

# Influence of Corporate Citizenship on Retail Consumers' Planned Behavior

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**Abstract:** This study investigates the impact of Corporate Citizenship on consumer behavior in Colombia's retail sector following the COVID-19 pandemic. It examines how corporate actions influence customer attitudes, purchase intentions, and behaviors. An online survey was conducted among working individuals in the retail sector residing in Bogota and Medellin, analyzing 221 responses. Corporate Citizenship was measured using the Maignan and Ferrell (2000) scale, while consumer behavioral aspects were assessed via constructs from Ajzen's Theory of Planned Behavior. The study utilized a structural equation modeling approach. The research identifies a significant positive relationship between corporate actions, attitudes toward behavior, subjective norms, and perceived behavioral control on buying intention. These findings underscore the broad influence of corporate behavior on consumer choices, highlighting its strategic value in enhancing customer relations and societal impact, especially during disruptive events like the pandemic. This study emphasizes the pivotal role of corporate behavior in shaping consumer decisions and influencing attitudes and purchasing intentions in the retail sector. It stresses the importance of inclusive cultural dialogues and transparent practices to uphold democratic and sustainable values in business operations. From a managerial perspective, the findings underscore the importance of integrating corporate citizenship practices into retail strategies to foster positive consumer attitudes, enhance perceived behavioral control, and align with societal norms, thereby boosting customer loyalty and driving sustainable business growth.

**Keywords:** corporate citizenship; customer attitudes; PLS-SEM

## 1 INTRODUCTION

The COVID-19 pandemic in 2020 led to lockdowns, increasing remote work, and limiting outdoor activity. Businesses faced losses, reduced hours and pay, and closed operations. This crisis significantly impacted industries like education, food, healthcare, tourism, retail, manufacturing, and logistics [1]. Numerous studies have examined how the pandemic impacted retail, highlighting changes in customer and employee behavior and shifts in market demand [2].

Corporate citizenship encompasses economic, legal, ethical, and discretionary obligations to diverse stakeholders [3]. The pandemic prompted corporations to reassess their economic, social, and environmental objectives, with a focus on supporting communities where they are most active. [4] noted significant impacts on retail and healthcare, with the retail sector adapting to provide essential services and experiencing increased spending, notably in online grocery sales.

[5] describes retail as dynamic and complex, significantly impacted by COVID-19's effects on consumer behavior [6]. Businesses now focus on rebuilding trust, managing risks, and meeting stakeholder demands while ensuring profitability and competitiveness globally. Corporate citizenship has evolved beyond compliance and public relations to governance, strategy, risk management, and reputation enhancement [7]. Future research should explore strategic approaches in international business, especially in developing nations facing challenges like poverty and environmental issues [8]

The Theory of Planned Behavior is a popular framework for studying individual intentions, used in areas like employee behavior [8] and purchase decisions [9]. This multidimensional theory has evolved to include additional aspects and integrate other frameworks [10] (Lihua, 2022), expanding its applicability. It has also been employed to analyze corporate citizenship, showing how beliefs like attitudes, norms, and perceived control are influenced by corporate behavior [11]. This study focuses on these constructs in light of the significant role of businesses in sustainable management literature,

particularly their ethical stance and relationships with stakeholders. This becomes crucial in the context of the pandemic and its aftermath, where corporate citizenship gains strategic importance and impacts society [12]. This underscores the need for more research on sustainability management, particularly in understanding how adopting a broader perspective on corporate citizenship can enhance managerial capabilities.

While prior research has extensively explored corporate citizenship's influence on organizational outcomes and the general consumer behavior framework, limited attention has been given to how corporate citizenship shapes retail consumer attitudes, subjective norms, and perceived behavioral control in developing economies, particularly in the aftermath of disruptive events like the COVID-19 pandemic. This study addresses these gaps by applying the Theory of Planned Behavior to examine the nuanced relationships between corporate citizenship and purchase intentions within Colombia's retail sector, contributing to the underexplored intersection of corporate responsibility and consumer decision-making in emerging markets.

This study explores how corporate citizenship influences consumer behavior in Colombia's retail sector after COVID-19. The research questions are: How does corporate citizenship impact attitudes, perceived behavioral control, and subjective norms? How do these factors then affect purchase intentions? The study aims to uncover the most significant attitudinal factors that drive purchasing intentions in the retail sector, focusing on how corporate citizenship shapes consumer attitudes and behaviors.

