viewed and measured in accounting terms (Avci, et al. 2011). An additional issue should be raised here; due to confidentiality concerns, it is often challenging to obtain actual accounting data from organizations unless they are publicly quoted companies. As a result, previous research studies looking into performance related issues used self-reported financial and non-financial performance measures. However, Sink & Tuttle (1989) note that performance should not be treated only as a financial concept. Thus, it is suggested that particularly in the service sector, non-financial performance should receive serious consideration (Alrubaiee, 2013). Nevertheless, Marketing performance has been defined as the ability to achieve the objectives of marketing (Solcansky & Simberiova, 2010).Therefore, Marketing performance management goal is to achieve key outcomes and objectives to optimize group, individual, or organizational performance. In this regard, performance criteria could be divided into two categories,. The first group includes technical efficiency, operational efficiency and exchange efficiency, while the second group includes innovation, equity, employment, and co-ordination efficiency. However, Performance generally is controlled by many factors such as employee productivity, sales, market share, shareholder value, profitability, and customer satisfaction. On the other hand, performance can be measured by knowing how far actual performance is consistent with planned performance or with standards already established (Kotler and Keller, 2012). Nevertheless, Anderson and Vincze (2000) argued that Standards of marketing performance may be established on the basis of the company's mission, company's vision for the future, company

data and forecasts for future performance, or by benchmarking against key success factors in the industry. MoreoveClark (2002) argued that marketing budgets should be treated as capital expenditure in building revenue generating marketing assets rather than overhead expenditure; marketing resources ultimately drive long-term marketing performance. Customer expectations about quality of services that should be offered and their performance of these services have an enormous impact on the level of satisfaction or dissatisfaction felt with the total purchase and sale experience. Therefore, the effectiveness and the efficiency of marketing activities well be accomplished by concentrating on the alignment of marketing strategies, activities, and metrics with business goals Solcansky et al, (2010) defined it as the ability to achieve the objectives of marketing. However, academic interest in marketing performance measurement is largely based on the assumption that greater marketing accountability enhances firm performance and marketing's stature (e.g., Rust et al. 2004). One study to date (O'Sullivan & Abela 2007) has demonstrated a positive relationship between the ability to measure marketing performance, and actual firm performance (O'Sullivan et al.2009). Furthermore, Pertusa-Ortega et al. (2010) defend the adequacy of subjective measures as opposed to objective ones (Alrubaiee, 2013). Therefore, the study evaluates marketing performance using the subjective approach to measuring performance.

2.5 Relationship among Study Variables

It can be noted that corporate social responsibility is one of the most important factors that influence the image. Therefore, effective communication of CSR activities should provide an understanding and recognition of the value of the company, which in the final phase has an impact on corporate identity and subsequently on the corporate image (Jurišová & Ďurková 2012). To this end, Mattila (2009) indicated, that CSR significantly and positively related to Corporate Image.

Similarly, Pomering & Johnson (2009) study provided conceptual insights into reducing consumer skepticism toward CSR-based corporate identity communicated via corporate image advertising. Likewise, Arendt and Brettel (2010) study result showed that CSR triggers the corporate image building process. Similarly, Jurisova and Durkova (2012) noted that corporate social responsibility is one of the most important factors that influence the corporate image. Furthermore, Tarus and Rabach (2013) found that corporate image moderate the relationship between service value, service quality, social pressure and customer loyalty. Therefore, firms should invest in good corporate image in order to realize the benefits of customer loyalty. On the other hand, Blomback and Scandelius (2013) Study results indicate that corporate heritage identity on its own does not influence positive consumer perception on responsibility, unless it is linked to CSR communication. Furthermore, Kolade, et.al (2014) found that hospital can increase performance through organizational citizenship behavior and beneficial corporate image. Therefore, hospital management should develop an organizational climate that can promote organizational citizenship behavior and enhance a positive corporate image and performance.

3. Conceptual Framework and Hypotheses Development

3.1 Conceptual Framework

It is now possible to develop an overall model summarizing the hypotheses and reflects a causal ordering derived from the literature reviewed above. The proposed structural model guiding this research is depicted in Figure1. It builds on core linkages between study variables: corporate social responsibility, customer value, corporate image and marketing performance. As can be seen in the figure, the corporate image is proposed as mediator. The research hypotheses are represented in the Figure 1. Corporate social responsibility is believed to have a positive effect on customer value (H1). It is suggested also that the corporate social responsibility lead to enhance the corporate image of the hospital (H2). Customer value is posited to have a positive direct effect on corporate image (H3). Also corporate social responsibility is believed to have a positive effect on marketing performance (H4). Likewise, customer value is suggested to have a positive direct effect on marketing performance (H5). In addition, corporate image is proposed to have a positive effect on marketing performance (H6). Finally, as for indirect effects, corporate image is proposed as the key mediator that connects the corporate social responsibility with the marketing performance (H7) as well as customer value with the marketing performance (H8). The hypothesized relationships of the proposed structural model guiding this research are illustrated in Figure 1.

3.2 Research Hypotheses

Therefore, to examine these relationships the following hypotheses are formulated:

H1: There is a direct effect of corporate social responsibility on customer value.

H2: There is a direct effect of corporate social responsibility on corporate Image.

H3: There is a direct effect of customer value on corporate Image.

H4: There is a direct effect of corporate social responsibility on marketing performance.

H5: There is a direct effect of customer value on marketing performance.

H6: There is a direct effect of corporate image on marketing Performance.

H7: There is an indirect effect of corporate social responsibility on marketing performance through corporate image as a mediator.

H8: There is an indirect effect of customer value on marketing performance through corporate image as a mediator.

