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Title

The Effects of CSR on Organizational Performance: the Moderating Role of Unions¹

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¹ The title of abstract submitted in ILERA 2015 is “the Effects of CSR on a Market Share: The Mediating Role of Cost Reduction Activities.” Authors developed initial idea and changed theoretical framework in abstract submitted. We focused on the role of unions in CSR - performances relations and added unions as moderator instead of cost reduction strategy.

Introduction

Although research on Corporate Social Responsibility (CSR) and its efficacy has significantly increased, there is an unsolved research question of how CSR can create value for organizational performance. Numerous studies on CSR during the last four decades have mainly examined the relationship between CSR and financial performance (Cochran and Wood, 1984; Pava and Krausz, 1996; Orlitzky, Schmidt, and Rynes, 2003). However, the relationship has been mixed; there is a positive relationship (e.g. Waddock and Graves, 1997), a negative relationship (e.g., Wright and Ferris, 1997), or even null relationship between CSR and financial performance (e.g. Aupperle, Carroll, and Hatfield, 1985). For instance, Margolis & Walsh (2003) reported that 54 studies pointed positive relationship, 7 studies found a negative relationship and 28 studies revealed non-significant relationship. This inconsistency of these results from the previous studies is gives rise to suspicion that socially responsible behaviors cannot easily go together with financial performance (Ullmann, 1985). In this sense, commentators argued that CSR – financial performance depends on the omitted contingent factors which can maximize profits (McWilliams and Siegel, 2000; 603).

The current study has several goals in examining the relationship between CSR and its effect on organizational performance. First, we try to test the effects of CSR on not only financial but also nonfinancial performance. The prior studies on CSR have been criticized for ignoring the role of CSR for nonfinancial performance (Campbell, 2007; Margolis and Walsh, 2003). Margolis & Walsh (2003, p. 289) argue, “Although the financial performance effects of corporate social performance have been extensively studied, little is known about other consequences of corporate social initiatives.” Therefore, our integrative framework can

beyond the previous research which usually focuses on only financial performance. Specifically, we hypothesize that there is positive relationships between CSR, financial performance, and nonfinancial performance. Second, we explore the moderating role of unions in the relationship between CSR and performances. Since CSR activities need available resources, CSR can encourage firms to develop human capital as competitive advantage, which in turn affect organizational performance (Surroca, Tribó, Waddock, 2010). Therefore, the main proposition of this study is that unions moderate the relationship between CSR and performances.

In order to test the hypotheses in this study, we estimated the effect of CSR on performances using a longitudinal survey drawn from the Korean Workplace Panel Survey (KWPS), which is a bi-annual survey conducted by the Korea Labor Institute. Our results demonstrate that CSR was not significantly associated with financial outcomes such as net – profits and productivity. As we propose, however, the indirect effects of CSR on nonfinancial performance (i.e. Turnover, Job Security, Quality, Lead time reduction, Complaint Reduction, and Work Council) via HIWPs were supported in most analyses. Briefly speaking, our results indicate that CSR does not simply linked to immediately financial return, but contributes to improvement of nonfinancial performances related to employees, operational effectiveness, and labor – management relations.

Literature Review and Hypotheses Development

Corporate Social Responsibility

Although researchers' intention about socially responsible actions has been increased, there remains some question about the definition of CSR. In general, CSR is a set of obligations towards the better society for multi-stakeholders beyond the business interest and the minimum legal requirement (Carroll, 1979, 1991; McWilliams & Siegel, 2000; Sen & Bhattacharya, 2001; Wood & Jones, 1995). Due to broad concept, however, there are the various array of CSR activity (Pelozo, 2009). As Campbell (2007, p. 950) stated, "Socially responsible corporate behaviors may mean different things in different places to different people," scholars usually use the definition of CSR underpinning their research purpose. In this line, Wood (1991: 693) defined CSR as "a business configuration of principles of social responsibility." For our research, we follow Carroll's definition on CSR that includes economic, legal, ethical, and philanthropic responsibility (1979, 1991), because such definition can reflect the balance of ethical discretion and strategic needs of firm.

