

The Role Of Corporate Image And Satisfaction In Mediating The Effect Of Corporate Social Responsibility On Customer Loyalty

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Abstract: *The implementation of CSR has been widely applied in many kinds of companies including banking companies. It is because the implementation of CSR can affect corporate image and improve customer satisfaction and loyalty. The purpose of this study was to explain the influence of CSR, corporate image, and customer satisfaction toward customer loyalty, as well as to explain the mediating effect of satisfaction on CSR to loyalty and corporate image to loyalty. Sample used are 100 customers of PT Bank BPD Bali, which were divided by proportional cluster sampling technique. The collected data were analyzed using Partial Least Square analysis. Several findings of this study are CSR had no significant effect on customer loyalty. CSR significantly influence corporate image and customer satisfaction, hence, corporate image and customer satisfaction were able to mediate the effect of CSR on customer loyalty. Furthermore, customer satisfaction had significant effect to corporate image and customer loyalty, corporate image positively had significant effect to customer loyalty. Corporate image were able to mediate the effect of customer satisfaction to customer loyalty. This findings also has implications that PT Bank BPD Bali needs to do extra work in implementing CSR and conduct intensive promotion of CSR programs that have been done previously and maintaining corporate image.*

Keywords: *CSR, corporate image, customer satisfaction, customer loyalty*

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I. Introduction

Corporate social responsibility (CSR) is a concept that company must have responsibility to consumers, employees, shareholders, community, and environment in its operational aspects (Duarte et al., 2010). The implementation of CSR by a company provides many benefits such as maintaining and boosting corporate image (Sheikh and Rian, 2011; Ningrum and Nurcahya, 2014). Carvalho et al. (2010) suggests that long-term CSR programs will create consumer attitudes to promote their products to others. Research studies on CSR and customer loyalty are growing. The results of several previous empirical studies have proven significant relationship between CSR and customer behavior, especially customer loyalty (Choi and La, 2013; Roig et al., 2013; Chung et al., 2015; Huang et al., 2014; Mirabi et al., 2014). However, some studies found insignificant relationship between CSR and customer loyalty (Bravo et al., 2009; Mandhachitara and Poolthong, 2011).

Most studies that comes with significant result are found in the western country, and the insignificant or weak correlation to explain the effect on customer loyalty are found in Asian-oriented cultures (Kusuma, 2017). Bali has a collectivist-oriented culture (Houston et al., 2012). Based on differences in findings of the relationships of CSR and customer loyalty, an interesting to gather more information by conducted further research. It can be explained that CSR as the embodiment of social awareness of the company is very important in bridging the relationship between the company and the society which can then improve the corporate image and customer loyalty (Tian et al., 2011). One of the marketing goals is the attainment of customer loyalty through marketing strategy (Cheng and Ai, 2011).

Many programs currently implement CSR programs as a form of corporate responsibility to the environment with social programming programs to create a better environment (Rujirutana and Poolthong, 2011). With so many consumers being loyal to the company, and company will benefit (Abbasi et al., 2012). Corporate image is formed through a long process, by communicating the things that give positive value to the consumer (Rindell and Strandvik, 2010). CSR activity can create consumer confidence in companies that affect loyalty (Lacey and Kennet-Hensel, 2010). Zameer et al. (2014) revealed that innovation in banking services and having an effective bank management can be a factor in improving customer satisfaction.

PT Bank BPD Bali is one of many company that has been dedicating itself in carrying out CSR activities since 2010. The purpose and objectives of CSR programs that have been implemented by PT Bank BPD Bali is to try to contribute optimally in an effort to help alleviate the burden of society in the form

corporate responsibility and concern for the people of Bali. This study concern to complement empirical studies findings for the topic of CSR, corporate image, and customer satisfaction as predictor of customer loyalty.

II. Literature Review

Corporate social responsibility (CSR)

An earlier research review by Oberseder et al. (2011), Won et al. (2014), Hsu (2012), explain the various concepts and understanding of corporate social responsibility (CSR). CSR can be explained as responsibility of an organization to the impact of its decisions and activities on society and environment shown through transparent and ethical behavior, with sustainable development and community welfare, in line with established laws and international behavior norms, and integrated with the organization as a whole.