H9: There is an indirect effect of corporate social responsibility on corporate image through customer value as a mediator.

H10: There is an indirect effect of corporate social responsibility on marketing performance through customer value as a mediator.
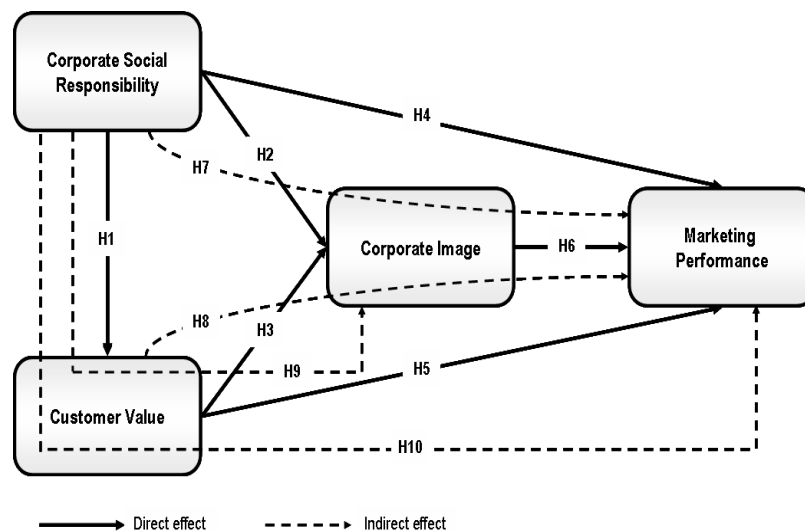

Figure 1. The Conceptual Model

4. Research Methodology

This study is exploratory, quantitative in nature, aiming to develop a better understanding of the Relationship between Corporate Social Responsibility, Customer value, Corporate Image and Marketing Performance. The purpose of this research is to understand how Corporate Social Responsibility bridges Customer value, Corporate Image, as well as how it can enhance Marketing performance. More specifically, the study intends to empirically investigate the mediating effect of corporate image on the Relationship between Corporate social responsibilities, as well, Customer value and marketing performance in Jordanian private hospitals.

4.1 Sampling and Respondents Demographics

The proposed research model is tested in the context of heath care service industry. The survey was restricted to a list of all Jordanian Private Hospitals in Amman, which encompassed 40 hospitals. Samples were restricted to 21 hospitals, who willingness to participate in the research. Most of them were the largest hospitals in Amman. Data was collected during the period of February – June 2015(Khater, 2016). Self-administered Questionnaires were distributed to a total of (252) top managers and consultants -specialist physicians. However, the integrity of collected data can be affected due to low willingness of respondents to participate. Therefore, only (210) respondents returned surveys, who had willingness to participate in the research, of which (25) questionnaires were rejected due to missing data. Thus, total of (185) valid questionnaires were finally obtained, giving response rate of 73.4%. However, the questionnaire was administered in Arabic. Most of the respondents represented mainly by female constituted 54.1%. Only 23% of the respondents were consultants -specialist physicians. 43% of the respondents were ages 40 years and older Respondent's level of education primarily represented by 65.4% university graduate degree. However, 47% of the respondents have experience in this position between 6 and 15 years.

4.2 Measurement of the Constructs

The conceptualization and items for measuring the constructs of the proposed model were drawn from the

literature. These constructs were developed using multi-item scales adapted from prior research studies previously validated in other contexts to ensure content validity. However, the items were slightly modified to fit the context of the current study. The items used in this study were measured using a 5-point Likert-type scale anchored by 5 (strongly agree) and 1 (strongly disagree). The respondents were asked to indicate their agreement or disagreement with the statements provided. The 12 items used to measure Corporate Social Responsibility were adapted from (Mahadevappa, 2010).However; Customer Value has been measured with 13 items using the scale developed by Yang & Peterson, 2004. Also corporate image have been measured with five items using the scale developed by Duarte et al., (2010). Marketing Performance, on the other hand, was assessed using six subjective, self-assessment marketing measures rather than an objective approach. This subjective Scale of marketing performance was derived from Kohli & Jaworski, (1990); Green Jr et al., (2006); Gray et al. (1998); sin et al. (2002); O'Sullivan and Abela (2007); Alrubaiee (2013); Morgan (2012); Alrubaiee et al., (2015). However, the measures of marketing performance were identified using judgmental measures based on managers' perceptions of how the marketing performed on multiple indicators of performance relative to its competitors .Therefore, Marketing performance was assessed with items that asked respondents to evaluate their hospital's marketing performance relative to their competitor. Five -point scales with anchor points of 1 ("much lower") to 5 ("much better") were used (Alrubaiee, 2013). By using a relative performance measure it was hoped that unwillingness to divulge financial information and difficulties comparing different sizes of firm could be minimized (Matear et al. 2004). According to Kumar et al. (1998) a potential problem with using managers' perceptions of their firm's performance is that respondents may be biased in their assessment (Alrubaiee, 2013).

4.3 Data Analysis

The statistical package SPSS (version 22) was used for data analysis. The measurement properties of the measures were examined using a sequential process of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The consistency of each measure was examined using Cronbach's alpha. A structural equation model analysis was conducted using AMOS 22 to test the hypotheses of this study in order to assess the effect and the significance level of each path in the research framework.