This research highlights how corporate citizenship impacts customer behavior, shaping their attitudes and purchase intentions in retail settings. It contributes to ongoing discussions about corporate societal involvement [13] and supports the call for more sustainable and accountable corporate practices. Embracing inclusive cultural perspectives and transparent approaches in corporate citizenship is vital for upholding democratic and sustainable values, especially as corporations play increasingly influential societal roles.

## 2 LITERATURE REVIEW

### 2.1 Corporate Citizenship

Corporate Citizenship (CC) refers to a company's responsibilities towards society and the environment and has become increasingly relevant in both business and academic discussions, especially in developing regions. It involves self-regulation integrated into a company's strategy, offering a more precise evaluation of corporate responsibility [14]. CC encompasses four key dimensions: economic, legal, ethical, and discretionary. While much research has focused on these aspects, the influence of CC on customer buying intentions (BI) still requires further exploration. Implementing a strategic CC approach helps businesses address stakeholder claims, gain a competitive edge, and demonstrate how social initiatives can contribute to financial benefits [15].

The pandemic has significantly impacted industries like retail, creating an opportunity for businesses to engage in social responsibility practices. These efforts, such as product donations and community support, can enhance a company's societal role and positively influence consumer behavior [16]. However, the benefits of such initiatives are complex, with studies suggesting both positive responses from consumers and more nuanced reactions [17].

Economic Citizenship (EC) refers to a corporation's primary responsibility to make profits and ensure its continued economic existence. Companies are responsible for achieving financial success and providing society with necessary goods and services [18]. Businesses must produce value for shareholders and stakeholders by effectively managing resources, optimizing operations, and maintaining sustained profit. This aligns with the common understanding of a corporation as an economic entity that prioritizes the interests of investors and owners. Profitable enterprises that satisfy shareholders' requirements also benefit other stakeholders, including customers, employees, and the community.

Legal Citizenship (LC) refers to a corporation's duty to follow the law. Companies must conduct business within legal constraints and comply with regulations [18]. Responsible corporations must adhere to local, national, and international laws covering various aspects of operations, including labor standards, product safety, and environmental protection. The law is seen as codified ethics, setting minimum conditions for corporate behavior [19]. Companies should follow these principles to govern interactions with significant stakeholders, including consumers, employees, and the natural environment [7, 20]. Engaging in activities that do not break the law is the minimum for responsible workplace behavior. Non-compliance can result in financial penalties, reputational damage, and loss of public confidence.

Ethical Citizenship (ETC) requires organizations to transcend legal compliance and consider their broader societal and environmental impact. Companies are expected to engage in morally responsible business practices, demonstrating honesty, integrity, transparency, and fairness in stakeholder interactions [21]. While the law sets the lowest degree of acceptable conduct, ethical principles guide companies to make responsible decisions even when not legally required [22]. Adhering to ethical standards is crucial for businesses, as society increasingly

values moral behavior in various cultural aspects, including governance, education, and healthcare. Companies aiming to be models of CC should pursue economic success, legal compliance, and ethical business practices [18].

Discretionary Citizenship (DC) refers to voluntary contributions by corporations to enhance the community's quality of life. This dimension emphasizes organizational responsibility to participate in activities not mandated by law. Philanthropy, including charitable acts, is considered part of DC, benefiting society whether individuals, foundations, or organizations are involved [23]. Corporations can give back to communities by promoting social activities, education, environmental preservation, and social welfare work. DC should be prioritized from a moral and ethical standpoint, recognizing that firms are integral to society and responsible for improving community well-being [23].

### 2.2 Theory of Planned Behavior

The Theory of Planned Behavior (TPB), introduced by Ajzen in 1985 [24] and updated in 2011, is a psychological framework used to explain and predict human behavior. It is widely applied in health, marketing, international commerce, and education. The TPB suggests that behavior is influenced by three factors: attitude toward behavior (ATB), subjective norm (SN), and perceived behavioral control (PBC). For example, when considering adopting a vegetarian diet, these three components of the TPB work as follows: the individual's attitude toward the diet (ATB), shaped by their perception of its health and ethical benefits; the subjective norm (SN), which reflects the influence of social groups like friends and family on the decision; and the perceived behavioral control (PBC), which involves the individual's belief in their ability to find vegetarian food, prepare meals, and maintain discipline. Together, these factors predict the individual's decision. Studies have shown that TPB can effectively identify factors influencing intentions related to climate change actions [25], purchase behavior [9], and more. However, some critics argue that TPB's predictive power is limited due to its focus on only a few factors [26]. [27] used TPB to explore the impact of psychological and organizational factors on employees' willingness to engage in environmentally friendly behaviors at work. Similarly, [28] examined how environmental concerns and TPB elements influence employees' intentions to adopt green practices. This study adapts the TPB to explore four dimensions of corporate citizenship (EC, LC, ETC, DC), particularly in the retail sector during the COVID-19 crisis. [29] argues that evaluating retailers solely on economic performance is insufficient; social and environmental sustainability efforts are also crucial for improving customer perceptions and influencing societal and environmental impact.