Scholars suggest that CSR comes from not only ethical motivation but also strategic needs in competitive business environment (Boehe & Cruz, 2010; Porter & Kramer, 2006). In particular, scholars try to understand why organizations involve in CSR (Margolis & Walsh, 2003). There are two competing theory: one is instrumental stakeholder perspective (Clarkson, 1995; Donaldson & Preston, 1995) and the other is institutional perspective. Instrumental stakeholder perspective has a distinctiveness features from normative stakeholder. The main argument of instrumental perspective is that management maintains a good relationship with stakeholders, which in turn contribute to the long-term performance (Donaldson & Preston, 1995; Jones, 1995). Advocates of this perspective argue that firms that participate in CSR are more attractive to employees, which in turn enhance both motivation and commitment among these firms' workers that lead firm' sustainability (Porter and Van

der Linde, 1995). For instance, CSR is significantly related to retaining talented employees (Greening & Turban, 2000; Jones, Willness, & Madey, 2014) and enhancing organizational reputation (Brammer & Pavelin, 2006; Fombrun & Shanley, 1990). Thus, firms involved in socially responsible activity are believed to enjoy more low-cost implicit claims from employees than other firms and to perform better (Cornell and Shapiro, 1987). These benefits subsequently enable firm to improve their internal capability to react in response to competitive business environment.

On the other hand, institutional stakeholder perspective focuses on social legitimacy that ensures survival in uncertain environment (DiMaggio & Powell, 1983). This view can underpin corporate socially responsible actions that are forced by social pressures (e.g., Waddock, Bodwell, & Graves, 2002). Indeed, firms face challenges developing and maintaining socially responsible behavior at the national and international levels. Campbell (2006) specified the institutional factors such as unions, employees, community group, investors, and other stakeholders that affect CSR activities. For instance, corporations are more likely to involve in CSR activities when they encounter strong state regulation, NGOs' monitoring, and other stakeholder's (especially customers) demand. Internationalized business across the national board particularly leads multinational firms to adapt high level CSR initiatives (Husted & Allen, 2006; Sharfman, Shaft, & Tihanyi, 2004). For example, the international code of conduct (e.g. the ISO 26000) is good example enforcing socially desirable activities.

CSR and Performances

Despite of numerous studies, results regarding between CSR and financial performance are ambiguous. Prior literature suggested several reasons about inconclusive findings, because of incorrect specification of the financial performance, measurement error of CSR, small sample size, and questionable methodologies (Cochran & Wood, 1984; Orlitzky et al, 2003). However, many previous studies still reported that there is some positive association between CSR and financial performance. In particular, based on instrumental stakeholder theory, scholars provide theoretical ground to the positive effects of CSR on organizational performance (e.g., McGuire, Sundgren, Schneeweis, 1988; Orlitzky, Schmidt, & Rynes, 2003). Commentators argue that addressing the various claims of multiple stakeholders facilitates management to achieve beneficial returns from stakeholders, including consumers, employees, suppliers, and citizens. For instance, attention to employee and consumers' concerns is positively associated with financial performance (Berman, Wicks, Kotha, & Jones, 1999). Similarly, there was a positive relationship between corporate philanthropy and financial performance as measured by ROA (Wang & Qian, 2011).

On the other hand, literature suggests that a firm's commitment to CSR become a source of competitive advantage (Hart, 1995; Hart & Dowell, 2010; Porter & Kramer, 2006), because the participation in CSR program enables firm to enhance nonfinancial performances through various benefits. For instance, a growing body of study sheds light on the positive attitudes of employees affected by ethical and discretionary CSR activities (Bauman & Skitka, 2012; Hansen, Dunford, Boss, Boss, & Angermeier, 2011; Rupp, Aguilera, & Williams, 2010). Since CSR is an attempt to create congruence between firm's ethical standard and societal expectation, it may help to avoid firm's risk (Jo & Na, 2012). As Godfrey, Merrill, & Hansen (2012) tested, CSR can yield insurance-like of protection under uncertain business.

Furthermore, CSR organize intangible asset that leads to more effective use of resources (Surroca, Tribó, & Waddock, 2010). For instance, CSR is closed related to firms' innovative performance (Borger & Kruglianskas, 2006) and firms' product differentiation strategy (Boehe & Cruz, 2010). In short, CSR may be positively associated with both financial and nonfinancial performance based on the above discussions. Accordingly, we propose the following hypotheses.

H1. CSR is positively associated with financial performance, ROA.

H2. CSR is positively associated with nonfinancial performance, patent.

