

## MODELS FOR THE IMPACT ON CONSUMER RESPONSES OF COVID-RELATED FACEBOOK CRM COMMUNICATIONS' COMPANY-CAUSE FIT

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### ABSTRACT

Cause Related Marketing (CRM) communications were utilized by companies to demonstrate significant support for stakeholders impacted by the Covid19 pandemic. Even though there are many types of CSR communications, this research focused on CRM. The purpose of this study was to determine the effect of CRM on customer intents to a) like/join the company's Facebook page, b) disseminate CRM activities through eWOM (electronic word-of-mouth), and c) make an inclination to purchase of the company's goods and services. The dependent variable that was compared to the three intents was CRM's company-cause fit. A survey-based within-subjects experiment of CRM x 2 (excellent fit / poor fit) was performed on active Facebook users aged 18 to 64 years old. Ten (10) pre-selected companies from the Top 30 Businesses in the Philippines were included, along with Covid19-related CRM Facebook postings. A questionnaire was used to evaluate the CRM postings after they were presented to the group (n=572). This study proposed models that are based on regression analysis and modeling that would advise businesses on how to perform CRM online communications more effectively in order to optimize investment returns, particularly during times of emergency like as the Covid19 pandemic.

**Keywords:** CSR, CRM, company-cause fit, liking, eWOM, purchase intention

### INTRODUCTION

A worldwide epidemic of the Covid-19 virus, stated by He and Harris (2020), provided companies with a unique opportunity to engage in genuine CSR and solve critical global societal issues. It is defined as social or environmental business operations that go beyond the organization's rules and regulations (Kitzmueller & Shimshack, 2012). It is a self-regulatory framework for ecologically and socially responsible business operations (Curley & Noormohamed, 2014). The Covid19 pandemic was predicted to accelerate post-pandemic CSR (He & Harris, 2020). Companies place a high value on profitability and long-term relationships with various stakeholder groups.

As a result of social networking, consumers with firmly held (Jeong et al., 2013) and underutilized knowledge are now encouraged into becoming informational generators and

transmitters. Due to the extreme possibilities for online communication, social networking is appealing to companies (Byrum 2014).

The public's involvement in CSR communications is essential, since it is either needed as a supporter of the program or as the final target audience (Sun, Zhang, & Abitbol, 2019) whose behavior the program aims to change (CSR experts have recognized this).

Jeong, et al (2013) found that CRM resulted in the highest intentions to refer friends to the brand and share the brand page with them as compared to other types of CSR communications, such as cause sponsorship (CS) and employee advocacy. During the course of this research, it was determined whether or not this would work in the Philippines.

Cause-related marketing (CRM) was the subject of the present study. With Covid19 spreading around the globe, the company-cause fit of CRM communications was examined in terms of how they influence customer responses, particularly liking/joining FB pages, sharing via eWOM, and purchase intent.

### SCOPE AND LIMITATION OF STUDY

How customers react to CRM communications on Facebook was the focus of this research. Based on the Philippine Stock Exchange Index, ten of the thirty biggest publicly listed companies in the Philippines in 2019 were the subject of this study (PSEi). In addition, ten companies were selected from a list of 30 based on the number of CRM messages posted on Facebook. A six-month research was conducted on the CSR communications posted on Facebook by the 10 selected companies (from March, 2020 to August, 2020). CSR posts relevant to the Covid-19 epidemic were selected. Facebook users range in age from 13 to 17 years old to those over 65 years old. Facebook users are classified into four age categories based on Sanchez's research (Statistica.com, 2020): 13 to 17 years old, 18 to 24, 25 to 34 and older. The age groups 13 to 17 and 65 and older were not included in this study since one of the answers examined was buying motive.