### 2.3 Hypotheses Argumentation

Recent literature has started to investigate psychological mechanisms through which CC influences consumer behavior, particularly via attitudinal and normative pathways [3, 45]. Consumers who perceive a retailer as ethically committed, environmentally

sustainable, and community-oriented tend to develop positive brand attitudes. These attitudes emerge from cognitive evaluations such as perceived transparency and fairness, as well as emotional responses like trust and admiration, both of which inform subsequent behavioral intentions [30, 32]. Concurrently, visible CC initiatives influence SN by signaling socially acceptable or expected behaviors within consumers' reference groups [33]. Additionally, CC practices that facilitate ethical consumption by reducing barriers, such as improving product accessibility or implementing inclusive service policies, strengthening PBC, thereby making responsible purchasing seem more attainable [2, 34]. Integrating CC within the TPB provides a coherent framework for explaining how corporate-level responsibility translates into consumer-level behavioral intentions. While TPB traditionally emphasizes the importance of attitudes, norms, and control in shaping intentions, this research extends that foundation by clarifying how CC influences each antecedent and, in turn, consumer purchase intentions. Particularly in contexts characterized by uncertainty or crisis, such as the COVID-19 pandemic, these psychological relationships become more pronounced as consumers increasingly value trust, fairness, and corporate contributions to society [1, 9]. Thus, the literature highlights the conceptual relevance of examining CC within the TPB framework, making a distinct contribution to understanding consumer behavior in emerging markets. Based on these ideas, the following hypotheses are formulated:

- H1a. Corporate Citizenship positively and significantly influences attitudes toward behavior.
- H1b. Corporate Citizenship positively and significantly influences perceived behavioral control.
- H1c. Corporate Citizenship positively and significantly influences Subjective norms.

Attitude Toward Behavior (ATB) refers to how an individual evaluates a behavior, positively or negatively. It reflects the individual's judgment of a behavior's outcomes [30]. TPB suggests that beliefs about the behavior and its outcomes shape attitudes. Attitude is a key predictor of behavioral intention and actual behavior [31]. In consumer psychology, attitudes strongly influence intentions, such as the intention to engage in environmentally friendly behaviors. Research shows a positive link between attitude and behavior, with individuals more likely to engage in behaviors they view favorably [32]. Based on this, we hypothesize:

- H2. Attitude toward behavior directly influences buying intention.

Subjective Norm (SN) refers to the perception that significant others expect a certain behavior. It reflects how individuals perceive social pressure to engage in specific actions [30]. Research shows that SN influences consumer intentions, such as the intention to buy organic or eco-friendly products [33]. In the context of environmental behaviors, SN shapes individuals' intentions to engage in sustainable actions. Based on these findings, we hypothesize:

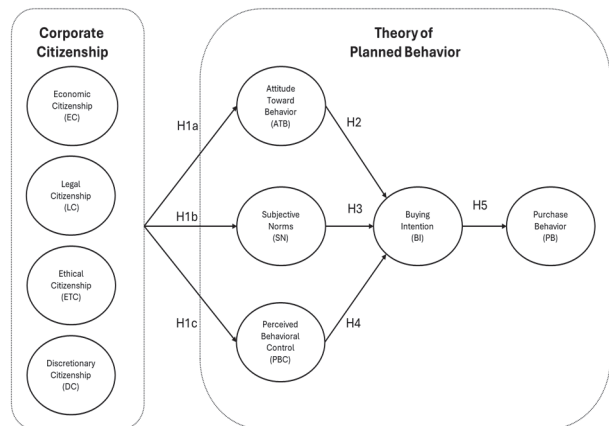
- H3. Subjective norms directly influence buying intention.