Customer satisfaction

Customer satisfaction is the level at which a performance achievement of a product received by the customer is equal to what the customer is expecting Kotler and Gary (2010: 13). Customer satisfaction is a feeling of pleasure or disappointment felt by customers after comparing between expectation and reality (Kotler and Keller, 2011). According to Hasan (2009: 57), customer satisfaction is a sense of the customer as a response to products or services that have been consumed.

Customer loyalty

Customer loyalty is a deep commitment to repurchase or re-subscribe for a product or service selected in the future, by repeatedly buying the same brand, although situational influences and marketing efforts potentially lead to behavioral change (Rohmah, 2013). In hospitality industry, to maintain customer loyalty and customers does not turn to other services, service providers need to understand five elements (Rohmah, 2013), which are: fast, precise, safe, friendly and convenient.

Corporate image

Semuel and Wijaya (2008) and Worcester (2009), explains that corporate image is a consumer response to the overall offer given by the company and is defined as a number of beliefs, ideas, and public impression on an organization. According to Iman (2010) there are three important things in the image, namely the impression of the object, the process of image formation, and reliable sources. Further, Semuel and Wijaya (2008) divide the corporate image dimension into four, namely: moralities, managements, performance, and services.

Hypotheses

CSR to customer loyalty

Research conducted by Oberseder et al. (2011), indicating that implementation of CSR can increase customer loyalty. Furthermore, Marquina and Morales (2012); Lomi (2015); Liu, et al. (2014) also stated that the implementation of CSR has a positive and significant impact on customer loyalty. Perception of CSR from consumers also found had significant influence to the consumer response to the company and influence the customer to be loyal by using CSR as a marketing tool (Tian et al., 2011).

H₁: CSR positively and significantly influences customer loyalty.

CSR to corporate image

Sheikh and Rian (2011) stated that CSR can significantly able to improve the good attitude of consumers to the company. Stanaland et al. (2011); Muhadjir and Qurani (2011); Huang et al. (2014) found that there is a significant relationship between CSR variables on corporate image. Scharf and Fernandes (2013) also conducts research on CSR in banking, which results shows that CSR is able to increase brand awareness and have a positive impact on bank image.

H₂: CSR positively and significantly influences corporate image.

CSR to customer satisfaction

Nareeman and Hassan (2013), Lomi (2015), Tan and Komaran (2006) found that CSR has a positive and significant impact on customer satisfaction and loyalty. CSR in a company makes the company better understand and increase special knowledge to its customers, this will impact on customer satisfaction (McWilliams, 2006).

H₃: CSR positively and significantly influences customer satisfaction.

Customer satisfaction to corporate image

Alireza et al. (2011), Tung (2010), and Ranjbarian et al. (2012) shows the result that customer satisfaction has a positive and significant impact on corporate image. Sutanto (2009) in his research found that corporate image has a positive influence on customer satisfaction.

H₄: Customer satisfaction positively and significantly influences corporate image.

Customer satisfaction to customer loyalty

Customer satisfaction is closely related to customer loyalty, where satisfied customers will become loyal customers, then loyal customers will indirectly provide recommendations and positive information to prospective customers. Customer satisfaction affects customer retention, repeated purchase intention and word of mouth, which is part of customer loyalty (Cheng et al., 2011). Several studies have shown that satisfaction significantly positively affects customer loyalty (Mohajerani and Miremadi (2012); Lomi (2015); Dhinata and Khusumadewi(2014).

H₅: Customer satisfaction positively and significantly influences customer loyalty.

Corporate image to customer loyalty

Boohene and Agyapong (2011) found that there is a positive and significant relationship between corporate image and consumer loyalty. Furthermore, several other researchers, Uttami et al. (2014); Alireza et al. (2011); Lin and Lu (2010); Ziaul et al. (2010); Minkiewicz et al. (2011) suggests a similar positive relationship between corporate image and customer loyalty.

H₆: Corporate image positively and significantly influences customer loyalty.