### REVIEW OF RELATED LITERATURE

#### Cause-Related Marketing (CRM)

In cause-related marketing, a business promotes a societal or humanitarian cause as part of a package or tie-in. An organization or foundation that promotes a specific social cause is frequently the target of cause-related marketing campaigns. An organization's profits are connected to foundation or other humanitarian efforts, and a part of sales revenue is donated to the nonprofit organization or other altruistic activity. Marketing techniques that are established by a company's promise to give money to a particular cause in return for consumers engaging in revenue-producing exchanges that meet organizational and individual goals are described as CRM by Human (2016).

#### Company-Cause Fit

It has been shown that perceived company-cause fit, which is the magnitude to which a sponsored cause is related to the sponsor's main business sector, has a significant impact on viewers' responses to social cause marketing messaging (Kim, et al, 2015). An organization's

business and concerned social issues are said to be "fit." Alliances are "fit" when business image and purpose are consistent with the cause, according to Liebetrau, set al (2016).

### **Liking Facebook Pages**

Clicking the Like button allows Facebook users to get notifications from their news source when the company's Facebook page is visited (Gingerich 2015). Relationships begin with a Facebook "Like." According to Trevio's (2016) paper, customer intentions to enter a brand page as a direct result of CSR interventions are more likely to determine the position of CSR in consumer choices, as well as general advertising success on social networking sites (Oberseder et al., 2011).

### **Electronic Word-of-Mouth (EWOM)**

It can be described as viral messaging by Bryum (2014), if the right message is sent to the right messenger in the right setting. Any favourable or unfavourable statement made about a product or company by current or former customers is considered eWOM. For further information, see Byrum (2014). Customers who share the same views and desires are no longer a challenge because information technologies and Web 2.0 are so widely used. As SNS users, our fundamental interests include creating social networks and interacting with our peers (Fatma, et al 2020). Since users depend on connections, eWom concepts are widely trusted by users (Colleoni, 2013).

### **Purchase Intention**

Intention to purchase is defined as the customer's desire to acquire the brand or to perform some reasonable action in connection with a purchase. Planned buyer reaction, or buyer intervention, is the real buyer response process (Human, 2016). According to Hameed et al., although CSR is important, research have yet to confirm how CSR techniques affect consumers' purchasing intentions (2018). A significant correlation was found between CSR and buying intentions. As a defensive mechanism, CSR safeguards companies from unintentional damage. According to the revised thesis, there have been a number of improvements made to the system. Erstens, it tested the hitherto thought of as a single entity CSR variables. Each consideration's impact on purchase intent is then assessed.

### **Theoretical Framework**

Researchers examined if social media CSR interactions are adequate to offer relevant consumer feedback to the business and organization in this study. They found that they were. There are two main theoretical perspectives: the theory of impression management (Goffman, 1959) and the model of effects hierarchy (Jeong et al., 2013). (Lavidge, 1961, as cited in Chung, 2019).

A company's image is managed via impression management techniques, and consumers' opinions are improved through impression management tactics. In a cultural environment, businesses are compelled to adopt concepts of direct or implicit impression management (Terrell & Kwok, 2011, cited in Esen & Ozsozgun, 2018). When one's traits, skills, and achievements are deliberately communicated to others as a strategy for influencing others' impression of one's

presence, effective perception control methods are used (Richardson and Cialdini 1981, cited in Jeong, 2011).