Perceived Behavioral Control (PBC) refers to an individual's belief about the difficulty of performing a particular behavior [31]. It influences decision-making, such as whether people can afford or access products during difficult times like a pandemic [34]. PBC has been shown to predict behaviors like recycling [27] and healthy eating [35]. Consumer behavior is also influenced by a task's perceived ease or difficulty, such as purchasing decisions. Based on these findings, we hypothesize:

- H4. Perceived behavioral control directly influences buying intention.

Buying Intention (BI) reflects the likelihood of a consumer purchasing a product, influenced by their attitude and external factors [35]. Studies have shown that attitudes strongly predict buying intentions across different cultures [37]. The COVID-19 pandemic has also influenced BI by changing consumer needs and shopping behaviors [38]. Based on these findings, we hypothesize:

- H5. Buying intention directly influences purchasing behavior.



**Figure 1** Conceptual research model (this figure presents the conceptual research model for the study, illustrating how Corporate Citizenship influences consumer behavior based on the Theory of Planned Behavior)

### 3 DATA AND RESEARCH METHODOLOGY

#### 3.1 Data and Sample

This empirical research draws on a self-administered online survey targeting working individuals in the retail sector residing in Bogotá and Medellín, the two largest cities in Colombia. The questionnaire was distributed using Survey Monkey Audience, yielding 400 responses. However, 171 surveys (43%) were excluded due to incomplete or inconsistent data, leaving 221 valid responses for analysis. The excluded responses primarily lacked fundamental information required for the study, including essential demographic details such as age, gender, and education level. Additionally, several participants did not complete critical sections of the survey designed to measure key constructs, such as attitudes, perceived behavioral control, and subjective norms. Evidence of non-engagement was also observed in some cases, including straight-lining (selecting the same response repeatedly) and skipping multiple items, which compromised data validity. Ensuring the quality and completeness of the responses was vital to uphold the robustness and reliability of the structural equation modeling analysis.

### 3.2 Measures and Sample Characteristics

This study utilized an instrument designed to assess key constructs of the TPB, specifically attitudes toward behavior, subjective norms, and perceived behavioral control, as well as CC and consumer purchase intentions. The TPB items were adapted from established scales widely used in consumer behavior literature [32], facilitating the examination of intentions and behaviors based on underlying psychological determinants. The CC dimension was assessed using Maignan and Ferrell's scale [7], encompassing four aspects of CC: economic, legal, ethical, and discretionary responsibilities. This scale was chosen because of its strong psychometric properties and extensive validation in academic research, including cross-cultural contexts related to stakeholder evaluation and consumer reactions to CSR initiatives [14]. Additionally, its compatibility with the TPB framework made it particularly effective for exploring how psychological factors mediate the relationship between CC practices and consumer purchasing behavior, aligning well with the theoretical objectives of this study.

The survey comprised three distinct sections. The first measured the components of TPB on a 5-point Likert scale. The second was based on CC using an 18-item measure created by [7], and the third collected demographic information. The researchers, proficient in English and Spanish, conducted a series of translations from English to Spanish and subsequently from Spanish back to English. An examination of the distinctions and similarities between the two variants of the English language was conducted to ascertain the credibility of the translation procedure.

Tab. 1 exhibits the sample's demographics, with males accounting for 40.13%, females 58.22%, and others 1.65%. Similarly, there was a diverse representation of age groups, with the largest category being individuals between 18 and 24, accounting for 71.4% of the total. Most participants are university students (66.45%), and 26.64% have a bachelor's degree. Regarding the frequency of visiting retail stores, the most significant categories are weekly (28.9%) and bi-weekly (33.2%).

**Table 1** Demographics

Level of Education			Visit the retail store		
Characteristic	N	%	Characteristic	n	%
High School	156	70.4	Daily	10	4.3
Bachelor's Degree	59	26.64	2-3 times per week	19	8.6
Graduate	6	2.96	Weekly	64	28.9
			By-weekly	73	33.2
			Monthly	55	25
Age			Gender		
Characteristic	N	%	Characteristic	n	%
18-24	158	71.4	Male	89	40.13
25-34	23	10.5	Female	129	58.22
35-44	15	6.9	Others	3	1.65
45-54	17	7.9			
55-64	6	2.6			
65+	2	0.7			

Note: This table presents demographic data, including levels of education, visit frequency to the retail store, age distribution, and gender. The majority of respondents have a high school education (70.4%), with daily store visits being the least common (4.3%) and bi-weekly visits being the most common (33.2%).