4.4 Measure Reliability and Validity

According to Anderson & Gerbing (1988), the validity of the structural model is assessed using three key validity dimensions: nomological, discriminant and convergent. The nomological validity is the validity of the entire model and indicates whether the model fits the data; the convergent validity verifies the homogeneity of the indicators and their constructs; and the discriminant validity refers to the extent of separation between the constructs, it means that each factor represents a separate dimension (Fornell & Larcker, 1981) . As the scales used had already been validated in other studies, researchers have to verify their reliability for the sector being studied. Therefore, all the measures discussed above were subjected to a purification process assessing their dimensionality, reliability and validity. Specifically, following guidelines suggested by Gerbing and Hamilton (1996), researchers obtained unidimensional measures using a sequential process of exploratory and confirmatory factor analysis (see Alrubaiee, 2012; Alrubaiee et al., 2012; Alrubaiee, 2013). In order to verify the factor structure and dimensionality of the refined scale, researchers need to collect a sufficient number of responses. According to Hair et al. (1998), the sample size needed to conduct CFA is five observations per scale item. Thus, the sample size for the validation stage of the study of 185 qualified responses exceeds the requirements to achieve a high level of statistical power. In arriving at the final set of items for each construct, some items were deleted based on item to total correlations and the standardized residual values (Byrne, 2009).

4.4.1 Exploratory Factor Analysis

Exploratory factor analysis (EFA) was performed to assess the underlying factor structures of the measurement items of the study variables. The threshold employed for judging the significance of factor loadings based on Kaiser's (1996) suggestions was 0.50 and eigenvalue greater than 1 after Varimax rotation (Hair et al. 1992; Kerlinger 1986). After deleting a cross-loaded item, the remaining items for the study variables were loaded on their postulated dimension. As shown in Table 1, results indicate that in all case a single factor emerged, i.e. there is only one factor derived from each variable: corporate social responsibility, customer value, corporate image, and marketing Performance. However, all of the items in the research model had factor loadings greater than 0.50 (0.54 – 0.91). Next, to assess the internal consistency of each construct, composite reliability (CR) and Cronbach's alpha were calculated. Most scholars suggest that the commonly acceptable threshold level is 0.7 (Chin, 1998; Fornell and larcker, 1981; George and Mallerly, 2003). As indicated in Table 1 all scales have composite reliability (CR) ranging from (0.80) to (0.90) and Cronbach's alpha coefficients ranging from (0.841) to (0.898), indicating acceptable levels of reliability for all four constructs. Then, all reliability coefficients were

above the commonly suggested threshold of 0.70 (Nunnally 1967; Nunnally, 1978; Hair et al. 1998), which suggests a high internal consistency among the items in each construct.

Table 1. Confirmatory Factor Analysis (CFA) results of study measures

	Construct	Factor Loadings	Squared Multiple Correlations (R^2)	1 - Squared Multiple Correlations (R^2)	Average Variance Extracted (AVE)*	Composite Reliability (CR)*
Q1	The hospital has economic responsibility as a measure of social responsibility	0.538	0.289	0.711		
Q2	The hospital has legal responsibility as a measure of social responsibility	0.712	0.506	0.494		
Q3	The hospital has discretionary responsibility as a measure of social responsibility	0.689	0.475	0.525		
Q4	The hospital has ethical responsibility as a measure of social.	0.768	0.589	0.411	0.600	0.837
Q5	The hospital responsibility has reports on social services	0.613	0.376	0.624		
Q6	The hospital take into account social characteristics of the patients	0.664	0.442	0.558		
Q7	The hospital take into account financial characteristics of the patients	0.564	0.318	0.682		
	Sum	4.548	2.995	4.005	-	-
	Sum Squared Factor Loadings	20.6	-	-	-	-
	Corporate Social Responsibility (Cronbach's alpha = 0.841)					
Q1	The hospital provides comfort and Welfare	0.663	0.439	0.561		
Q2	Patient's satisfaction for our service is high comparing to competitors	0.859	0.737	0.263		
Q3	Patient satisfaction about the mechanism for providing the service is high comparing to competitors	0.868	0.754	0.246	0.800	0.900
Q4	The hospital provides services, compatible with the expectations of patients	0.745	0.555	0.445		
Q5	The hospital offers a high quality and accurate services	0.790	0.624	0.376		
Q6	The hospitals offers a reliable services	0.714	0.510	0.490		
Q7	The hospital classified as a "top quality hospital"	0.579	0.336	0.664		
	Sum	5.218	3.955	3.045	-	-
	Sum Squared Factor Loadings	27.23	-	-	-	-
	Customer Value (Cronbach's alpha = 0.898)					
Q1	The hospital hold physicians with a good professional reputation	0.769	0.591	0.409		
Q2	The hospital provides a globally services	0.911	0.830	0.170	0.800	0.800
Q3	The hospital provides services known locally	0.858	0.736	0.264		
Q4	The hospital has a sophisticated modern physical facilities	0.652	0.425	0.575		
	Sum	3.190	2.582	1.418	-	-
	Sum Squared Factor Loadings	10.18	-	-	-	-
	Corporate Image (Cronbach's alpha = 0.874)					
Q1	Customer retention comparing to our competitors	0.619	0.383	0.617		
Q2	Patient's loyalty for our service comparing to competitors	0.589	0.347	0.653		
Q3	Brand awareness comparing to our competitor's brand	0.797	0.636	0.364	0.700	0.800
Q4	Innovative services comparing to our competitors	0.834	0.695	0.305		
Q5	Brand equity comparing to our competitors	0.810	0.656	0.344		
	Sum	3.649	2.717	2.283	-	-
	Sum Squared Factor Loadings	13.32	-	-	-	-
	Marketing Performance (Cronbach's alpha = 0.854)					

