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Article

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The Effect of Airline's ESG Management on Corporate Reputation, Corporate Image, and Relationship Continuance Intention

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ABSTRACT

Purpose: This study aims to investigate the impact of airline ESG management on corporate reputation, corporate image, and relationship continuance intention of domestic airlines.

Design/methodology/approach: The data for this study were collected by distributing 300 self-completion questionnaires online, and a total of 211 questionnaires were collected, and 201 questionnaires, excluding 10 non-responses, were used for empirical analysis. Frequency analysis, exploratory factor analysis, reliability analysis, and regression analysis were conducted to test the hypotheses of the study.

Findings: Among the ESG management factors of airlines, this study found that environment and governance had a significant positive impact on corporate image and relationship continuance intention. The study also found that social and corporate governance had a significant positive effect on corporate reputation.

Research limitations/implications: This study is limited by the fact that the data was collected only from domestic travelers. In addition, there may be differences in ESG management activities between FSCs and LCCs, so a follow-up study is needed to extend this study and compare the differences in ESG management between FSC and LCC.

Originality/value: Given the lack of research on airline ESG management, this study analyzes the factors of airline ESG management and demonstrates the importance of ESG management by evaluating companies from a consumer perspective. It also identifies the relationship between airline ESG management and corporate reputation, corporate image, and relationship continuance intention from a corporate marketing perspective, and suggests effective measures for airlines to achieve sustainable growth.

Keywords: Airline industry, ESG management, Corporate reputation, Corporate image, Relationship continuance intention

I. Introduction

In recent years, companies have been facing various changes in the business environment, and ESG has emerged as a key business strategy at the core of companies around the world (Lee & Rhee, 2020).

In order to survive in a rapidly changing environment with various issues such as COVID-19 and the climate crisis, companies are now faced with the challenge of growing economically as well as practicing social responsibility. As a result, more and more companies are increasing their focus on non-financial performance to minimize the penalties of social attention (Koo & Kim, 2023). ESG management is the management vision of a company that recognizes these issues (Kang & Jung, 2020). ESG management is a

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combination of the first letters of environment, society, and governance, and it is a standard for judging a company's non-financial performance by measuring its social contribution to each factor (Galbreath, 2013). In the past, financial performance and profits were the only criteria for corporate investment, but today companies are striving to balance social responsibility with the pursuit of financial goals (Kwak & Choi, 2015).

ESG management is now recognized as an important driver for companies to drive and ensure 'sustainable growth', while also improving financial and non-financial performance, corporate awareness, and public perception (Ji & Seo, 2021).

In line with this trend, Korea has established a legal mechanism to disclose ESG data from 2025 for companies listed on the securities market with total assets of more than KRW 2 trillion, and from 2030, the law will be extended to all companies listed on the KOSPI. As a result, companies are required to consider ESG performance indicators in their management strategies (Hong & Kang, 2021).

Until now, domestic research on ESG has focused on empirical verification of the impact of ESG on the financial performance of companies, such as the effect of ESG disclosure or the valuation of companies. However, in recent years, as consumers have become more conscious of environmental and social issues, they have come to value corporate social responsibility, which is a sensitive factor that influences their spending behavior (Go, 2020). Consumers evaluate the final product that is the result of a company's ESG management. In other words, they evaluate the company based on the information it has received about the company through the products it produces, media, and advertisements (Park, 2023). As a result, companies have focused on green business practices to increase customer satisfaction and create a competitive advantage (Mankgele, 2023).

This situation is also true for the airline industry. Since the mid-1990s, large Korean airlines have been implementing and reporting sustainable management activities under the name of 'Environmental Report', and since the mid-2000s under the name of

'Sustainability Management Report', and since 2021, they have been disclosing their activities through 'ESG Report' on their websites (Hwang, 2013). The term 'sustainability' was first coined by the International Union for Conservation of Nature (IUCN) in its World Conservation Strategy (Duong, 2022).