## 4 RESULTS

The study utilized partial least squares-based structural equation modelling (PLS-SEM) for data analysis. The PLS-SEM analysis strictly followed the methodological guidelines established by [39]. We chose PLS-SEM due to its suitability for exploratory research and theory development, particularly given our study's novel context. This technique offers robustness with non-normal data and effectively predicts relationships, aligning well with our research objectives.

The PLS-SEM analysis encompassed two crucial phases: assessing the validity of the measurement model and scrutinizing the structural relationships. The outcomes of each of these stages are subsequently provided.

Tab. 2 presents the examination of the measurement model for the latent variables. The established methodology guided the application of specific cutoff points. Reliability, measured through composite reliability ( $\rho_c$ ), exhibited values ranging from 0.804 to 1.0, while validity, assessed by average variance extracted (AVE), ranged from 0.614 to 1.0. All indicator loadings surpassed the threshold of 0.5, reinforcing the robustness of the measurements [39]. A pivotal point of consideration was the prospect of excluding indicators with loadings below 0.7. Despite this option, it was determined that retaining these indicators was more advantageous, as their exclusion elevated the construct's reliability and validity. The SRMR value of 0.088 suggests a good model fit.

**Table 2** Estimation of the metrics of the measurement model

Variable	$\rho_c$	AVE	Code	$\lambda$
Attitude Toward Behavior	0.82	0.61	ATB1	0.65
			ATB3	0.81
			ATB4	0.87
Buying Intention	0.87	0.78	BI1	0.88
			BI2	0.88
Corporate Citizenship	0.90	0.69	DC	0.73
			EC	0.84
			ETC	0.89
			LC	0.85
Purchase Behavior	1.00	1.00	PB1	1.00
Perceived Behavioral Control	0.84	0.73	PCB1	0.88
			PCB2	0.81
Subjective Norms	0.80	0.67	SN1	0.79
			SN2	0.85

Note: This table provides the estimation metrics for the measurement model, including variables such as Attitude Toward Behavior, Buying Intention, Corporate Citizenship, Purchase Behavior, Perceived Behavioral Control, and Subjective Norms. Metrics include composite reliability ( $\rho_c$ ), average variance extracted (AVE), and factor loadings for each code.

The discriminant validity assessment was conducted according to the criteria established by [40]. To assess discriminant validity using the Fornell-Lacker criterion, the AVE for a particular construct should exceed its correlation with other constructs within the model [38]. The data shown in Tab. 3 indicates that the values along the diagonals were consistently more significant than the corresponding values in the rows and columns, implying that the measures could differentiate between different groups or categories. None of the correlations among the reflective constructs exceeded the AVE's square root for each respective construct. Hence, the criteria set by Fornell and Larcker were satisfied, and these outcomes are detailed in Tab. 3. Additionally, the analysis indicated that none of

the latent variables exhibit HTMT values above 0.95. This underscores the conclusion that the study has indeed achieved discriminant validity.

**Table 3** Discriminant validity test

Variables	1	2	3	4	5	6
1 Corporate Citizenship	<b>0.83</b>					
2 Attitude toward behavior	0.76	<b>0.78</b>				
3 Buying intentions	0.65	0.67	<b>0.88</b>			
4 Purchase behavior	0.42	0.36	0.57	<b>1.00</b>		
5 Perceived behavioral control	0.51	0.53	0.72	0.49	<b>0.85</b>	
6 Subjective norms	0.52	0.40	0.66	0.52	0.41	<b>0.82</b>

Note: This table presents the discriminant validity test results among the model variables: Corporate Citizenship, Attitude Toward Behavior, Buying Intentions, Purchase Behavior, Perceived Behavioral Control, and Subjective Norms. The diagonal elements (in bold) represent the square root of the Average Variance Extracted (AVE) for each variable. For discriminant validity to be established, these diagonal elements should be higher than the off-diagonal elements in the corresponding rows and columns, indicating that each construct shares more variance with its indicators than with other constructs.

Tab. 4 and Fig. 2 provide a comprehensive overview of the structural findings. The path coefficients and corresponding confidence intervals were generated using a bootstrapping technique involving 5000 subsamples. Fig. 2 provides a visual representation of the PLS-SEM outcomes.