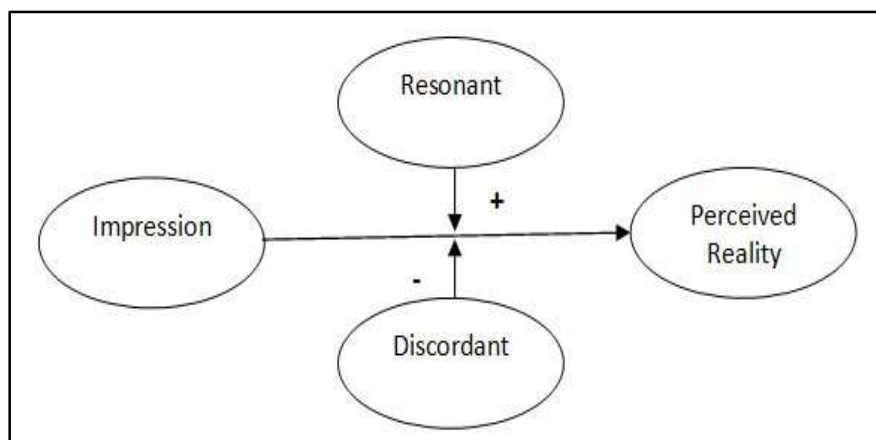


Figure 1: Impression Management Theory

Users do not instantly transition from uninterested to persuaded consumers, according to the hierarchy of effects paradigm. Transactions are instead seen as a multi-stage process, with the ultimate component being a transaction itself. There are many stages in the perception of corporate social responsibility: cognitive, affective, and conative stages. Cognitive: expectations; affective: emotional reactions; conative: customer behaviors such as recommendation and repurchase (Vlachos, 2012).

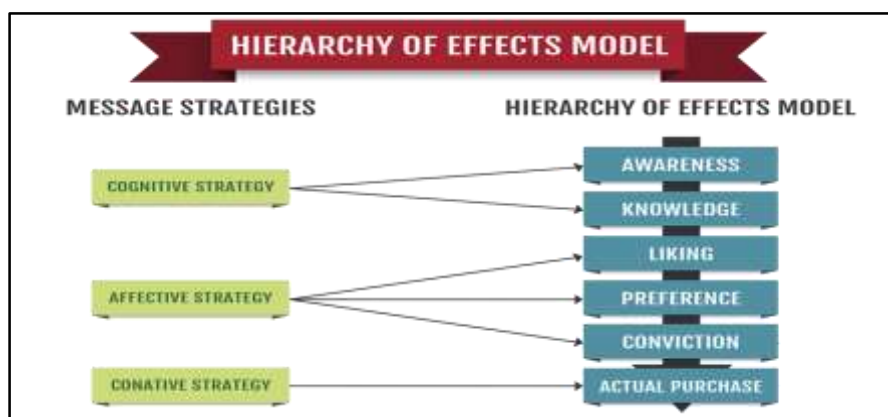


Figure 2: Hierarchy of Effects Model

According to Perez & del Bosque (2014), the model hierarchy of effects has also historically been applied to the analysis of consumer promotional reactions (Lavidge, 1961). (Jeong 2011).

**Diagrammatic Framework**

Based on the impression management theory of Goffman (1959) and the hierarchy of effects model of Lavidge (1961) (quoted in Pérez & del Bosque, 2015), this current study's conceptual framework was developed.