However, despite the significant increase in interest in airline ESG management, in-depth case studies on airline ESG management are still scarce. In particular, it is time for companies to understand how their ESG management actually impacts the consumer-company relationship from the consumer's perspective and implement practical strategies to maintain a favorable relationship with customers. Therefore, it is necessary to study airline ESG management from the perspective of customers in response to airline ESG management to understand whether airline ESG management can serve as a basis for customers to continue their relationship with airlines. Based on previous research, this study examines the relationship between ESG management and airline passengers' evaluation of the company, corporate image, and relationship continuance intention. This study provides academic and practical implications for airline ESG management and suggests future directions for airline ESG management.

II. Theoretical Background

A. ESG Management

ESG was developed to measure the degree of corporate social responsibility as a criterion for judging a company's non-financial performance (Son & Lee, 2019), and is considered a key factor to be considered when making investment decisions and pursuing sustainable development through eco-friendly and socially responsible management and transparent management from a long-term perspective (Back & Kim, 2023). The term ESG first appeared in 2006 through the United Nations Principles for Responsible Investment. ESG refers to corporate responsibility that

encompasses non-financial measures of environmental, social, and governance, centered on sustainability, rather than social contributions and philanthropy, and studies have shown that ESG information is associated with numerous economic benefits (Lee et al., 2021).

In the airline industry, the International Air Transport Association (IATA) approved a resolution to achieve carbon neutrality (fly to net zero) for the airline industry by 2050, spurring ESG management, and domestic airlines are looking to implement policies such as establishing ESG committees within their boards of directors (Park & Jung, 2023).

In the literature on ESG, Kang and Jung (2020) studied how the effect of a firm's ESG activities on firm value varies by the firm's financial characteristics. They found that ESG performance has a significant positive effect on firm value, with some variation across sectors, and that the significant positive relationship between ESG performance and firm value is stronger for firms with higher profitability and higher foreign ownership.

Previous studies on the impact of consumer behavioral intention have shown that corporate ESG management activities have a significant positive impact on consumer trust and behavioral intention in the study of the impact of corporate ESG management activities on consumer trust and behavioral intention (Kwak & Park, 2022). Hwang (2012) supported the findings of the previous studies by studying the impact of airlines' sustainability activities on corporate image, finding that airlines' economic responsibility activities had a significant positive effect on all factors of corporate and product competitiveness in corporate image. Lee and Dung (2022) found that the three sub-factors of ESG, environmental (E), social (S), and governance (G), have a positive effect on the corporate image of Vietnamese consumers. In other words, positive perceptions of a company's ESG activities not only enhance corporate image and directly affect purchase behavior, but also mediate corporate image to further induce purchase behavior, and suggested that consumer goods companies in Vietnam should actively use ESG management activities as a marketing strategy.

B. Corporate Reputation

'Corporate Reputation' or 'Brand Reputation' has been in the spotlight since the mid-1990s, when it was recognized as an outstanding strategic factor that can drive corporate sustainability and future development and innovation (Bromley, 2000). In the 1990s, industry and academic interest in corporate reputation began to grow rapidly when Fortune magazine published the results of its 'Most Admired Companies' survey (Deephouse, 2002). Reputation, which includes both good and bad, is a general assessment established through a notarized opinion, and is an overall estimate held by internal and external parties based on past and future behavior (Kim & Hong, 2012). Gotsi and Wilson (2001) defined corporate reputation as the overall evaluation of a firm by multiple publics and stakeholders over time, in the form of communication or symbols through corporate behavior, and in comparison to other direct competitors.

Han (2006) stated that reputation refers to the overall evaluation of a company that is built over time based on stakeholders' experiences with all attributes of a company, and when consumers purchase products and services, they receive a certain corporate reputation, either consciously or unconsciously. A study by Choi and Yoo (2012) found that a positive reputation positively influenced stakeholders to invest in the organization and attract talent. It also positively influenced customer retention, which is related to financial performance. In addition, in a study on the impact of corporate ESG management on corporate reputation based on sustainable management activities, it was found that green management activities and social responsibility activities have a positive impact on corporate trust, and corporate trust has a positive impact on corporate reputation (Lee & Park, 2022).