**Table 4** PLS structural results

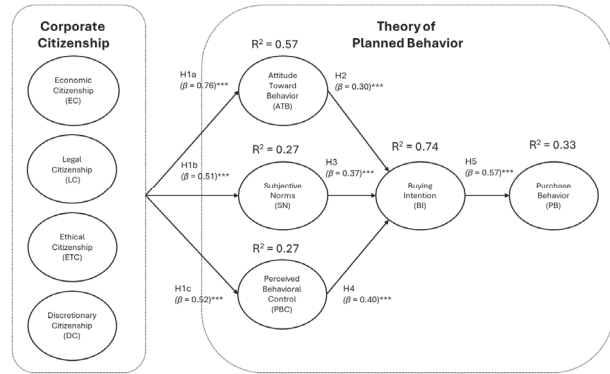
Hypothesis	$\beta$	SD	$t$	$p$
H1a. Corporate citizenship → Attitude toward behavior	0.76	0.03	22.9	0.00
H1b. Corporate citizenship → Perceived behavioral control	0.51	0.07	6.6	0.00
H1c. Corporate citizenship → Subjective norms	0.52	0.06	8.2	0.00
H2. Attitude toward behavior → Buying intention	0.30	0.04	7.3	0.00
H3. Subjective norms → Buying intention	0.37	0.04	8.1	0.00
H4. Perceived behavioral control → Buying intention	0.40	0.04	8.8	0.00
H5. Buying intention → Purchase behavior	0.57	0.05	10.4	0.00
		<i>R-square</i>		
Attitude toward behavior		0.57		
Buying intention		0.74		
Purchase behavior		0.33		
Perceived behavioral control		0.27		
Subjective norms		0.27		

Note: This table summarizes the structural results of the Partial Least Squares Structural Equation Modeling (PLS-SEM), presenting path coefficients, standard deviations,  $T$  statistics, and  $P$  values for the hypotheses tested. The findings reveal strong positive relationships, all with highly significant  $P$  values ( $p < 0.001$ ). Additionally, the  $R$ -square values indicate the proportion of variance explained by the predictors for each dependent variable, with Buying Intention showing the highest explained variance at 74%.

After analyzing the measurement model, the next step involves assessing the structural model to evaluate the path coefficients, which represent the relationships between the research variables, and determine their statistical significance. The results confirm the positive interrelationships among the latent variables in the model. The  $R$ -squared values for ATB, BI, PB, PBC, and SN were 0.57, 0.74, 0.33, 0.27, and 0.27, respectively.

The study examined the impact of CC on ATB, PBC, and SN. The findings showed that CC had a significant and positive effect on ATB ( $\beta = 0.76, t = 22.9, p < 0.01$ ), PBC

( $\beta = 0.51, t = 6.6, p < 0.01$ ), and SN ( $\beta = 0.52, t = 8.2, p < 0.01$ ), thus supporting hypotheses H1a, H1b, and H1c. The effect of ATB on buying intention was significant and positive ( $\beta = 0.30, t = 7.3, p < 0.01$ ), supporting H2.



**Figure 2** PLS-SEM results (this figure presents the results of PLS-SEM analysis. The variation in Buying intention is explained by 74.5% through the variables Attitude toward behavior, Subjective norms, and Perceived behavioral Control, all of which are influenced by Corporate Citizenship)

Hypothesis H3 was also supported, as SN significantly and positively affected buying intention ( $\beta = 0.37, t = 8.1, p < 0.01$ ). Regarding the impact of perceived behavioral control on buying intention, the results showed a significant and positive effect ( $\beta = 0.406, t = 8.8, p < 0.01$ ), supporting H4. Finally, the effect of buying intention on purchase behavior was significant and positive ( $\beta = 0.57, t = 10.4, p < 0.01$ ), supporting H5.

To further address the robustness of our analysis given the final sample size, we conducted a specific power analysis considering the characteristics of our PLS-SEM model. Our primary concern was to ensure sufficient statistical power to detect meaningful effects, particularly the smallest significant path coefficient observed in our model. The smallest significant beta coefficient identified was 0.30, specifically for the relationship between Attitude toward behavior and Buying intention. Based on the inverse square root method proposed by Kock and Hadaya [41] for estimating minimum sample size in PLS-SEM, a beta coefficient of 0.30, with a desired statistical power of 0.90 and a significance level of  $\alpha = 0.05$ , requires a minimum sample size of approximately 96 observations. With our final effective sample size of 229 complete and consistent responses, which is substantially larger than this calculated minimum, we are confident that our study possesses ample statistical power. This significantly reduces the risk of Type II errors (failing to detect a true effect), thereby ensuring the reliability and validity of our findings, even after the initial exclusion of incomplete or inconsistent data.