The Role of Unions in CSR Activities

Institutional perspective focuses on social legitimacy that ensures survival in uncertain environment (DiMaggio & Powell, 1983). This view can underpin corporate socially responsible actions that are forced by social pressures (e.g., Waddock, Bodwell, & Graves, 2002). Indeed, firms face challenges developing and maintaining socially responsible behavior at the national and international levels. Campbell (2006) specified the institutional factors such as unions, employees, community group, investors, and other stakeholders that affect CSR activities. For instance, corporations are more likely to involve in CSR activities when they encounter strong state regulation, unions or NGOs' monitoring, and other stakeholder's (especially customers) demand. Internationalized business across the national board particularly leads multinational firms to adapt high level CSR initiatives (Husted & Allen, 2006; Sharfman, Shaft, & Tihanyi, 2004). For example, the international code of conduct (e.g. the ISO 26000) is good example enforcing socially desirable activities.

Among the pressure groups for CSR, we focus on unions as a core internal stakeholder. Although, there is lack of evidence about the role of unions in the relationship between CSR and performances, unions may encourage for management to initiate CSR programs. In particular unions across Europe have undertaken efforts to convey the importance of CSR based on cooperative and coordinative traditions (Preuss, Haunschild, & Matten, 2006). In neo-liberal countries, CSR may also provide some opportunities to unions. Trade unions are faced with many challenges such as low union density, weak coverage, and strong anti-unionism. Given crisis of unions, CSR programs can provide voice to unions in corporate decision-making. In addition, regardless institutional markets, the most distinct role of unions is to prevent the disguised CSR only for firm's image. There are many decoupled CSR trends under institutional pressures (Wood, 1991). In unionized workplaces, however trade unions may claim substantial CSR activities for internal (i.e., employees) and external stakeholders (i.e., consumers and community). By contrast, non-unionized firms' CSR generally depends on management willingness and discretions. Accordingly, unions may constrain their firm for really responsible actions. From this perspective, we expect that a perfunctory CSR could not make long-term performance whereas CSR monitored unions could achieve a true reputation in markets. Therefore, the linkage between CSR and organizational performance may rely on unions. With these discussions, the following hypotheses were made:

H3. Unions moderate the relationship between CSR and financial performance, ROA. Such relationship will be strong when unions organized rather than that of non-unionized firm.

H4. Unions moderate the relationship between CSR and nonfinancial performance, patent. Such relationship will be strong when unions organized rather than that of non-unionized firm.

Methods

Data

We tested the proposed framework using data drawn from the Korean Manufacturing Survey (KMS), which is a survey conducted for panel data construction activity by the Korea Productivity Center. The sample for the KMS was selected by the stratified sampling of all private firms, which includes 601 manufacturing firms including auto (27.45%), machine (34.11%), shipbuilding (18.80%), and electronic industry (19.63%). 18 companies (3%) are listed firm and 54 companies (8.99%) are KOSDAQ listed firm. Korean Securities Dealers Automated Quotations (KOSDAQ) was benchmarked the American counterpart, NASDAQ. 163 companies are audit firm and remaining 366 companies (60.90%) are unlisted firm in exchange market. The survey first constructed in 2013 through face-to-face interviews with seven department managers (e.g., finance, marketing, operation, R&D etc.). Questions include information about financial performances, personal managements, operational processes, and R & D.

Measures

Independent Variable (CSR). Although data of KMS does not provide directly corporate social performance, this includes socially responsible performance about financial performance, quality of productions, employment, wages, relationships with suppliers and

antipollution activities. Therefore, using Berman et al (1999), we measure CSR as a composite variable using 4 responsibilities for environment, employees, suppliers, and customers. Environmental responsibility was measured by 5 items using Likert 7-scales (1 = very disagree, 7 = strongly agree). Questions were asked to plan managers; my firm continuously invests in R & D for ecofriendly products; my firm initiates activities for protection of pollutions in operation processes; my firm involves in activities for greenhouse gas reduction; my firm carries out education about environment protection; my firm has monitoring system for suppliers to make ecofriendly productions. The average value of 5 items was used for environmental responsibility ($\alpha = .88$). Responsibility for employees was measured by work safety. Using injury rate, we calculated work safety (number of injury / total employees * 100). This question was responded by operating managers. Responsible for suppliers was measured by 2 items using 7-scales (1 = very disagree, 7 = strongly agree). Questions were asked to plan managers; my firm cooperates with suppliers based on mutual development; contracts with suppliers are fairly written based on mutual respects. The average value was used for responsibility for suppliers ($\alpha = .86$). Finally, we measured responsibility for customers using 5 items with 7-scales. Questions were asked to marketing managers; my firm systematically evaluates about customers' satisfaction or complaints; Information for customers' responses is well established; it is important for firm to manage customers' satisfaction or complaints; my firm utilizes feedback system for customers' satisfaction or complaints; my firm has been developed on culture based on customers. The average value was used for responsibility for customer ($\alpha = .93$). Then we standardized the data four responsibilities through z-score transformation. The Cronbach's standardized alpha score for CSR was .60.