C. Corporate Image

An image is a set of beliefs, thoughts, and impressions that humans have about a particular object (Davies & Chun, 2012), humans form images of

other people, objects, concepts, etc. that they encounter in their daily lives (Morgan & Hunt, 1994). Corporate image is an important factor in determining a company's competitiveness. It is defined as the sum of beliefs, attitudes, and perceptions that consumers have about a particular organization due to its environmental actors (Ko & Shin, 2024).

The reason why corporate image is so important in marketing is that it has a great influence on consumer behavior and can change consumer behavior. Consumers equate a company's products and services with its image, and this has a significant impact on their decision-making process (Lee, 2002). Therefore, corporate image is also a long-term accumulated evaluation of a company and is built with corporate reputation. Since corporate image is a determinant of consumers' behavior and attitudes toward a company, it has been theorized to be a key variable that increases the likelihood of a company's growth by positively influencing and mediating the relationship between the company and its stakeholders (Kang & Oh, 2021).

Herbig and Milewicz (1995) argued that the better a corporate reputation, the more likely consumers are to have a favorable image of that company's new products, and found that corporate image is important for the success of a company and its products. Yoon and Seo (2003) verified the mediating influence of corporate image in a study on the effects of corporate social contribution activities and corporate advertising on brand attitudes, and found that corporate advertising and social contribution activities have a significant effect on corporate image, and that social contribution activities have a relatively greater effect on corporate image than corporate advertising.

Park and Han (2021) confirmed that ESG management shapes corporate image and positively affects attitudes toward the company, and that the environment influences the formation of a warm image of the company, society influences the formation of a warm image and a competent image, and governance influences the formation of a competent image of the company.

D. Relationship Continuance Intention

Relationship continuance intention determine a customer's behavioral intention for current and future performance. Maintaining long-term relationships with customers is a key way for companies to stay ahead of the competition in the marketplace (Kalwani & Narayandas, 1995).

Oh (2000) described relationship continuance intention as the state of being willing to buy the same brand for a long period of time, continuously, and continuously, and defined it as the intention of a company and its customers to maintain a long-term relationship so that the customer thinks of and trusts the current company positively and intends to continue the relationship (Van Iddekinge et al., 2011). Relationship continuance intention can be defined as a variable that can measure a customer's future behavioral intention to continue to use a particular service or brand of product, such as repurchase intention or intention to recommend to others (Lee et al., 2012).

The relationship between customers and companies is such that if the relationship continuance intention is high, customers become retention customers, and if the relationship continuance intention is low, customers become switchers who move to other stores. Consumers with high relationship continuance intention are more likely to have an emotional attachment to the brand and to invest in maintaining the relationship over the long term, and stronger relationship intentions are also associated with higher profitability, as they are less likely to make opportunistic purchases and have lower price elasticity (Mostert et al., 2016). Park (2016) defined relationship continuance intention as the intention of customers who are satisfied with the products and services provided by a company to continue doing business with that company, and found that airline image has a positive effect on relationship continuance intention, which confirms that corporate image has a significant effect on relationship continuance intention.

III. Research Methods

A. Research Model

In order to investigate the impact of airline ESG management on corporate reputation, corporate image, and relationship continuance intention, this study derived the research model shown in Figure 1 to test and clarify the empirical relationship based on the theoretical review of previous studies.

B. Hypothesis

1. Relationship between airline ESG management and corporate reputation

Lee and Park (2022) conducted a study on the impact of corporate ESG activities on corporate reputation and found that corporate ESG (environment, social, governance) management activities have a positive impact on corporate reputation. Back and Kim (2023) analyzed the impact of ESG management activities of restaurant companies on corporate reputation and found that all three factors of environment, social, and governance have a significant positive effect on corporate reputation. Ko and Shin (2024) found that governance has the most significant impact on corporate reputation among the Gs, followed by environmental friendliness, but social responsibility does not have a significant positive impact on corporate reputation. These results suggest that social responsibility is not

important for corporate reputation. It can be seen that ESG management and corporate governance of restaurant companies increase corporate image and reputation. However, since this may be seen as a mere formality or superficial behavior, it is necessary for restaurants to reorganize and reevaluate their reputation management strategies based on ESG factors by determining whether they truly reflect their corporate values and visions, not just show off.