## 5 CONCLUSION AND IMPLICATIONS

COVID-19 has increased economic and social uncertainty, making it essential for companies to manage their CC efforts effectively. This study examined the impact of CC practices in Colombia's retail industry on consumer buying intentions and purchase behavior after the pandemic. The results show a strong connection between consumers' buying intentions and behavior, aligning with previous studies [38, 42]. Customers' intentions and actions are influenced by their perception of

retailers' CC efforts. Specifically, when retailers meet their CC obligations, consumers' attitudes, PBC, and SN are positively impacted, leading to higher buying intentions and behavior [43].

The study contributes to both theory and practice by highlighting the significant impact of CC on consumer decisions. Theoretical contributions include showing that CC influences consumer behavior as a second-order latent variable [44, 45]. The study also emphasizes the importance of CC in shaping consumer attitudes and purchasing decisions, contributing to the academic discussion on corporate social responsibility and the need for sustainable, ethical business strategies. Retailers, especially in the context of the COVID-19 pandemic, should integrate CC into their strategy to improve customer interactions and increase their societal impact [1, 2]. From a practical perspective, the study shows that PBC significantly influences buying intentions. Retailers can enhance their positioning by offering quality products and services, particularly targeting the young, economically active Latin American population. Strategies include creating a seamless shopping experience, communicating product benefits, demonstrating CC through free Wi-Fi and flexible payment options, offering healthy products, engaging with consumers via digital platforms, and implementing sustainable practices. Retailers must focus on customer service and fulfilling responsibilities to all stakeholders. Effective communication and alignment with consumer values can improve attitudes and intentions, especially during crises like the COVID-19 pandemic, when awareness of ethical and environmental practices has increased.

The theoretical implications derived from the study's results contribute significantly to advancing our understanding of CC and its impact on consumer buying intentions and purchase behavior. The complexity of the relationships among CC, attitudes, intentions, and behavior emphasizes the need for a nuanced and integrated theoretical framework. This study sets the stage for further exploration, encouraging scholars to delve into the intricacies of these relationships and explore deeper into the underlying mechanisms that drive purchase behavior in the context of CC. CC strategies are crucial for retail establishments in Colombia, particularly in the aftermath of the pandemic, impacting consumer attitudes, intentions, and actions. The study supports the increasing need for sustainable and responsible corporate practices by emphasizing the importance of incorporating CC into business plans to improve customer connections and societal impact.

The positive relationship between CC, ATB, SN, and PBC on BI shows that CC significantly influences consumer behavior. This interaction shapes how consumers perceive brands and their purchasing decisions. CC plays a key role in shaping consumer behavior by demonstrating a company's commitment to ethical practices, community involvement, and environmental sustainability. Companies engaging in CC can enhance their reputation, build trust, and foster customer loyalty. A positive view of a company is crucial for encouraging purchases. Consumers are more likely to buy from socially responsible companies because the company's behavior shapes their attitudes. Subjective norms reflect social

pressures, and when societal norms support corporate responsibility, consumers feel obligated to support these companies, further boosting buying intentions. PBC refers to how easy it is for consumers to perform a behavior. Companies that make responsible products easily accessible can improve PBC, encouraging sustainable choices.

The connection between CC, ATB, SN, and PBC helps explain why consumers are increasingly drawn to socially and environmentally responsible companies. This emphasizes the growing importance of CC in the market and the need for businesses to integrate ethical practices to stay competitive. Understanding the link between buying intentions and actual purchase behavior is essential for businesses. It helps predict consumer actions and guide marketing strategies. By influencing buying intentions, companies can develop targeted strategies, product placements, and customer interactions that align with consumer preferences, ultimately increasing sales and strengthening brand loyalty.

The study's managerial implications guide businesses in integrating CC by aligning strategies with consumer preferences, leveraging social influence, and fostering positive attitudes. This enhances CC practices and social impact.

The study has two main limitations: the research design and sampling method affect generalization, and it was conducted in a developing economy where price may outweigh other factors. Future research should use probabilistic samples to improve external validity, explore different industries, products, or services, and analyze the phenomenon longitudinally to understand variable changes over time.

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