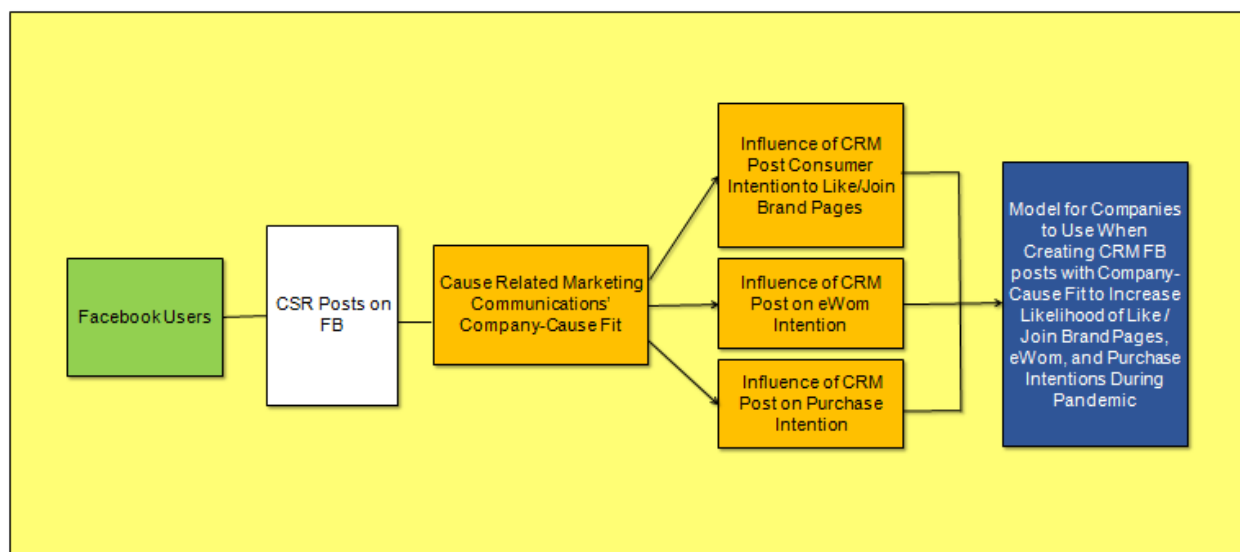


Figure 3. The Diagrammatic Framework

Explicit and implicit impression management approaches were proposed in the present study, and impression management theory was utilized in order to determine the efficacy of the two types. Using likability and proficiency as examples, consumers tried to incorporate their own skills and characteristics into their own approaches (e.g., ingratiation, self-advancement) in order to seem attractive and competent (John and Pittman, 1982, as reported in Jeong 2011). Typically, people would link up to somebody they deemed to be perfect or productive, and then expand the relationship to additional people. As a result of this, the research focused on CRM as a type of CSR communications. Web-based media commodities or enterprises may benefit from customers' positive feedback by using overt and indirect XRM interactions. Based on the techniques employed by CSR professionals in CRM and Facebook postings, the explicit and implicit methods of Impression Management theory were examined.

(Lavidge, 1961, as cited in Pérez & del Bosque, 2015) Buyer reactions to CSR advertising are often studied using the hierarchy of effects concepts. Users' intents to like / join a company's brand website, to participate in eWOM, and to make a purchase are independent factors in this research.

Customer-company association (i.e., participants' intents to like/enter brand sites) and eWOM (i.e., buying intention) were included in this study's model as positive implications of consumer CSR reactions. According to the Hierarchy of Effects paradigm, these consequences are cognitive, emotional, and conative. Purchase intention indicates conative, whereas Facebook likes represent cognitive, eWOM represents affective, and social media exposure represents affective (Byrum 2014).

The following theories proposed and tested that:

Ho1: Covid19 pandemic CRM postings on Facebook had no significant effect on consumers' intents toward a company in terms of liking / joining brand pages, eWOM purpose, and purchasing intentions.

Ho2: There will be no effect on consumer intents to purchase a brand based on the CSR company-cause fit of CRM communications.

## METHODOLOGY

### Research Design

This assessment used quantitative testing in order to meet the study objectives. According to this study, this method is the most effective way to achieve the research objectives and answer the research questions.

Comparative marketing research and company-cause fit were utilized in the quantitative approach to balance the experimental design subjects. According to the study, CRM's company-cause fit was the dependent variable. Intentions to like/join brand pages, eWOM sharing and purchase intentions were also contrasted.

As part of this study, descriptive-correlational analysis was utilized as a primary research strategy. Variables and their typical connections were discovered in descriptive correlational analyses. For the third element, CRM's company-cause fit was compared to three other variables: intentions to like/join brand pages, sharing via electronic word-of-mouth, and intention to purchase.