Based on the above prior research, this study aims to demonstrate the following hypotheses to prove the impact relationship.

H1: Airline ESG management will have a significant positive impact on corporate reputation.

H1-1: Environment of airline ESG management will have a significant positive effect on corporate reputation.

H1-2: Social of airline ESG management will have a significant positive effect on corporate reputation.

H1-3: Governance of airline ESG management will have a significant positive effect on corporate reputation.

2. Relationship between airline ESG management and corporate image

In a study on the relationship between ESG management and corporate image of restaurant companies, Ko and Shin (2024) found that corporate governance and eco-friendliness had a significant

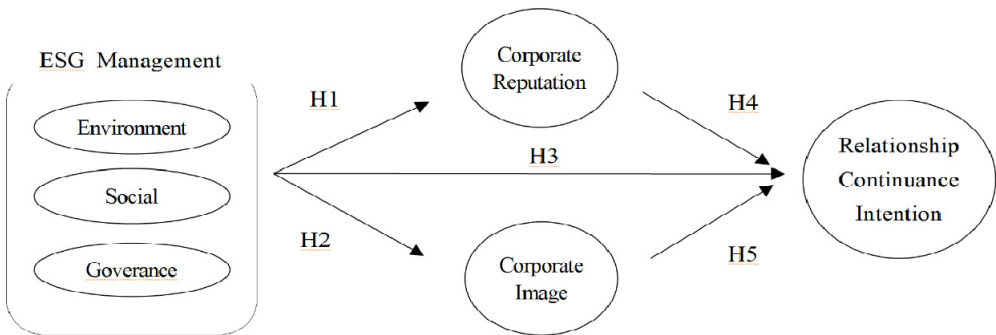


Figure 1. Research Model

impact on corporate image, while social responsibility had no significant impact on corporate image. While having an environmentally friendly approach and transparent governance are important factors for improving corporate image, the social responsibility factor was dismissed, indicating that simply implementing ESG management activities does not automatically create a positive image of a company. Therefore, it was argued that companies should actively implement marketing activities through promotion strategies that focus on the environment and governance to consumers who are increasingly concerned about environmental issues, and that measurement tools should be developed to comprehensively evaluate ESG management from a marketing perspective.

Ha and Kwon (2023) found that ESG factors, environmental, social, and governance performance, have a positive impact on corporate image. In particular, it was found that board audit communication has the greatest impact on improving corporate image, followed by environmental performance and consumer protection.

Based on the above prior research, this study aims to demonstrate the following hypotheses to prove the impact relationship.

H2: Airline ESG management will have a significant positive impact on corporate image.

H2-1: Environment of airline ESG management will have a significant positive effect on corporate image.

H2-2: Social of airline ESG management will have a significant positive effect on corporate image.

H2-3: Governance of airline ESG management will have a significant positive effect on corporate image.

3. Relationship between airline ESG management and relationship continuance intention

Kwak and Park (2022) studied the impact of ESG activities on consumer trust and behavior intention, found that a company's ESG activities have a significant positive effect on trust, which in turn has

a positive effect on purchase intention and recommendation intention. In a study on the impact of ESG management activities of golf course companies on corporate image and intention to use, Kim and Kim (2022) verified that ESG management practices of franchise companies can affect usage intention by increasing positive perceptions of corporate image and attitudes. Therefore, they concluded that actively marketing a company's ESG management practices will have a positive impact on consumers' recommendation and intention to use the company.

Based on the above studies, this study aims to prove the influence relationship by setting the following hypotheses.

H3: Airline ESG management will have a significant positive effect on relationship continuance intention.

H3-1: Environment of airline ESG management will have a significant positive effect on relationship continuance intention.

H3-2: Social of airline ESG management will have a significant positive effect on relationship continuance intention.

H3-3: Governance of airline ESG management will have a significant positive effect on relationship continuance intention.