4.4.2 Confirmatory Factor Analysis

Subsequently, a confirmatory factor analysis (CFA), using structural equation modeling and applying the maximum likelihood method by AMOS 22, was conducted to test the reliability and validity of the dimensions suggested by the exploratory factor analysis (EFA) (Hair et al. 1998; Anderson & Gerbing, 1988). Result shows that all remaining items load highly on their corresponding factors, confirming the unidimensionality of the

constructs and providing strong empirical evidence of their validity. As can be seen in Table 1 and Table 2 as well as figure 2 the CFA results revealed that the factor loadings of all constructs were significant (*p* 0.01) and above .5, the minimum threshold value. According to Fornell & Larcker (1981), the internal validity of the measurement model was also examined by calculating average variance extracted (AVE). The AVE represents the amount of variance captured by the construct's measures relative to measurement error and the correlations among the latent variables. As shown in Table 1and Table 2 the Average Variance Extracted (AVE) for all constructs within the measurement model greater than (0.50), it range from (0.60) to (0.90). As suggested byFornell and larcker (1981) as well as Bagozzi & Yi (1988) it should be greater than (0.50) to demonstrate reasonable internal validity of the measurement model. However, both of factor loadings and Average Variance Extracted (AVE) values which are indicative of the convergent validity of measures (Hair and Anderson, 2010). Thus, evidence of convergent validity was provided by the fact that all measurement items loaded on the appropriate constructs. Moreover, the discriminant validity of the study constructs was tested as suggested by Fornell and Larcker (1981). Thus, the square root of the AVE values presented in the upper diagonal of Table 2 for each construct, were greater than the constructs' correlation coefficients with other constructs. This is indicative of discriminant validity amongst constructs (Fornell and Larcker, 1981). Table 2 presents the mean, standard deviation and correlations for the study constructs. The results reveal that all of the constructs are significantly correlated with each other as correlation coefficients range from 0.43 to 0.89. However, all correlations are less than .9, thus suggesting there is no multicollinearity between these constructs (Tabachnick and Fidell, 2012). In addition to, following the argument of Gaski & Nevin (1985), discriminant validity for all constructs were also assessed, The discriminant validity of these constructs is indicated because the correlation between any pair of scales is lower than the alpha coefficient of both the scales as shown in Table 2 (see also Gaski (1986) and Gaski (1984)). This additional test provides further indication that the study constructs exhibit adequate discriminant validity. Further, nomological validity refer to the ability of a scale to behave as expected with respect to some other constructs to which it is related (Churchill 1995). As mentioned above, corporate social responsibility can improve corporate image, Customer Value and marketing performance. Therefore nomological validity would be demonstrated if Corporate social responsibility were positively and significantly correlated with corporate image, Customer Value and marketing performance. As stated in Table 2, all correlation coefficients between corporate social responsibility, corporate image, Customer Value and marketing performance are positive and significant (at p < 0.05). Thus nomological validity of the scale is demonstrated. Consequently, it was concluded that all the scales used were acceptably reliable and valid. However, as can be seen in figure 2 results of the CFA revealed that the measurement model indicated an acceptable fit with the data. Hence ,all the fit indices as criteria to decide the models goodness- of-fit i.e. parsimonious fit indexes normed chi-square (χ^2/df < 5.0), absolute fit indexes [goodness of fit (GFI > 0.90)], ,comparative fit index (CFI > 0.90)] and the root mean square error of approximation (RMSEA < 0.08) were all in acceptable ranges (within the recommended thresholds) and provided good indicators of fit. However, Models with cut-off values above 0.90 for CFI and GFI and below 0.08 for RMSEA are considered to have a good fit between the hypothesized model and the observed data (Hu and Bentler, 1999). Nevertheless, Model fit determines the degree to which the structural equation model fits the sample data (Hair et al., 2008; Hu and Bentler, 1999; Anderson & Gerbing (1988); Bagozzi & Yi, 1988; Schumacker & Lomax, 2004). To summarize, the measures in the measurement model have adequate reliability, convergent, discriminant and nomological validity.

Table 2. Descriptive statistic and correlation matrix (Discriminant Validity of the study constructs)

Mean	SD		Corporate Social Responsibility	Customer Value	Corporate Image	Marketing Performance
3.915	0.598	Corporate Social Responsibility	**0.774**			
3.754	0.637	Customer Value	0.484	**0.894**		
3.963	0.740	Corporate Image	0.575	0.575	**0.894**	
3.703	0.692	Marketing Performance	0.430	0.681	0.530	**0.836**
		Cronbach's alpha	0.841	0.898	0.874	0.854
		Composite Reliability (CR)	0.837	0.900	0.800	0.800
		Average Variance Extracted (AVE)	0.600	0.800	0.800	0.700