The role of corporate image in mediating CSR and customer loyalty

Corporate image is able to mediate the influence of CSR on positive customer word-of-mouth (Ningrum and Nurcahya, 2014). Research by Alves and Raposo (2010); Bravo et al. (2012); Ismail and Spinelli (2012) indicates that corporate image variable proved to have a significant effect on customer loyalty. CSR in a company is very important, that is to develop customer loyalty and emphasize the effect of trust mediation and customer satisfaction regarding the effect of CSR on customer loyalty (Martinez, 2013).

H₇: Corporate image mediates the relationship between CSR and customer loyalty.

The role of customer satisfaction in mediating CSR and customer loyalty

CSR is very important for a company, hence, to develop customer loyalty and emphasize the effect of trust mediation and customer satisfaction regarding the effect of CSR on customer loyalty (Martinez, 2013). However, CSR can not always increase customer loyalty. Lomi (2015) argued that customer satisfaction proved to mediate the influence of CSR on customer loyalty of Bank BNI in Denpasar City.

H₈: Customer satisfaction mediates the relationship between CSR and customer loyalty.

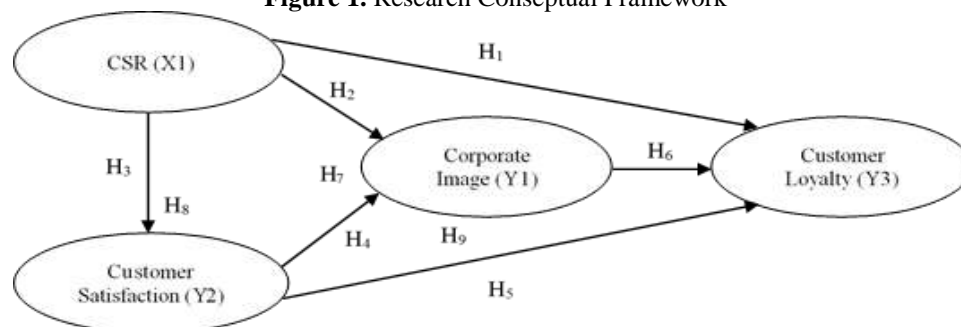
The role of corporate image in mediating customer satisfaction and customer loyalty

Khan et al. (2013), states that there is a positive correlation between image and customer satisfaction. A favorable image leads to customer loyalty (Hsiung, 2011). Tjahjaningsih (2013) states that the higher the customer satisfaction, the higher the customer loyalty.

H₉: Corporate image mediates the relationship between customer satisfaction and customer loyalty.

From the above description of the literature and research hypotheses, the concept of research framework is presented as shown below (Figure 1).

Figure 1. Research Conceptual Framework



III. Research Methods

Procedure

Data collected through research instrument in the form of questionnaire. The statements on the questionnaire were measured using a Likert scale of 1 to 5 scale. The population in this research is all the customers of savings, deposit, individual giro, and corporate giro at PT Bank BPD Bali which actively transact in the past year. The sample used was 100 divided by using proportionate cluster sampling technique. Sample determination technique used in this research is non-probability sampling technique with purposive sampling method. To obtain a questionnaire with the amount ready to be analyzed a number of 100 copies and anticipate the questionnaire that does not return, then the initial spread 120 copies. The questionnaire returned as much as 118, and the target sample has been met is 100, then the rest of the questionnaire obtained can be ignored. The data obtained were then tested using Partial Least Square analysis.

Result

The majority of respondents are women as much as 67 percent, while men as much as 33 percent. Based on age classification, respondents aged 18-25 years are 11 percent, respondents aged 26-35 years is 29 percent, respondents aged 36-45 years of 43 percent, and the last aged 46 - 55 is 17 percent. Based on job classification, respondents are dominated by civil servant are 59 percent, then followed by entrepreneur are 18 percent, private employee are 11 percent, student are 8 percent, and other are 4 percent.

PLS analysis is done in two stages, outer model and inner model test. Outer model test are for validity and reliability of constructs. There are three criteria in testing outer model on PLS, that is using discriminant validity, composite reliability, and convergent validity. As shown in Table 1, the test results show that all indicator variables are valid and reliable.