Dependent Variable (ROA & Patent). The present study has two different dependent variables: ROA as financial performance and patent as nonfinancial performance. ROA has been used as a common accounting performance (e.g., McGuire et al, 1988) and Patent has been well known as firms' innovative capacity. ROA was calculated as net income over total assets (net income / total asset). To measure patent, we used the sum of patents held in both domestic and abroad countries.

Moderator (Unionization). In this paper, labor unions play a role as moderator in the relationship between CSR, financial performance, and nonfinancial performance. Using dichotomy variable (unionized = 1, non-unionized = 0), we measured whether firm is unionized or not.

Control variables. We used 8 variables for control. In our model, we expect that the relationship between CSR and performance is affected by industry, ownership structure, firm size, firm age, investment for R & D, capital intensity, and business strategies (differentiation strategy and cost reduction strategy). Because firm size firm age, and industry have been suggested in the prior studies to be factors that affect the link between CSR and performance (Ullman, 1985), we used these two control variables. Industry was classified as 4 dummy variables (auto, machine, shipbuilding, and electronic manufacturing). In particular, there is evidence that larger firms may exhibit as explicit CSR as do smaller firms. We measured firm size with the logarithm of total employees. Also, we controlled ownership structure for governance. Using whether a firm is listed in exchange market, we used 4 dummy variables (listed, KOSDAQ, audit, and unlisted firm). According to the previous studies, R & D investment and capital intensity play a crucial role in the relationship between CSR and

performance (Waddock & Graves, 1997; Berman et al, 1999). Therefore we used these as control variables for the robust estimation. R & D investment was measured as responses (1 = very low, 7 = strongly high) by one question, “Evaluate R & D investments for technical innovations of products.” Capital intensity was computed as the logarithm of fixed assets divided by total employees. Finally we controlled cost reduction strategy and product differentiation strategy. Cost reduction strategy was measured with responses by one question, “It is important in my firms’ business strategy to reduce costs.” Product differentiation strategy was measured with responses by the following question, “It is important in my firms’ business strategy to differentiate products.” Using 7 scales (1 = very disagree, 7 = strongly agree), we measured two business strategies.

Results

Table 1 indicates descriptive statistics and the correlations among the variables. As shown in the table, CSR in our models is positively and significantly correlated with patent ($r = .12, p < .01$), R & D investments ($r = .12, p < .01$), capital intensity ($r = .14, p < .01$), product differentiation strategy ($r = .15, p < .01$), and cost reduction strategy ($r = .15, p < .01$). However, CSR is not significant with ROA. In order to a robust analysis, we tested the relationship between CSR, ROA, and patent with 8 control variables.

Table 1 insert here

Table 2 reports the relationships between CSR, differentiation, and ROA. As shown in Model 2, CSR was positively associated with ROA ($\beta = 3.64, p < .10$). To test the proposed moderated effects of unions in the relationship between CSR and performance, we followed the steps recommended in Aiken & West (1991) and examined two suggested conditions accordingly: (1) a significant effect of interaction between CSR and unionization on performance when unionization is controlled; (2) the value of R square after input interaction term must increase. Prior to analyzing, we conducted mean centering of variables used in interaction to avoid multicollinearity (Aiken & West, 1991). In Model 4, the interaction of CSR and unionization ($CSR \times unionization$) significantly predicted ROA ($\beta = 10.76, p < .05$) and its R squared value was significantly increased (F for R squared change = 3.26, $p < .10$). This result supports the moderating role of unions in the link CSR and ROA. More specifically, the different pattern of significant moderating effect of unionization was illustrated in Figure 1. As can be seen in Figure 1, the relationship between CSR and ROA is stronger when firms are unionized. Therefore, the proposed moderating effect of unionization was supported in the relationship between CSR and ROA. In addition, we tested the moderating role of unionization in the relationship between CSR and patent. Model 8 shows the result in which the interaction between CSR and unionization is not significant with patent ($\beta = 24.77, p < .10, F \text{ for } \Delta R^2 = 3.59, p < .10$). This finding supports that the linkage between CSR and patent depends on unionization. Figure 2 confirms the moderating role of unionization in CSR – patent relations, because the relationship between CSR and patent is stronger when firms are unionized than firms have no unions.