4. Relationship between corporate reputation and relationship continuance intention

Kwak and Ryu (2014), in their study on the impact of social responsibility activities of restaurant companies on corporate reputation and purchase intention, demonstrated that a long-standing corporate reputation has a positive effect on purchase intention toward the products offered by the company. In a study on the relationship between corporate social responsibility, corporate reputation, and purchase intention, Lee et al. (2017) found that corporate reputation has a positive impact on purchase intention for products and services. A study by Lee et al. (2011) showed a significant relationship between corporate social responsibility activities, visual

communication, corporate philosophy, corporate behavior, purchase intention, and corporate image, which are sub-variables of corporate social activities, through the mediating role of consumer emotions. In other words, corporate social activities build an overall positive corporate image and significantly affect product image, which in turn affects purchase intention.

Based on the above studies, this study aims to prove the influence relationship by setting the following hypotheses.

H4: Corporate reputation will have a significant positive effect on relationship continuance intention.

5. Relationship between corporate image and relationship continuance intention

Park et al. (2017) studied the effects of airline cultural marketing on corporate image, brand equity, and relationship continuance intention, found that corporate image has a significant effect on relationship continuance intention, suggesting that airlines need to build a good corporate image to keep customers using them. In a study by Lee and Son (2015), they found that corporate responsibility activities such as corporate image and corporate trust have a positive effect on purchase intention, leading to the formation of purchase intention for the company's products.

Based on the above studies, this study sets the following hypotheses to prove the impact relationship.

H5: Corporate image will have a significant positive effect on relationship continuance intention.

C. Operational Definition of Variables

Based on previous studies, this study defined airline ESG management as environment, society, and governance as a criterion for judging non-financial performance as a key indicator to be considered like financial performance, and pursuing sustainable development through environmentally and socially

responsible management and transparent management, and composed a total of 15 questions using a Likert 5-point scale based on previous studies by Rezaee (2016), Ji and Seo(2022), Baek and Kim (2023). Corporate reputation is defined as a subjective, holistic evaluation and judgment made by a company's stakeholders about the company and consists of four questions using a Likert 5-point scale based on previous research by Russel (2012), Yoon (2018), Baek and Kim (2023). Corporate image is defined as the overall impression that consumers have of a company, including attitudes, beliefs, and perceptions, and consists of five questions using a Likert 5-point scale based on previous research by Kim and Han (2018), Joo (2019), Go and Shin (2024). Relationship continuance intention is defined as a customer's intention to continue using a particular airline and recommendation intention to recommend the airline to others, and consists of a total of five questions using a Likert 5-point scale based on previous studies by Choi and Lee (2015), Hwang and Kim (2017), Kwak and Kim (2022).

D. Research Methods and Analysis

The data for this study was collected from a sample of Korean adults who have flown on domestic airlines, including both full-service carriers and low-cost carriers, within the last three years. From February 20, 2024 to February 29, 2024, 50 copies of the online questionnaire were conducted in advance to reduce research errors, and some questions were revised and supplemented after analysis. The data collection for this study was conducted for two weeks from March 4 to March 17, 2024, and 300 self-completion questionnaires were distributed online, and a total of 211 copies were collected. After excluding 10 copies that were not returned, 201 copies were used for empirical analysis. To test the hypotheses of the study, SPSS 25.0 statistical program was used for analysis. Frequency analysis was conducted to determine the demographic characteristics of the sample, and exploratory factor analysis and reliability

analysis were conducted to examine the validity and internal consistency of the measurement items. And correlation analysis was conducted to analyze the relationship between variables, and simple and multiple regression analysis was conducted to check the influence relationship between variables.