Table 1. Outer Model Test

Variabel dan Indikatornya		Outer Loadings *)	AVE *)	Composite Reliability **)	Cronbach Alpha **)
CSR (X₁)					
X _{1.1}	PT Bank BPD Bali provides variety of banking products with various conveniences	0,927			
X _{1.2}	PT Bank BPD Bali comply with all laws	0,922			
X _{1.3}	PT Bank BPD Bali values Balinese culture about religious holidays	0,954	0,876	0,966	0,953
X _{1.4}	PT Bank BPD Bali provides voluntary assistance to the people of Bali	0,941			
Corporate Image (Y₁)					
Y _{1.1}	PT Bank BPD Bali has a high morality to the social and environment	0,812			
Y _{1.2}	PT Bank BPD Bali has well managed management	0,958			
Y _{1.3}	PT Bank BPD Bali performance was excellent in conducting its business activities	0,959	0,859	0,961	0,944
Y _{1.4}	Services at PT Bank BPD Bali is able to satisfy the customers	0,970			
Customer Satisfaction (Y₂)					
Y _{2.1}	I feel satisfied during the use of services in PT Bank BPD Bali	0,955			
Y _{2.2}	I feel satisfied with the rate provided by PT Bank BPD Bali	0,946	0,894	0,962	0,940
Y _{2.3}	Overall, I feel satisfied doing transaction at PT Bank BPD Bali	0,935			
Customer Loyalty (Y₃)					
Y _{3.1}	I will stay loyal as PT Bank BPD Bali customer	0,853			
Y _{3.2}	I recommend PT Bank BPD Bali services to other people	0,931			
Y _{3.3}	I tell positive things about PT Bank BPD Bali to other people	0,947	0,829	0,951	0,931
Y _{3.4}	I always increase my deposit savings at PT Bank BPD Bali	0,909			

Source: Primary Data, 2017

Note: *) indicators are valid if value of outer loadings and AVE > 0,50

*****) indicators are valid if value of composite reliability and cronbach alpha > 0,70**

Inner model tested by R-square value, which is a goodness of fit test for the model. In this structural model, corporate image (Y₁), customer satisfaction (Y₂), and customer loyalty (Y₃) are dependent variable. The determination coefficients (R²) from each dependent variable are presented in Table 2 below.

Table 2.R-square

Variabel	R-square	t Statistics	p Values
Corporate Image (Y ₁)	0,832	24,027	0,000
Customer Satisfaction(Y ₂)	0,864	29,800	0,000
Customer Loyalty(Y ₃)	0,739	14,121	0,000

Source: Primary Data, 2017

To measure how well the observation value is generated by the model and also the parameter estimation, it is necessary to calculate Q-square as follows:

$$\begin{aligned}
 Q^2 &= 1-(1 - (R_1)^2) (1 - (R_2)^2)(1 - (R_3)^2) \\
 &= 1-(1 - 0,832)(1 - 0,864)(1 - 0,739) \\
 &= 1-(0,307)(0,252)(0,453) \\
 &= 1 - 0,035 \\
 &= 0,964
 \end{aligned}$$

Q-square has a score with a range of 0 and 1, where if the value is close to 1, it means that the model is good. The calculation results obtained value of Q-square is 0.964, so it can be concluded that the model has a good predictive relevance.

The results obtained on hypothesis testing showed that four hypotheses had positive and significant effect. The test results shown at Table 3.

Table3.Hypotheses Testing Result

Correlation of Variables	Path Coefficients	t Statistics	p Values	Descriptions
CSR (X ₁) → Customer Loyalty(Y ₃)	0,068	0,389	0,712	Not Significant
CSR (X ₁) → Corporate Image (Y ₁)	0,365	3,378	0,001	Significant
CSR (X ₁) → Customer Satisfaction(Y ₂)	0,930	59,053	0,000	Significant
Customer Satisfaction(Y ₂) →Corporate Image (Y ₁)	0,562	5,217	0,000	Significant
Customer Satisfaction(Y ₂) →Customer Loyalty(Y ₃)	0,355	2,218	0,027	Significant
Corporate Image (Y ₁)→Customer Loyalty(Y ₃)	0,461	3,927	0,000	Significant