Table 2 insert here

Figure 2 & 3 insert here

Discussions & Conclusion

Over the last four decades, scholarly interest in CSR has certainly increased. To our knowledge, however, this empirical study is the first to examine the moderating role of unions in the relationship between CSR, financial performance, and nonfinancial performance. Based on instrumental stake and institutional perspectives, we examine whether unions moderate the relationship between CSR, ROA, and patent. All the hypotheses proposed in this study were supported. We determined that CSR is positively related to organizational performances. The results of this study support the previous findings in Korean contexts. In addition, we found that unions play a crucial moderating role in enhancing the positive relationship between CSR and organizational performances.

The present study has several contributions. This study provides a comprehensive understanding regarding the utilization of unions in aspect of CSR strategy. In this line, our framework may beyond the previous study which usually focuses on management perspective. Based on the previous suggestion in which CSR is strategic decision-making, we argue CSR as be a source of competitive advantage which influences on organizational performances. At the same time, our study extends literature on CSR by examining the role of

unions as contingent factor in linking CSR with performances. In such doing since not much is known about moderators that may serve mechanism of CSR (Aguinis & Glavas, 2012), empirical findings of the present study can respond the unsolved answer of how CSR increase organizational performances.

Despite its numerous theoretical and practical contributions, this work is not without its limitations. Since this study was based on data from South Korea, we cannot definitely exclude the effects of the unique climate developed within national contexts. Therefore, the results may not be generalizable to other countries. To improve generalizability, we suggest that future researchers should collect data from several countries. Despite its limitations, the present study has a number of strengths. Its main theoretical and practical contribution comes from identifying the role of unions neglected in the previous literature.

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Table 1 Means, SDs, and Correlations

	N	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1. CSR	580	0.00	0.60																	
2. Unionization	601	0.17	0.38	.08																
3. ROA	600	12.87	151.79	.00	-.02															
4. Patent	601	16.98	98.55	.12**	.18**	-.01														
5. Industry (auto)	601	0.27	0.45	.06	.23**	-.03	-.02													
6. Industry (Machine)	601	0.34	0.47	.01	-.03	-.03	.05	.44**												
7. Industry (ship building)	601	0.19	0.39	-.12**	-.13**	.10*	-.07	-.30**	-.35**											
8. Industry (Communication)	601	0.20	0.40	.04	-.09*	-.03	.04	-.30**	-.35**	-.24**										
9. Listed Company	601	0.03	0.17	-.01	.31**	-.01	.10*	.13**	-.02	-.08*	-.04									
10. KOSDAQ Listed Company	601	0.09	0.29	.09*	.09*	-.02	.14**	-.06	-.04	-.03	.09	-.05								
11. External Auditors' Company	601	0.27	0.44	.00	-.05	-.04	.00	-.08*	.06	.06	-.04	-.11**	-.19**							
12. Unlisted Company	601	0.61	0.49	-.05	-.12**	.05	-.12**	.06	-.02	-.04	-.01	-.22**	-.39**	-.76**						
13. Firm age	601	20.48	11.29	.03	.34**	-.06	.14**	.16**	.10*	-.10*	-.20**	.33**	.13**	-.03	.16**					
14. Firm size	601	4.66	0.90	-.10*	.35**	-.01	.23**	.15**	-.13**	.03	-.04	.25**	.18**	.06	-.25**	.32**				
15. R&D Investment	601	4.49	1.52	.12**	.06	.02	.04	-.04	.06	-.07	.04	.03	.02	.03	-.05	.01	.05			
16. Capital intensity	601	5.42	1.24	.14**	.15**	-.28**	.14**	.04	.11**	-.14**	-.05	.16**	.26**	.10*	-.30**	.33**	-.06	.07		
17. Quality Differentiation St.	601	5.93	1.01	.15**	.04	-.06	.05	.02	-.02	-.06	.06	.05	.04	-.08*	.03	.01	.08*	.01	.06	
18. Cost Reduction St.	601	5.34	1.15	.15**	.04	-.07	.01	.02	.02	-.05	.01	.08*	-.00	.01	-.03	.10*	.08*	-.02	.11**	.41**