### Sampling Procedure and Participants

On purpose, ten (10) of the thirty (30) companies on the list were selected based on four principles. First, there were CRM marketing communications linked to the Covid-19 epidemic on Facebook. As a second requirement, postings must be completed within a six-month time frame, from March 1, 2020 to August 31, 2020 There was a decent quality to the pieces, which indicated that the communicator had experience in CSR. Lastly, the companies must come from a range of sectors in order to provide a true picture of the Philippines' industrial landscape. - DMCI Holdings, Jollibee Foods, Petron, Manila Electric Company, McDonald's, Ayala Corporation, Aboitiz Equity, BDO Unibank, and PLDT were selected based on the aforementioned criteria. Ten organizations were mentioned in Table 1.

Table 1: Ten Selected Companies to be Part of Quantitative Study

Company Name	Businesses	CRM Title& Description
Ayala Corporation	Real Estate and Hotels, Malls, Telecommunications, Water infrastructure, Power Generation, BPO.	<b>Be a #BuyAni</b> – Farmers affected by the Covid-19 epidemic were helped by Ayala by prepping them for alternative sources of income.
Aboitiz Equity Ventures, Inc. (AEV)	Power Generation, Banking and Financial Services, Food, Land, Construction, Shipbuilding and Infrastructure.	<b>#OneAboitiz in Action</b> – A total of P370 million was raised from various sources by Aboitiz in order to finance the COVID-19 activities.
Alliance Global Group, Inc. (AGI)	Food & Beverage, Gambling, Real Estate	<b>M Safe Crew</b> – In order to ensure the safety of both workers and customers, security measures are implemented for all personnel.
BDO Unibank, Inc. (BDO)	Banking and Finance	<b>Peso for Peso Donation Drive</b> – As part of its mission, the BDO Foundation will match any donations made in order to purchase research kits for underserved communities.

DMCI Holdings, Inc. (DMC)	Construction, Real Estate Development, Mining, and Power Generation	<b>Covid19 Precautionary Measures</b> – In order to keep its employees safe and secure, DMCI provided guidelines on precautions, encompassing their offices and structures.
Jollibee Foods, Corporation	Local and International Fast Food Operations	<b>Jollibee FoodAID</b> – Last May 26, 2020, the Jollibee Group Foundation donated meals worth P220 million to families and health workers.
Petron	Oil Refinery and Marketing	<b>#FuelHope</b> – Funds for frontliners were collected at a Petron station in London. Petron Card Value Points were exchanged for cash at the Petron Card Exchange. On April 13, 2020, the program acquired P1.6 million.
Manila Electric Company (MER)	Power Generation, Contracting, Renewable Energy	<b>#KeepingTheLightsOn</b> – For a period of 30 days from March 1 to April 14, 2020, Meralco has extended their bills.
SM Investments, Corporation	Retail, Financial Services, Real Estate	<b>#SMCares</b> – To the general populace and to the frontlines, the SM Foundation has provided various medical care services.
PLDT (TEL)	Diverse Telecommunications Services	<b>30-Day PLDT Payment Extension</b> - As all of Luzon was shut down, PLDT announced a 30-day amnesty for its clients.

As a result of Cochran's calculation, the sample size for the quantitative component of the study was calculated. E is the optimum degree of accuracy (or margin of error), p is the average percentage of the population of the characteristic in question, q is 1-p, and z is 1.75 at a confidence level of 90%, according to the z table. The sample size estimated is 572 individuals. In 2019, 77,850,000 Facebook users visited the network at least once a month, according to Statistica.com (2020). Participants in this age group ranged from 13 to 65 years old. Everyone who logs in at least once every month is considered a daily user of Facebook. Stratified sampling was employed on survey respondents randomly selected from a large pool of candidates. Facebook users between the ages of 18 and 60 who were reactive to ads were the target audience. A total of 64243260 individuals were counted in the new census. Since the anticipated sample size was 572, stratified sampling was employed to determine the number of responders in each age group.