Source: Primary Data, 2017

Based on the the test,it can be concluded that CSR has no direct effect to customer loyalty with coefficient of 0.068, however, CSR has a direct effect on corporate image with coefficient of 0.365, CSR has direct effect on customer satisfaction with coefficient of 0.930. Customer satisfaction has direct effect on corporate image with coefficient equal to 0,562, customer satisfaction has direct effect to customer loyalty with coefficient equal to 0,355, corporate image have direct effect to customer loyalty with coefficient equal to 0,461 and all significant at 5 percents (t statistics > t critical 1,96).

The indirect effects test through corporate image and customer satisfaction as mediation variables, are presented in Table 4.

Table 4. Indirect Effects

Correlation of Variables	Path Coefficients	t Statistics	p Values	Descriptions
CSR (X ₁) → Corporate Image (Y ₁)→ Customer Loyalty(Y ₃)	0,522	5,427	0,000	Significant
CSR (X ₁) → Customer Satisfaction(Y ₂) →Customer Loyalty(Y ₃)	0,573	3,549	0,000	Significant
Customer Satisfaction(Y ₂) →Corporate Image (Y ₁) → Customer Loyalty(Y ₃)	0,431	4,713	0,000	Significant

Source: Primary Data, 2017

Based on Table 4, it can be explained that hypothesis testing the role of corporate image in mediating the influence of CSR on customer loyalty resulted t statistics greater than t table value (5,427> 1,96), hypothesis testing of customer satisfaction role in mediating influence of CSR to customer loyalty The t statistics t is greater than the value of t table (3,549> 1,96), then testing the hypothesis of corporate image role in mediating the effect of customer satisfaction on customer loyalty result t statistics greater than t table value (4,713> 1,96) All variables are capable of mediating other variables.

IV. Discussion and Conclusion

The influence of CSR on customer loyalty resulted in correlation coefficient of 0.068 and showed that CSR has no positive and significant impact on customer loyalty. Thus, H₁ is rejected. These results support the research of Afandi (2015) and Yudiana and Joko (2016), but the results of this study do not support research conducted by Oberseder et al. (2011); Marquinaand Morales (2012); Liu, et al. (2014); Lomi (2015); Lako (2011: 94-95); Tian et al. (2011). The results of this study indicate and provide a warning for PT Bank BPD Bali

to work more extra in implementing CSR and conduct intensive promotion of CSR programs that have been done.

The influence of CSR on corporate image resulted in correlation coefficient of 0.365 and showed that CSR has a positive and significant impact on corporate image. Thus, H₂ is accepted. This means that the higher the CSR activity performed, the higher the image owned by the company PT Bank BPD Bali. This result supports research from Stanaland et al. (2011); Sheikh and Rian (2011); Muhadjir and Qurani (2011); ScharfandFernandes (2013); Huang et al. (2014). CSR also found influence the customer satisfaction, resulted in correlation coefficient of 0.930 and showed that CSR has a positive and significant impact on customer satisfaction. Thus, H₃ is accepted. This means that the higher the CSR activity performed, the higher the level of customer satisfaction. These results support the research of Nareeman and Hassan (2013); Lomi (2015); Tan and Komaran (2006); McWilliams (2006).

The results of hypothesis testing on the effect of customer satisfaction on corporate image resulted in a correlation coefficient of 0,562 and showed that customer satisfaction has a positive and significant impact on corporate image. Thus, H₄ is accepted. This means that the higher the level of customer satisfaction, the higher the image owned by the company PT Bank BPD Bali. These results support research conducted by Alireza et al. (2011); Tung (2010); Ranjbarian et al. (2012); Sutanto (2009). The results of hypothesis testing on the influence of customer satisfaction on customer loyalty resulted in correlation coefficient of 0.355 and showed that customer satisfaction has a positive and significant impact on customer loyalty. Thus, H₅ is accepted. This means that the higher the level of customer satisfaction, the higher the loyalty of customers to PT Bank BPD Bali. This result supports research by Mohajerani and Miremadi (2012); Cheng et al. (2011); Lomi (2015); Dhinataand Khusumadewi(2014).