Note. N = number of observation. * $p < .05$, ** $p < .01$

Table 2 the Results of the Moderating Effects

Variables	1	2	3	4	5	6	7	8
	ROA				Patent			
Intercept	265.96***	71.40***	73.85***	74.97***	-160.31***	-93.15***	-89.13***	-86.57***
Industry (auto)	12.49	6.18*	5.64*	5.42	-20.34*	-22.18***	-23.06***	-23.57***
Industry (machine)	13.52	7.05**	7.00**	7.29**	.51	-9.37	-9.44	-8.78
Industry (ship building)	35.33*	10.05***	10.23***	10.31***	-20.68	-21.27**	-20.96**	-20.79**
Listed Company	46.93	11.41	9.80	11.41	12.39	23.32	20.69	24.39
KOSDAQ Listed Company	40.80*	10.92**	10.85**	11.39***	20.03	25.81	25.70**	26.95**
External Auditors' Company	3.56	1.53	1.66	1.74	-2.81	-10.87*	-10.66*	-10.48
Firm age	.48	.22*	.19	.19	.08	.51*	.47	.45
Firm size	-10.98	-4.09***	-4.55***	-4.69***	26.37***	17.55***	16.79***	16.45***
R&D Investments	4.42	.91	.88	1.02	.35	-1.42	-1.48	-1.17
Capital intensity	-39.03***	-12.56***	-12.66***	-12.81***	10.62***	8.53***	8.37***	8.04***
Quality differentiation Strategy	-5.00	4.04***	4.05***	4.00***	3.74	-.56	-.55	-.65
Cost Reduction Strategy	-2.07	-3.29***	-3.25***	-3.26***	-3.87	-.48	-1.42	-1.44
Unionization			4.60	3.75			7.55	5.60
CSR		3.64*	3.56*	3.91**		8.31*	8.18*	8.98*
CSR * Unionization				10.76**				24.77*
N of observations	600	579	579		600	579	579	579
R ²	.10	.23	.23	.24	.10	.16	.16	.17
ΔR^2	.08	.21	.21	.22	.08	.14	.14	.15
F for ΔR^2		3.54*	1.86	3.96**		3.16*	.86	3.59*

* $p < .10$, ** $p < .05$, *** $p < .01$ (two-tailed), unstandardized β , communication industry is reference dummy variable.

Figure 1 the Interaction Graph for the Moderating Role of Union (CSR – ROA)