IV. Results

A. Demographic Characteristics

Of the 201 respondents, 130(64.7%) are male and 71(35.3%) are female, with 79(39.3%) in their 30s and 75(37.3%) in their 40s, followed by 35 (17.9%) in their 20s and 11(17.9%) in their 50s. In terms of marital status, 108(53.7%) were married and 93(46.3%) were single, while 50(24.9%) were management/office workers and 36(17.9%) were professionals. In terms of final education, 137(68.2%) were enrolled in/graduated from a college, accounting for more than half of the respondents, and their monthly income was analyzed as follows: 63(31.3%) earned between 3 million and 4 million won, 40 (19.9%) earned between 2 million and 3 million won, 32(15.9%) earned less than 2 million won, 31(15.4%)

earned between 4 million and 5 million won, 11(5.5%) earned more than 7 million won, and 9(4.5%) earned between 5 million and 6 million won

B. Exploratory Factor Analysis, Validity, and Reliability of Measurement Scales

As shown in Table 1, a total of 15 items of ESG management were extracted into three factors, and the KMO value was .970, and the Bartlett's Sphericity Test was also significant ($p < .001$), confirming that the factor analysis was appropriate to proceed. The factor loadings of all measures were above 0.6, and the Eigenvalue values were 3.838(environment), 3.371(social), and 3.565(governance). The Cronbach's alpha values, which indicates the reliability of the items, is above 0.8, indicating that the internal consistency of the items is reliable. The results of the factor analysis of 4 items of corporate reputation, 5 items of corporate image, and 5 items of relationship continuance intention were extracted into a single factor as shown in Table 1.

Table 1. Exploratory factor analysis

Factor	Items	Factor loading	Eigen value	Variance (%)	Cronbach α
Environment	The airline offers eco-friendly products and services.	0.803	3.838	23.862	.880
	The airline acts responsibly to protect the environment.	0.841			
	The airline is committed to reducing its environmental footprint, including carbon emissions and use of renewable energy.	0.796			
	The airline looks for ways to protect the environment.	0.835			
	The airline is committed to recycling resources.	0.837			
Social	The airline has a community outreach program.	0.810	3.371	20.072	.879
	The airline strives for mutual growth with its suppliers (e.g., vendors, subcontractors).	0.848			
	The airline has a human rights program for its workers.	0.809			
	The airline complies with consumer laws and is committed to customer satisfaction and safety.	0.795			
	The airline is a member of the community and funds social development.	0.842			

Table 1. Continued

Factor	Items	Factor loading	Eigen value	Variance (%)	Cronbach α
Governance	The airline is committed to operating ethically	0.877	3.565	18.945	.899
	The airline is committed to transparency.	0.838			
	The airline seeks to protect the rights of its various stakeholders (shareholders, workers, consumers, suppliers, etc.).	0.848			
	The airline is committed to the soundness of its management structure.	0.834			
	The airline is being transparent with its information.	0.824			
KMO=.970, Bartlett's $\chi^2=2222.101$ Total variance described 62.879% (df=105, $p<.001$)					
Factor	Items	Factor loading	Eigen value	Variance (%)	Cronbach α
Corporate Reputation	The airline will grow to be a trusted organization with consumers.	.795	2.642	66.048	.829
	The airline will grow into a financially strong company.	.804			
	The airline will grow into a company with a clear vision for the future.	.833			
	The airline will grow into an industry leader.	.818			
KMO=.762, Bartlett's $\chi^2=302.637$, Total variance described 66.048% (df=6, $p<.001$)					
Factor	Items	Factor loading	Eigen value	Variance (%)	Cronbach α
Corporate Image	You have a favorable image of the airline	.745	3.191	63.829	.858
	The airline is a company that cares about its customers.	.821			
	You have positive feelings about the airline.	.803			
	You think the airline is a good company.	.801			
	The airline is a trusted company	.821			
KMO=.862, Bartlett's $\chi^2=408.746$, Total variance described 63.829% (df=10, $p<.001$)					
Factor	Items	Factor loading	Eigen value	Variance (%)	Cronbach α
Relationship Continuation Intention	I will fly with that airline even if the price is a bit higher.	.802	3.189	63.775	.845
	When I fly with an airline, I will prioritize that airline.	.768			
	I will continue to fly with that airline in the future.	.791			
	I would recommend the airline to others.	.788			
	If I'm recommended another airline, I'll still fly with that airline.	.843			
KMO=.855, Bartlett's $\chi^2=411.952$, Total variance described 63.775% (df=10, $p<.001$)					

C. Correlations

As shown in Table 2, all measures were positively correlated. The correlation coefficient between society and governance was the highest at .897, indicating that the direction of the relationship between the variables in the research hypothesis is consistent.