Note. The diagonal elements are the square-root of AVE values of construst

The off-diagonal elements are the inter-construct correlation

A structural equation model analysis was conducted using AMOS 22 to test the Measurement model As shown in fig. 2, the results consistently supported the factor structure for all four constructs: corporate social responsibility, customer value, corporate image, and marketing Performance, respectively determined through the EFA. However, figures also shown that the standardized loading for each latent variable are greater than 0.5, as recommended by Janssens et al., (2008). Furthermore, all the fit indices as criteria to decide the models goodness- of-fit i.e. parsimonious fit indexes [normed chi-square (χ^2/df < 5.0) , absolute fit indexes [goodness of fit (GFI > 0.90)], comparative fit index (CFI > 0.90)] and the root mean square error of approximation (RMSEA < 0.08) were all in acceptable ranges (within the recommended thresholds) and provided good indicators of fit. However, Models with cut-off values above 0.90 for CFI and GFI and below 0.08 for RMSEA are considered to have a good fit between the hypothesized model and the observed data (Hu and Bentler, 1999). Nevertheless, Model fit determines the degree to which the structural equation model fits the sample data (Hair et al., 2008; Hu and Bentler, 1999; Anderson & Gerbing, 1988; Bagozzi & Yi, 1988; Schumacker & Lomax, 2004).
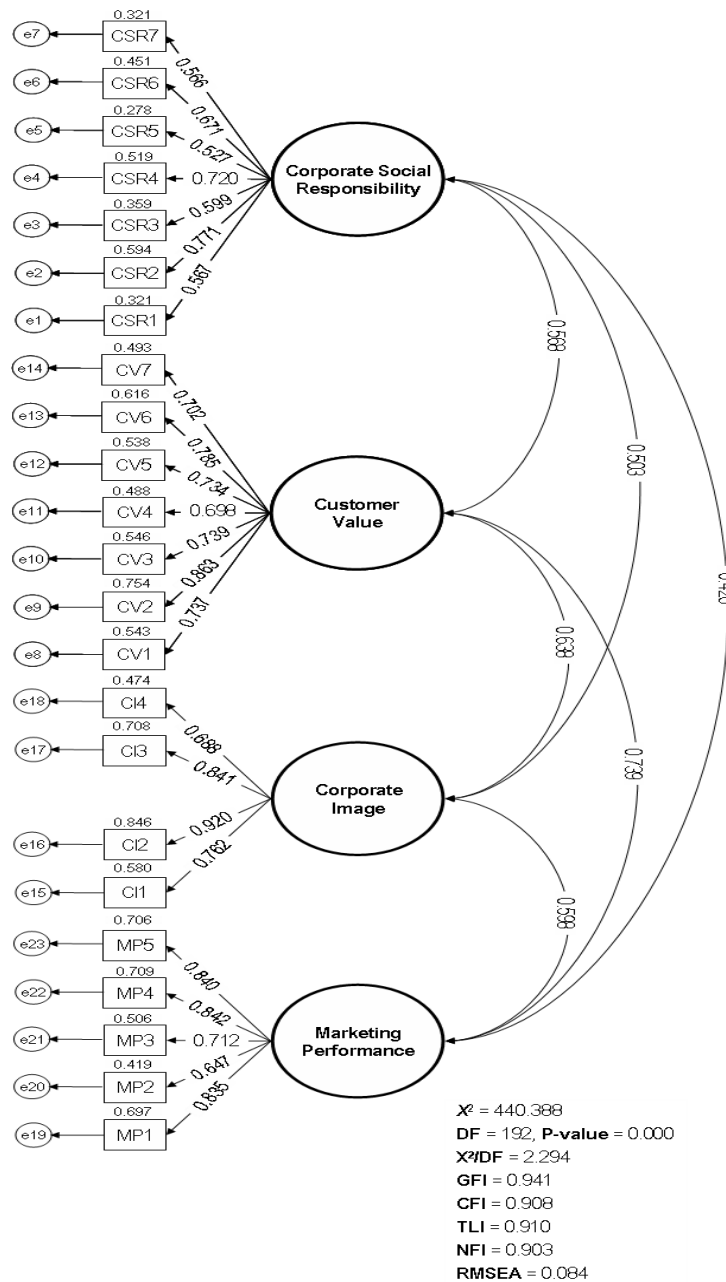

Figure 2. Confirmatory factor analyses (CFA) of the study conceptual model

5. Hypotheses Tests

A structural equation modeling (SEM) was conducted to test the hypotheses in order to assess the effect and the significance level of each path in the model. The model shown in Figure 1 was examined and tested using AMOS 22.0. Model fit determines the degree to which the structural equation model fits the sample data. However, the model was tested and provided good indicators of fit as shown in figure 3 as: Chi square/df = 2.308, with the comparative fit index (CFI) was 0.918, the goodness-of-fit index (GFI) was 0.957,Tucker-Lewis coefficient (TLI) was 0.902, incremental fit indexes [normed fit index (NFI) was 0.920 and the root mean square error of approximation (RMSEA) was 0.084, indicating a good fit between the theoretical model and the data (Bagozzi & Yi, 1988; Bearden et al. 1982). The analysis then proceeded to examine the causal relationships between these variables. The results were as expected and provided support for all hypotheses. The results of the structural model showed that corporate social responsibility had significant direct effect on customer value (H1), corporate social responsibility (CSR) had significant direct effect on corporate Image (H2) and customer value had significant direct effect on corporate Image (CI) (H3). As can be seen in Figure 3, result also indicates that corporate social responsibility, customer value and corporate Image are three powerful predictors of Marketing Performance (H4), (H5) and (H6). Thus all the six hypotheses (H1) to (H6) are supported. Figure 2 shows the Standardized direct path coefficients for the main paths based on structural equation modeling.
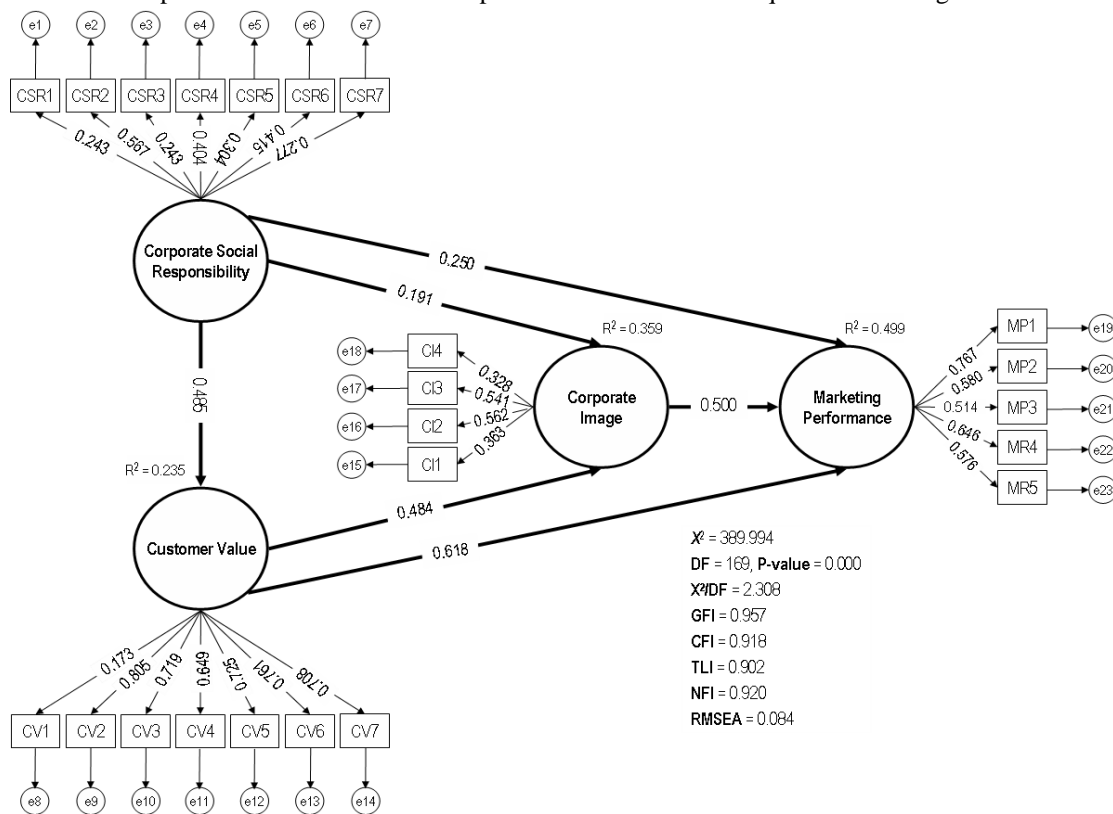