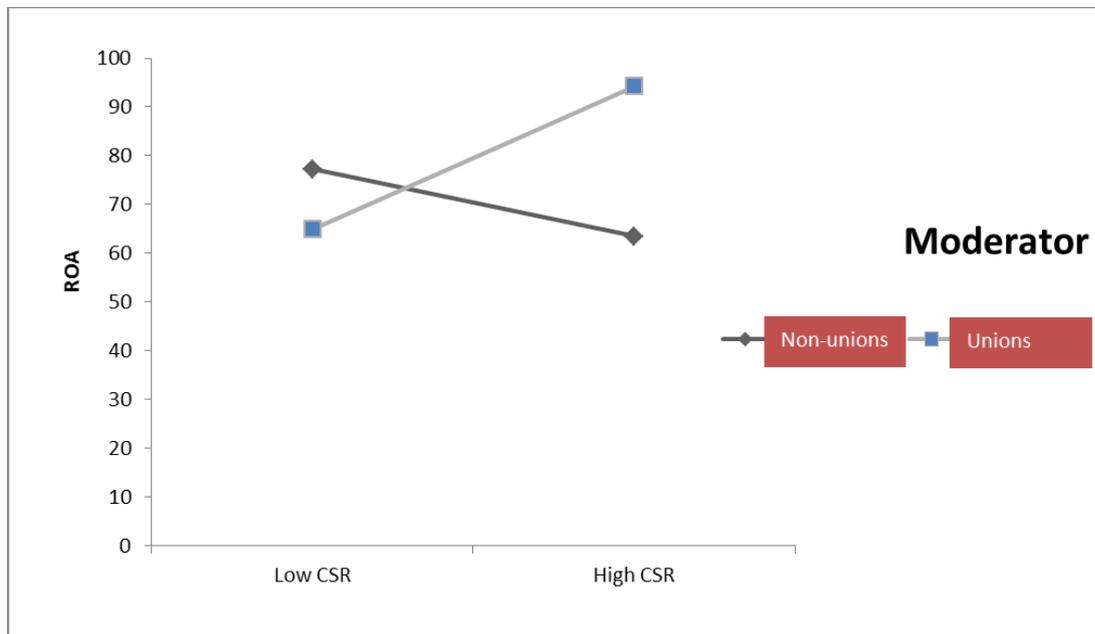
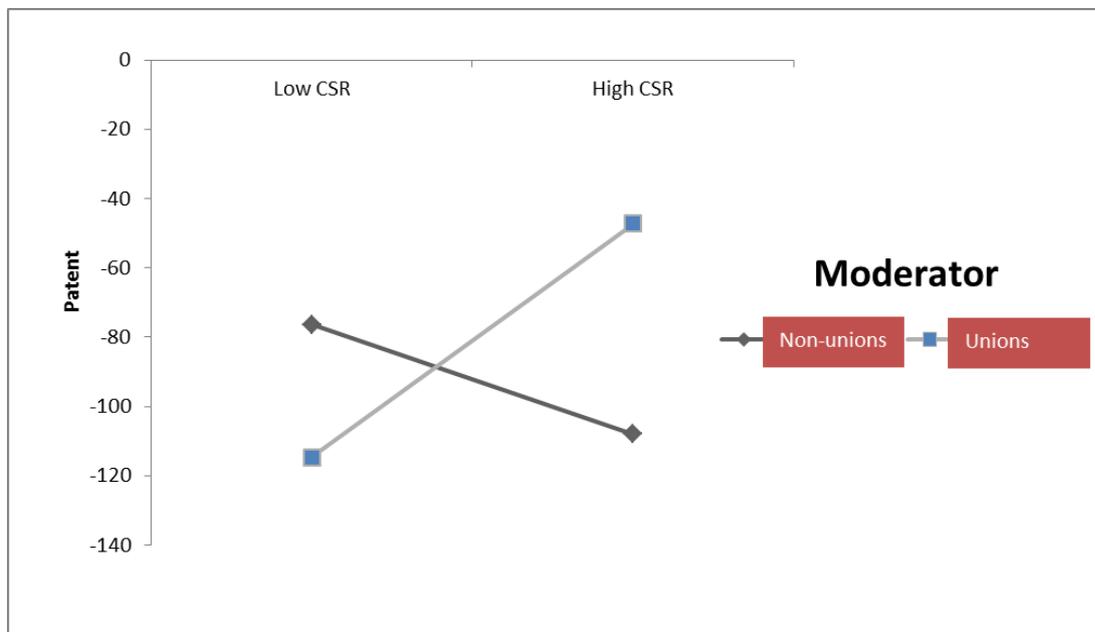


Figure 2 the Interaction Graph for the Moderating Role of Union (CSR – Patents)



Appendix 1 the Measures of CSR

CSR ($\alpha = .60$) Average of Standardized Valuables from (1) to (4)	(1) Environmental Responsibility for community (Likert 5-scales)	(a) My firm continuously invests in R&D for development of eco-friendly products (b) My firm conducts on activities for protecting of pollutions in operating processes. (c) My firm conducts on activities for reduction of greenhouse gas. (d) My firm carries out educations about environments for employee. (e) My firm has monitoring systems for suppliers to do eco-friendly management.	Plan Managers' Responses
	(2) Responsibility for employees	(f) (-) Injury rate (number of injury / total employees *100)	Operating Managers' Response
	(3) Responsibility for Suppliers	(g) My firm cooperates with suppliers based on mutual developments. (h) Contract with suppliers is fairly written based on mutual respects.	Plan Managers' Responses
	(4) Responsibility for Customers (Likert 5-scales)	(i) My firm systematically manages about information such as customers' satisfaction or complaints. (j) Activities about customers' information are well established. (k) My firm utilizes systems of customers' information for customers' satisfaction. (l) My firm has been established organizational culture oriented in customers.	Marketing Managers' Responses