D. Hypothesis Testing

1. Relationship between ESG management (environment, social, governance) and corporate reputation

To understand how ESG management affects corporate reputation, we conducted a multiple regression

analysis, and the results are shown in Table 3. H1-1 was accepted with a p-value of .043 to determine the relationship between environment and corporate reputation. The p-value for the relationship between social and corporate reputation was .213, so hypothesis H1-2 was rejected. The relationship between governance and corporate reputation was found to be .000, and the hypotheses H1-3 were accepted with a p-value of .000.

2. Relationship between ESG management (environment, social, governance) and corporate image

To understand how ESG management affects corporate image, we conducted a multiple regression analysis, and the results are shown in Table 3. The p-value of the relationship between environment and corporate image is .340, and the H2-1 is rejected. The p-value of .017 was found to be significant and the H2-2 was accepted. The p-value of .000 was found to be significant and the H2-3 was accepted.

Table 2. Correlations

Contents	Mean	SD	1	2	3	4	5	6
1	4.1443	.57383	1	.867	.849	.769	.745	.794
2	4.1144	.59619	.867	1	.897	.791	.792	.798
3	4.1164	.63544	.849	.897	1	.836	.821	.821
4	4.1741	.56802	.769	.791	.836	1	.818	.827
5	4.1990	.55480	.745	.792	.821	.818	1	.793
6	4.1871	.58381	.794	.798	.821	.827	.793	1

1. Environment, 2. Social, 3. Governance, 4. Corporate Reputation, 5. Corporate Image, 6. Relationship Continuation Intention, * $p < .05$. ** $p < .01$. *** $p < .001$.

Table 3. Results of multiple regression analysis

Dep. variable	Ind. variables	Unstandardized coefficients		Standardized coefficients	p	Collinearity statistics	
		B	S.E.	β		Tolerance	VIF
Corporate Reputation	(constant)	.863	.161		.000		
	Environment	.164	.080	.165	.043	.222	4.505
	Social	.115	.092	.121	.213	.156	6.420
	Governance	.525	.082	.587	.000	.175	5.724
$R = .844$, $R^2 = .713$, Adjusted $R^2 = .709$, $F = 136.127$, $p = .000$, Durbin-Watson = 1.964							
Corporate Image	(constant)	1.026	.163		.000		
	Environment	.078	.081	.080	.340	.222	4.505
	Social	.225	.093	.242	.017	.156	6.420
	Governance	.467	.083	.535	.000	.175	5.724
$R = .831$, $R^2 = .691$, Adjusted $R^2 = .686$, $F = 146.724$, $p = .000$, Durbin-Watson = 1.986							
Relationship Continuation Intention	(constant)	.693	.166		.000		
	Environment	.290	.083	.285	.001	.222	4.505
	Social	.158	.095	.161	.098	.156	6.420
	Governance	.399	.084	.434	.000	.175	5.724
$R = .843$, $R^2 = .711$, Adjusted $R^2 = .707$, $F = 161.735$, $p = .000$, Durbin-Watson = 2.052							

3. Relationship between ESG management (environment, social, governance) and relationship continuance intention

To understand how ESG management affects relationship continuance intention, we conducted a multiple regression analysis, and the results are shown in Table 3. The p-value of the relationship between environment and relationship continuance intention was .001, and hypothesis H3-1 was accepted. The p-value for the relationship between social and relationship continuance intention was .098, so hypothesis H3-2 was rejected. The relationship between governance and relationship continuance intention was found to be significant with a p-value of .000, and hypothesis H3-3 was accepted.

4. Relationship between corporate reputation and relationship continuance intention

To understand how corporate reputation affects relationship continuance intention, we conducted a simple regression analysis, and the results are shown in Table 4. The relationship between corporate reputation and relationship continuance intention was found to be significant at p-value of .000, and hypothesis H4 was accepted.