Figure 3. Result of A structural equation modeling (SEM)

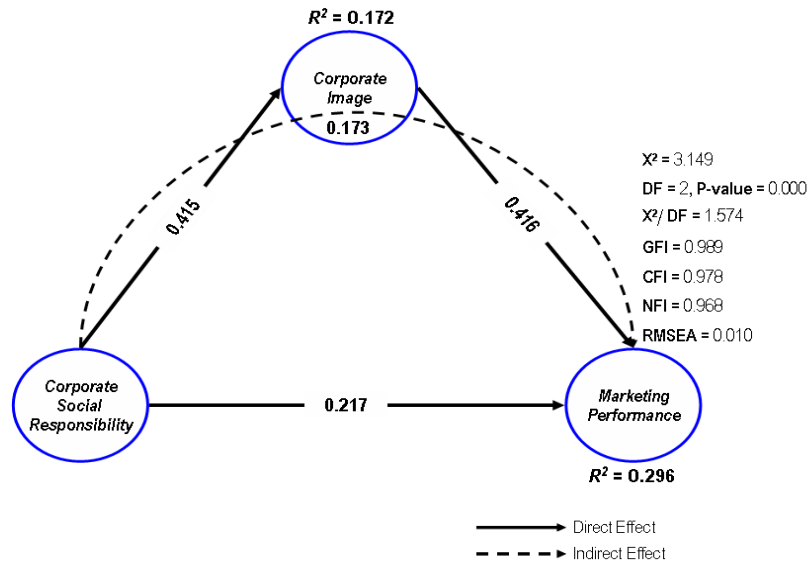### 5.1 Testing the Mediating Effects of Customer Value and Corporate Image

To test the mediating effect of corporate image in the relationship between corporate social responsibility (CSR) and Marketing Performance (MP) (H7) and between customer value and Marketing Performance (H8) as well as the mediating effect of customer value in the relationship between corporate social responsibility (CSR) and corporate image (H9), and between corporate social responsibility and Marketing Performance(H10), we applied path analysis based on structural equation modeling to investigate the indirect effect. The results of the path analysis for the sub models as shown in figures (4, 5, 6 and 7) indicate that the values of Standardized indirect path coefficients for the four indirect paths are: (0.173), (0.106), (0.210) and (0.275) for (H7), (H8),(H9) and (H10) respectively, which possess significant influence (p < 0.05). Additionally, in order to confirm the test of the mediation relationships and indirect effects we examined and compared the results of full Model (Model 1) (fig 1) with the reduced models (Model 2, 3,4 and 5)(fig 4,5,6,and 7) i.e. Model 2 (CSR → CI → MP) , Model 3 (CV → CI→ MP) , model 4 (CSR → CV→ CI) and model 5 (CSR → C → -MP). The mediating effect

according to Baron and Kenny (1986) exists under the following conditions:

1. X (Independent) is significantly related to M (Mediator)

2. M is significantly related to Y (Dependent)

3. The relationship of X to Y diminishes when M is in the model.

Therefore, we found that all the mediating conditions set by Baron and Kenny (1986) are satisfied for the four hypotheses (H7, H8, H9, and H10) i.e. The relationship of X to Y must decrease substantially upon adding M as a predictor of Y. As can be seen from figures (4, 5, 6, and 7) the standardized path coefficient after introducing the mediators has been decrease. Specifically, we found that the standardized path coefficient of the reduced models 2, 3, 4, and 5 have been decreased from (0.390 to 0.217) for (CSR →MP), from (0.672 to 0.566) for (CV → MP), from (0.415 to 0.205) for (CSR → CI),and from (0.390 to 0.115) for (CSR →MP) .