Table 2: Recomputed population using stratified sampling technique for active FB users from 18 to 64 years old within the age segments

Age Segments Identified for Sampling Size	Total Population from 13 to 65+	Percentage According to Population of 13 to 65+ Years Old	Population size of 18 to 64	Percentage as Compared to Population of 18 to 64 Years Old	Sample Size	No. of Respondents Required by Age Segment
18 to 24	73,170,000	32.8	23,999,760	37.36	572	209
25 to 34		30.1	22,024,170	34.28		192
35 to 44		13.9	10,170,630	15.83		92
45 to 54		7.2	5,268,240	8.20		54
55 to 64		3.8	2,780,460	4.33		25
		87.8	64,243,260	100		572

As shown in Table 2, the 13 to 17-year-old and 65-year-old age groups were excluded from the calculations. As a result of this shift, consumers' buying intent is now being assessed. 64,243,260 users have been removed from the population. This study utilized stratified sampling to estimate sample size. According to the percentages of each category, all age groups were represented. Based on Table 3, the revised percentages were computed and implemented to the 572-person sample, as shown in Table 3.

### **Research Design**

The researchers utilized a questionnaire from the experimental research for our quantitative analysis. Covid19 made it difficult to perform the poll face-to-face, therefore Google forms were used instead. Participants were given two posts from each of the 10 CRM Facebook messages from the ten chosen businesses. Then after, they were allowed to complete out survey forms, which were provided. Participants in this research were 572 randomly selected Facebook members aged 18 to 60. It was done entirely online in order to guarantee its legitimacy.

### **Data Collection**

The study employed a between-subjects design of one (CSR marketing communications types: CRM) x two (CSR communications – brand fit: presence or lack of fit). Each company's Facebook CRM post was utilized in the research. We asked respondents to read 10 CRM postings and complete out survey forms for each one.

## **RESULTS AND DISCUSSIONS**

There were statistically significant differences and correlations between the dependent variable (company-cause fit) and the independent variables (liking/joining Facebook profiles, electronic word of mouth, and buying intention) found in the data evaluation.

### **Testing the Relationship Between CRM's Company-Cause Fit and Liking/Joining FB Pages, eWOM, and Purchase Intention**

It was determined whether or not there was a considerable difference between CRM's company-cause fit, liking/sharing FB profiles, eWOM, and buying intention in this sector. In order to determine whether or not there were substantial variations between the variables, the Spearman rank correlation coefficient was employed as a parametric measure. There is a positive or negative relationship between the variables, as shown by the table's meaning, a substantial, moderate, or weak connection was determined. In other words, the p-value determined if there was not a significant connection between the variables under investigation.

### **CRM Company-Cause Fit and Liking/Joining FB Pages**

The first factors to be examined were CRM's company-cause fit and liking/joining FB pages. It would seem that CRM company-cause fit and like have a clear positive relationship, as shown by the meaning result of 0.698. CRM company-cause fit and liking/joining Facebook pages were statistically associated, as shown by the 0.000 p-value. Thus, the number of individuals



motivated in the company's cause would increase as the amount of persons who liked/joined Facebook pages increased.

Table 7: Relationship of CRM's Company-Cause Fit and Liking/Joining FB Pages

Statistical Test	Value	P-value	Interpretation
Spearman Rank Correlation Coefficient	0.698*	0.000**	There is a significant relationship

\* The value signifies strong positive correlation

\*\*The value is less than 0.05 level of significance

### CRM Company-Cause Fit and eWOM

As a further step, CRM's company-cause fit and eWOM capabilities were assessed. With a meaning score of 0.738, CRM company-cause fit was positively correlated with eWOM. CRM and eWOM have a significant relationship, as shown by the p-value of 0.000. Accordingly, company-cause fit would increase as eWOM grew.