5. Relationship between corporate image and relationship continuance intention

To understand how corporate image affects

relationship continuance intention, we conducted a simple regression analysis, and the results are shown in Table 4. The relationship between corporate image and relationship continuance intention was found to be significant at p-value of .000, and hypothesis H5 was accepted.

V. Discussion and Conclusion

This study analyzed the impact of airline ESG management on corporate reputation, corporate image, and relationship continuance intention of domestic airlines from the perspective of consumers. Based on the results of this analysis, we aimed to suggest ways to enhance the sustainable growth and competitiveness of airlines through effective ESG management activities, and came up with the following findings.

Regarding the impact of airline ESG management on corporate reputation, the hypothesis that environment and governance factors will affect corporate reputation was accepted, and regarding the impact of airline ESG management on corporate image, the hypothesis that social and governance factors will affect corporate reputation was accepted. Also, regarding the impact of airline ESG management on relationship continuance intention, the factors of

Table 4. Results of a simple regression

Dep. variable	Ind. variables	Unstandardized coefficients		Standardized coefficients	p
		B	S.E.	β	
Relationship Continuation Intention	(constant)	1.144	.188		.000
	Corporate Reputation	.723	.048	.738	.000
$R=.827, R^2=.684, \text{Adjusted } R^2=.682, F=430.764, p=.000$					
Dep. variable	Ind. variables	Unstandardized coefficients		Standardized coefficients	p
		B	S.E.	β	
Relationship Continuation Intention	(constant)	.681	.192		.000
	Corporate Image	.835	.045	.793	.000
$R=.793, R^2=.630, \text{Adjusted } R^2=.628, F=338.153, p=.000$					

environment and social were found to have a significant relationship with relationship continuance intention and the hypothesis is accepted as there is a significant positive relationship between corporate reputation and relationship continuance intention. This confirms that a positive corporate reputation is a key factor that encourages customers to continue to fly with the airline. And finally, the hypothesis was accepted as corporate image had a significant positive effect on relationship continuance intention, confirming that positive corporate image is an important factor in customers' intention to reuse and recommend the airline.

As the interest in ESG management has increased significantly around the world and corporate social responsibility is considered important, this study aims to provide theoretical and practical implications for airline companies to provide efficient ways for airlines to achieve sustainable growth and industry advantage in the fiercely competitive environment through empirical analysis of the impact of ESG management on corporate reputation, corporate image, and relationship continuance intention.

First, although ESG management has been actively studied in various fields such as hotels, restaurants, and fashion, there is a lack of research on ESG management of airlines that directly affect the environment. Therefore, this study analyzed the ESG management factors of airlines and demonstrated the importance of ESG management by evaluating companies from the perspective of consumers.

Second, this study explored ESG management from a corporate marketing perspective. Looking at the previous research on ESG management, many studies have been conducted in the field of finance and accounting as non-financial evaluation factors. As such, there is still a lack of research on ESG management from a marketing perspective, so this study examined the impact of airline ESG management on corporate reputation, corporate image, and relationship continuance intention from a marketing perspective and provided implications for airlines to propose efficient measures to achieve sustainable growth and industry advantage.

Third, a company's ESG activities create a positive corporate reputation and image, which affects consumer reuse and word-of-mouth. Based on these findings, it is necessary for companies to actively recognize ESG activities among consumers and provide implications for corporate practitioners, i.e., internal stakeholders, who want to build a positive image of the company through active marketing.

While this study has academic and practical implications by providing evidence on the impact of airline ESG management on corporate reputation, corporate image, and relationship continuance intention, it also has several limitations.

First, the data collection was limited to domestic customers only. It is difficult to generalize the findings as airlines are used by foreigners as well as locals. Therefore, follow-up studies should include foreigners with airline travel experience.

Second, there may be differences in ESG management activities between FSCs and LCCs, so it is necessary to extend this study to compare the differences in ESG management between FSCs and LCCs.

Third, further research should be conducted to explore more mediating variables in the process by which a company's ESG management affects consumer reuse.

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