Figure 4. The mediating effect of corporate image in the relationship between corporate social responsibility (CSR) and Marketing Performance (MP) (H7)
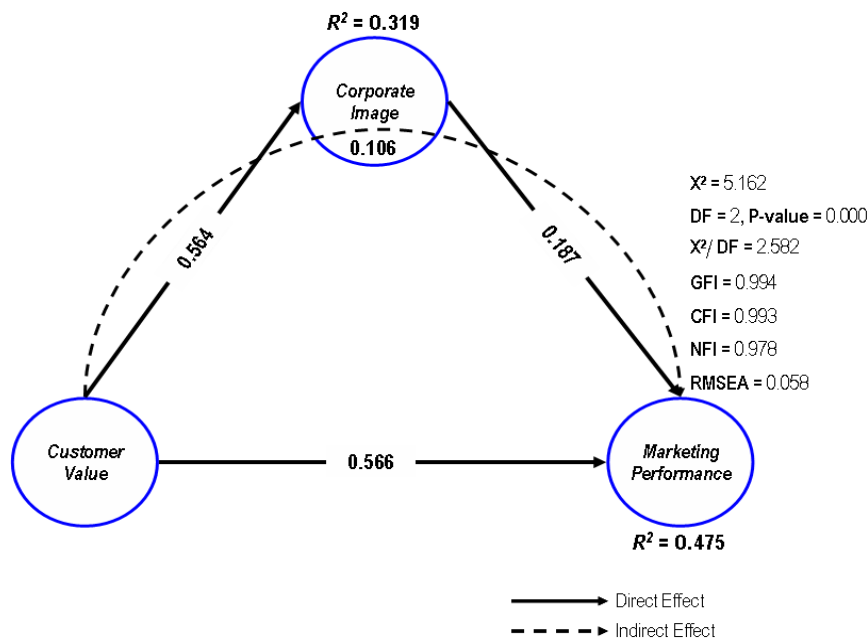

Figure 5. The mediating effect of corporate image in the relationship between customer value and Marketing Performance (MP) (H8)
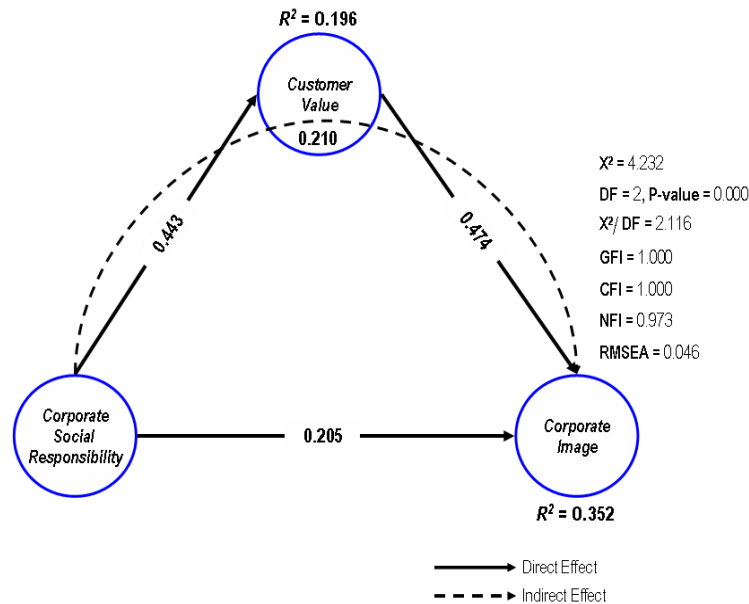
Figure 6. The mediating effect of customer value in the relationship between corporate social responsibility and corporate image (MP) (H9)
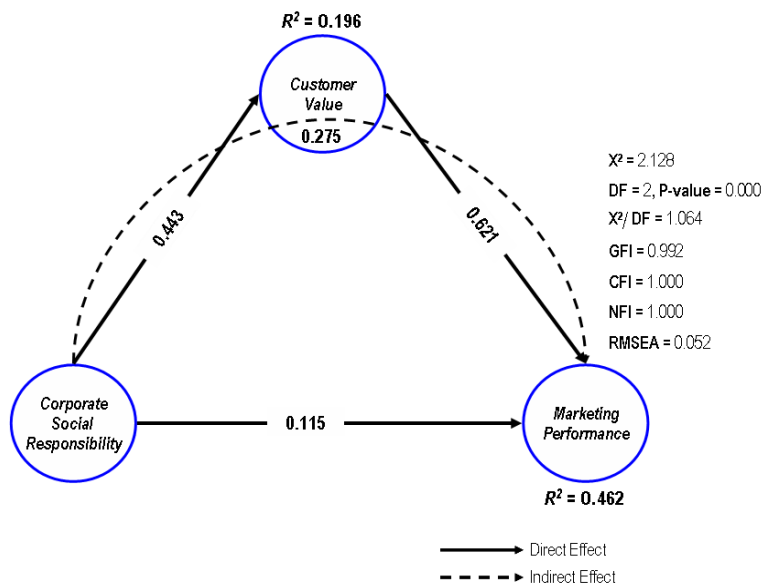

Figure 7. The mediating effect of customer value in the relationship between corporate social responsibility and marketing performance (MP) (H10)