Table 8: Relationship of CRM's Company-Cause Fit and eWOM

Statistical Test	Value	P-value	Interpretation
Spearman Rank Correlation Coefficient	0.738*	0.000**	There is a significant relationship

\* The value is strong positive correlation

\*\*The value is less than 0.05 level of significance

### CRM Company-Cause Fit and Purchase Intention

The final CRM variables to be checked were company-cause fit and purchasing intent. The meaning result in the table was 0.758, which showed a good positive association between CRM company-cause fit and eWOM. The p-value is 0.000, indicating that there was a statistically meaningful association between CRM's company-cause fit and purchasing intent. This implied that as purchasing intent grows, so would company-cause fit.

Table 9: Relationship of CRM's Company-Cause Fit and Purchase Intention

Statistical Test	Value	P-value	Interpretation
Spearman Rank Correlation Coefficient	0.758*	0.000**	There is a significant relationship

\* The value is strong positive correlation

\*\*The value is less than 0.05 level of significance

**RESULTS OF HYPOTHESIS TESTING**

Table 13. Result of Hypotheses Testing

Hypotheses	Description	The Relationship	Value (v)	p-value	Supported	Decision
Ho1	CRM posts of Facebook have no impact on liking/joining FB pages, eWOM, and purchase intention.	CRM Liking	3501.52 *		Yes	Reject Ho1
		CRM eWOM	3479.55 *			
		CRM Purchase	3443.54 *			
		CRM Fit	3493.64 *			
Ho2	Company-cause fit has no impact on liking/joining FB pages, eWOM, and purchase intention.	CRM Fit → Liking	0.698**	0.000**	Yes	Reject Ho2
		CRM Fit → eWOM	0.738**	*		
		CRM Fit → Purchase	0.758**	0.000**		
				*		

\* CRM got the higher response compared to CS

\*\* The value is strong positive correlation

\*\*\* The value is less than 0.05 level of significance

Customer intents to a business are not significantly affected by CRM postings' company-cause fit on Facebook mostly during Covid19 pandemic in terms of liking/joining Facebook brand pages, eWOM purpose, and purchase intentions, thus according to null hypothesis Ho1. It was proposed that Ho1 be dismissed since the statistics indicate a strong correlation seen between company-cause fit of CRM postings and consumer response rates.

CRM's effect on consumer responses about a business is unaffected by the organization's purpose, as per Ho2. EWOM intention and purchase intention are affected by company-cause fit, according to the data presented. Consequently, Ho2 is refused.

**PROPOSED MODELS FOR CRM**

Techniques such as Regression Analysis and Modeling were used to create linear models. When it comes to CRM, these models demonstrate interactions between the dependent variable (fit among company and cause) and the independent variables (likes/joins of Facebook profiles; online word of mouth; buying inclinations).

**CRM Models****Model for CRM's Company-Cause Fit and Liking**

CRM's liking/joining Facebook pages, as shown in Table 14, has a p-value of 0.000, which is significantly less than the significance level of 0.05. Thus, CRM's company cause fit and like have a robust and supporting relationship.

**Table 14: Regression Analysis of CRM's Company-Cause Fit and Liking**

Model	Beta Coefficient	Standard Error	P-value	Interpretation
Constant	0.992	0.048	0.000*	Significant
Liking	0.743	0.011	0.000*	Significant

\*The value is less than 0.05 level of significance

Proposed Model for CRM's Company-Cause Fit and Liking:

**Company-Cause Fit = 0.992 + 0.743xLiking**

For every unit increase in liking/joining FB sites (0.992 or 99.2%), there is a substantial increase in company-cause fit (0.743 to 74.3 percent). For a 74.3 percent increase in the company-cause fit of a CRM FB post, the variable liking/joining FB pages enhances by 99.2 percent, as this was a positive and obvious engagement.

**Model for CRM's Company-Cause Fit and eWOM**

CRM's eWOM has a p-value of 0.000, that was less than 0.05. Company cause fit and eWOM seem to be in close collaboration.