The results of hypothesis testing on the influence of corporate image on customer loyalty resulted in correlation coefficient of 0.461 and showed that corporate image has a positive and significant impact on customer loyalty. Thus, H₆ is accepted. This means that the higher the image owned by the company PT Bank BPD Bali, the higher the loyalty of customers to PT Bank BPD Bali. These results support research by Boohene and Agyapong (2011); Uttami et al. (2014); Alireza et al. (2011); Lin and Lu (2010); Ziaul et al. (2010); Minkiewicz et al. (2011). The result of hypothesis testing the role of corporate image in mediating the influence of CSR on customer loyalty resulted the correlation coefficient of 0,522. The t statistics value is greater than the value of t table (5,427 > 1,96) and p values is 0.000 (<0,05). The results show that corporate image is able to mediate significantly the impact of CSR on customer loyalty. Thus, H₇ is accepted. These results support research by NingrumandNurcahya (2014); AlvesandRaposo (2010); Bravo et al. (2012); Ismail andSpinelli (2012); Martinez (2013).

Customer satisfaction also found mediated the influence of CSR on customer loyalty, with correlation coefficient of 0.573. The t statistics value is greater than the value of t table (3.549 > 1.96) and the p values is 0.000 (<0.05). These results indicate that customer satisfaction is able to mediate significantly the impact of CSR on customer loyalty. Thus, H₈ is accepted. These results support research by Martinez (2013); Lomi (2015). Furthermore, the mediating effect of corporate image on customer satisfaction to customer loyalty resulted correlation coefficient of 0.431. The t statistics value is greater than the value of t table (4,713 > 1,96) and p values is 0.000 (<0,05). These results indicate that corporate image is able to mediate significantly the impact of customer satisfaction on customer loyalty. Thus, H₉ is accepted. This result supports research by Khan et al. (2013); Hsiung (2011); Tjahjaningsih (2013).

Research implication

The results of this study certainly has some practical implications. Firstly, CSR does not have an effect to increase customer loyalty in PT Bank BPD Bali, but when CSR is supported by good corporate image and high customer satisfaction, the result shows that CSR has a big influence in increasing customer loyalty in PT Bank BPD Bali. This indicates and gives a warning to PT Bank BPD Bali to work more extra in implementing CSR and conduct intensive promotion of CSR programs that have been done.

Secondly, based on the results of research can also be seen that the image of the company has the greatest influence in making customers become loyal to PT Bank BPD Bali compared with customer satisfaction itself. Companies that have a positive image will have a great impact on customer loyalty and will make customers loyal, influence customers in recommending products, telling positive things to others, and increasing the amount of savings in PT Bank BPD Bali, so the image of the company can be regarded as Essential factor in growing customer loyalty.

Third, based on the results of research can also be seen that customer satisfaction has the greatest influence in creating a good corporate image compared to CSR applied by PT Bank BPD Bali. However, the CSR applied by PT Bank BPD Bali has the greatest influence in determining the satisfaction of its customers. Related to this it becomes an important thing to note for the manager of CSR in PT Bank BPD Bali because basically the CSR strategy is made to create satisfaction and guarantee a condition where customers get

satisfaction associated with the company so that it will impact on loyalty to banks that do CSR, in addition to some other objectives, such as profit and responsibility to society.

Limitations and future research

Some limitations still exist in this research. This research is only conducted in PT Bank BPD Bali which is a banking industry as a research location, so it is important for future research to complement and enrich the empirical study related to this topic by using industry category other than banking, like hotel, manufacturing and retail industry. The variables studied are CSR, corporate image and customer satisfaction in improving customer loyalty, thus, future research will also need to develop this topic by using other predictor variables such as perceived value, quality of service, attitude, and WOM. This study also only examines CSR globally, so for future research it is necessary to divide CSR variables in more detail into CSR related environment, community related CSR, and CSR related stakeholders. Further research needs to complement demographic variables of the samples such as, representation among regions, among product types, and among customer classifications.

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