However, according to Baron and Kenny (1986)" when the path reduced to zero, we have strong evidence for a single dominants for mediator. If the residual path is not zero, these indicate the operation of multiple mediating factors". Also, the increased R2 value from (0.147) to (0.296) resulting from adding corporate image to the relationship between CSR and MP.(model 4) .likewise, the increased R2 value from (0.448) to (0.475 resulting from adding corporate image to the relationship between customer value and marketing performance(model 5) . As well as the increased R2 value from (0.172) to (0.352) resulting from adding customer value to the relationship between CSR and corporate image (model 6) .In addition, the increased R2 value from (0.147) to (0.462) resulting from adding customer value to the relationship between CSR and marketing performance(model 7). is significantly large, indicating mediating effect of customer value and corporate image in linking corporate social responsibility (CSR) and Marketing Performance (MP).Thus result indicate a partial mediation effect of corporate image and customer value (Baron and Kenny, 1986; Alrubaiee et al., 2015; Alrubaiee and Alkaa'ida, 2011). Hence H7, H8, H9 and H10 are supported. The hypothesized relationships were found to be significant in the proposed directions.

Properties of the causal paths, including standardized path coefficients of the research model was shown in figure 3. R2 for each dependent construct are also presented in this figure. However, , in terms of the predictive power, corporate social responsibility explained 24 percent of the variance in customer value. Corporate social responsibility and customer value together account for 36 percent of the variance in corporate image. Also, the study model accounts for 50 percent of the variance in Marketing Performance .Nevertheless, the results were as expected and provided support for all hypotheses. The results of the structural model showed that corporate social responsibility had significant direct and indirect effect on Marketing Performance indicating the mediation effect of corporate image and customer value on the relationship between corporate social responsibility and Marketing Performance.

6. Discussion and Conclusions

The purpose of this study was to investigate the relationship between corporate social responsibility, customer value, corporate image and Marketing Performance. More specifically the study aimed to explore the mediating effect of customer value and corporate image on the relationship between corporate social responsibility and Marketing Performance. In addition, our conceptual model highlights the mediating role of customer value in the impact of corporate social responsibilities on corporate image. A structural equation modeling (SEM) was conducted to test the hypotheses in order to assess the effect and the significance level of each path in the model. The model shown in Figure 1 was examined and tested using AMOS 22 and provided good indicators of fit. The results of the study indicate that corporate social responsibility of hospitals has a direct impact on their customer value, corporate image and Marketing Performance of the hospitals. Consistent with Arendt and Brettel, (2010); Qu (2009); Maignan et al. (1999); Luo and Bhattacharya, (2006); Quazi and O'Brien, (2000); Kolade et al., 2014), we found that corporate social responsibility is a key antecedent to Marketing Performance. Corporate social responsibility, however, was found to have a direct and indirect effect on Marketing Performance. Our study indicated that the relationship between corporate social responsibility and Marketing Performance was partially mediated by customer value and corporate image. Hence, corporate social responsibility was found to have a significant influence on corporate image. This result is consistent with the findings of Mattila, (2009); Haigh and Brubaker, (2010); Jurisova and Durkova, (2012) studies.

In addition, customer value has a direct effect on corporate image as well as Marketing Performance. To this end, this result is in contrast with the studies finding of :Huang , (2009) and Tu et al.,(2013); Suhartanto et al., (2013); Brodie et al., (2009); Lai et al., (2009) , which indicate that corporate image significantly affects the customer perceived value. Accordingly, it can be conclude that there is a reciprocal effect between the two constructs: corporate image and customer value, i.e. corporate image can drive customer value and customer value can drive corporate image. Furthermore, our study found that corporate image, has appositive strong effect on Marketing Performance. Result also indicates the mediating effect of customer value on the relationship between corporate social responsibilities and corporate image. The finding seems to be of particular significance due to the fact that our study was conducted in Jordan a setting significantly different from the US where Maignan et al., (1999) study was conducted as well as Qu (2009) where study was conducted in China. Therefore, we believe that our study has made a useful contribution to the debate about the benefits of CSR to businesses for companies in emerging markets (Quazi and O'Brien, 2000; Qu, 2009).

7. Managerial Implications

The confirmation of the mediating role of customer value has an important implication to management. It suggests that for the sake of corporate image, it is more essential for management to monitor changes in customer value, since customer value directly affects corporate image and Marketing performance of the hospitals. Therefore, it is important for hospital management to track changes in both the corporate social responsibility and customer value, because customer value and corporate image partially mediate the impact of corporate social responsibility on Marketing Performance of the hospitals. It appears that corporate image are mainly driven by corporate social responsibility and customer value and their consequence in enhance the marketing performance of the hospitals.

The result on the customer value- corporate image link suggests that to enhance corporate image a service provider can spend its effort on improving the value perceived by customers. At same time spend more effort on improving corporate social responsibility. Furthermore, top management may use this framework to develop relevant and effective marketing strategies and tactics. Marketing managers can also use the framework to set clear policies that develop and consider corporate social responsibility as a necessary and essential driver in changing the corporate culture and accordingly reinforces customer value that consequently creates strong corporate image, which enhance marketing performance. In addition Hospital management should develop an

organizational climate that can promote organizational citizenship behavior and enhance a positive corporate image. What's more, the study result indicates the mediating effect of customer value on the relationship between corporate social responsibilities and Marketing Performance. In addition, our conceptual model highlights the mediating role of corporate image in the impact of corporate social responsibilities on Marketing Performance .Managers therefore need to keep assessing which CSR elements are critical to the sustainable development of their organization. The findings indicate that CSR is a significant contributor to corporate image indicating mediating effect of customer value and corporate image in linking corporate social responsibility (CSR) and Marketing Performance (MP).Thus result indicate a partial mediation effect of corporate image and customer value. Result also indicates the mediating effect of customer value on the relationship between corporate social responsibilities and corporate image.

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