**Table 15: Regression Analysis of CRM's Company-Cause Fit and eWOM**

Model	Beta Coefficient	Standard Error	P-value	Interpretation
Constant	1.140	0.048	0.000*	Significant
eWoM	0.743	0.011	0.000*	Significant

\*The value is less than 0.05 level of significance

Proposed Model for CRM's Company-Cause Fit and eWOM:

**Company-Cause Fit = 1.140 + 0.730xeWoM**

It is estimated that each unit increase in eWOM (1.140 or 114 percent) leads to the increase of 0.730 to 73% in the company-cause fit. An post about CRM on Facebook that improves its company-cause fit by 74.3 percent increases the variable eWOM by 114 percent.

**Model for CRM's Company-Cause Fit and Purchase Intention**

According to Table 16, the p-value of CRM's purchase intent is 0.000, far less than the significance level of 0.05. A genuine and productive relationship exists between CRM's company cause fit and its purchasing objective.

**Table 16: Regression Analysis of CRM's Company-Cause Fit and Purchase Intention**

Model	Beta Coefficient	Standard Error	P-value	Interpretation
Constant	1.123	0.048	0.000*	Significant
Purchase Intention	0.738	0.011	0.000*	Significant

\*The value is less than 0.05 level of significance

Proposed Model for CRM's Company-Cause Fit and Purchase Intention:

### Company-Cause Fit = 1.123 +0.738xPurchase Intention

Every unit rise in purchasing intention, which is 1.123 or 123 percent, led to an increase of 0.737 to 73.8 percent in the company-cause fit. A CRM Facebook article's company-cause fit improves by 74.3 percent, resulting in a 112 percent increase in component purchasing intention.

### Model for CRM's Company-Cause Fit, Liking/Joining FB Pages, eWOM, and Purchase Intention

A look at table 17 shows that the p-values for CRM's liking/joining of Facebook accounts, eWOM and purchasing intention are both less than 0.05, indicating that they are not statistically significant. CRM's business trigger fit is positively correlated with all of those factors.

Table 17: Regression Analysis of CRM's Company-Cause Fit Liking/Joining FB Pages, eWOM, and Purchase Intention

Model	Beta Coefficient	Standard Error	P-value	Interpretation
Constant	0.455	0.038	0.000*	Significant
Liking	0.356	0.013	0.000*	Significant
eWom	0.229	0.014	0.000*	Significant
Purchase Intention	0.308	0.013	0.000*	Significant

\*The value is less than 0.05 level of significance

Proposed Model for CRM's Company-Cause Fit, Liking/Joining Brand Pages, eWOM, and Purchase Intention:

$$CCF = 0.455 + 0.356xLiking + 0.229xeWom + 0.308xPurchase Intention$$

Like (0.013), eWOM (0.014), and buying intention (0.013) all rise by 0.356, or 35.6 percent, for every unit increment in the suggested model. A beneficial and straightforward relationship, CRM's company-cause suit is expected to increase as a result of this, as are like and eWOM, as well as purchase intent.

### CONCLUSIONS AND RECOMMENDATIONS

It was determined that there was a positive link between CRM's company-cause fit and consumer reactions to liking/sharing Facebook pages and purchase intention. To enhance the likelihood of company-cause fit, a business may either increase one or all of the customer response factors separately or concurrently. Therefore, it is reasonable to infer that improving brand-cause fit is the first step in increasing the likelihood of viewers liking/joining Facebook profiles, as well as eWOM and purchase intention. Any improvement in one of the variables resulted in increase in the other variables.

Similar to the testing important relationships section, the suggested models showed a progressive and beneficial connection. Customer response variables would improve as a result of improving the company-cause fit in CRM by one unit. When such roles of variables are

reversed, as described in the previous paragraph, this connection functions in the same manner. As the company-cause fit increases, the other customer reaction variables increase as well. In order to enjoy the advantages of customer reactions, companies should give high priority to CRM communications while establishing CSR strategies for pandemics. They would be grateful for any real help they can provide. As a result of true and sincere generosity, every CSR activity aims to improve the perception of the business and keep stakeholders happy.

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