

THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY AND ELECTRONIC WORD OF MOUTH TO BUILD CUSTOMER LOYALTY: CORPORATE IMAGE AS INTERVENING VARIABLE

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ABSTRACT: *This study aims to determine the effect of corporate social responsibility and electronic word of mouth on customer loyalty with the corporate image as an intervening variable. Non-probability sampling with purposive sampling technique was used in this research with 180 respondents participated. By using path analysis, this study indicates that corporate social responsibility has no significant effect on customer loyalty, while electronic word of mouth and corporate image has a positive effect on customer loyalty. Corporate image becomes an intervening variable in the indirect relationship between corporate social responsibility and customer loyalty. Then, the corporate image in the relationship between electronic word of mouth on customer loyalty indirectly has no greater value than its direct influence. This study shows that it is important for companies to build a corporate image to increase customer loyalty.*

Keywords: *corporate social responsibility, electronic word of mouth, corporate image, customer loyalty*

I. INTRODUCTION

More than 50% of the population in Indonesia is of productive age and is dominated by young people, so producers need to implement fresher marketing strategies. The characteristics possessed by the young age segment are the focus of the company, which mainly targets this market segment. Meanwhile, nowadays many consumers make decisions in choosing a product based on an emotional basis based on "give back to others". This is supported by the characteristics of the population of the younger generation, especially Generation Z who tend to choose brands that contribute to the environment.

In targeting customers, for PT. X, the young age group is main focus in its demographic segmentation. In addition, PT. X as a manufacturer of water treatment for the consumption of ready-to-drink beverages uses water as its main raw material. Companies engaged in the natural resource management industry, especially the management of springs, need to implement CSR (Corporate Social Responsibility) program, as stated in Law number 40 of 2007 article 74 concerning Limited Liability Companies regarding Social and Environmental Responsibility.

CSR is considered good and becomes easier to recognize if the social responsibility that has been carried out by the company can answer or has been responsive to the issues surrounding it. With this perception, it can be concluded that CSR is considered to be able to improve the company's image (Lee, Kim, & Roh, 2019). Meanwhile, reviews from actual consumers or potential consumers of PT X's products, indirectly stimulate behavior and mindset in perceiving the company (Bataneh, 2015). Consumer loyalty can be shaky when there are reports from other consumers about poor company products that are not addressed carefully (Chung et al., 2015).

Based on this description, the purpose of this study is to identify the effect of implementing CSR and E-WOM programs on the company's image and customer loyalty of PT. X. Furthermore, this study also identifies the role of corporate image in the relationship between CSR, E-WOM and PT. X's customer loyalty.

II. LITERATURE REVIEW

Customer Loyalty

Loyalty according to Newman & Werbel (1973) is an implied definition that says exactly where buyers feel an attachment to a brand. Loyalty also describes a positive relationship to product satisfaction. Meanwhile, the definition of loyalty expressed McMullan & Gilmore (2008) as biased (non-random), behavioral response (purchase), one of which is expressed by several decision-making departments from time to time. One or more of these brands is an alternative brand and is a function of psychological processes (decision making, evaluation). However, this is because it based on the collective failure and cannot provide a unified and dependent definition of the three stages. Cognition, influence, and behavioral intention. These three stages have resulted in a deep-rooted commitment, which states that consumers will develop loyalty linearly. The definition

of customer loyalty is a deeply held commitment to buy or re-support a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause customers to switch.

According to Griffin et al. (2006) the characteristics of loyal customers are as follows:

1. Make regular purchases
2. Buying outside the product/service line
3. Recommend other products
4. Demonstrate immunity from the attraction of similar products from competitors

Corporate Image

Company image according to the study of Tran et al. (2015) is an emotional building aspect with informational content about ethical behavior. This is also in line with research that refers to a corporate image which is the net result of all experiences, impressions, beliefs, feelings, and knowledge that people have about a company. In addition, corporate image can be described as a consumer response to the overall product provided by the company and is defined as the many beliefs, ideas, and public impressions of the organization.

The indicators of the corporate image according to Harrison (2005) are as follows:

1. Personality, is all the characteristics of the company that are captured and understood by the target public, such as a company that can be trusted and relied upon as well as a company responsibility that can truly be accountable to the public.
2. Reputation, is the target public's belief in what the company has done based on personal experience and other parties.
3. Value, values that have been embedded for a long time, or in other words the corporate culture that has been attached to the company, such as the attitude of management who cares about customers.
4. Corporate identity, which includes components that facilitate the introduction of the target public to the company, such as logos, colors, and slogans.

E-WOM (Electronic Word of Mouth)

Word of mouth or word of mouth communication is the provision of recommendations both individually and in groups for a product or service to provide personal information. The continuous development of technology and information has led to the exchange of information and communication between humans through the Internet, and the use of the Internet is increasing, and word of mouth appears on the Internet, which is called e-WOM. So, in its development, communication between customers through the internet has a wider scope. Word of mouth through internet media is now better known as electronic word of mouth. Meanwhile, according to Thureau et al (2004), electronic word of mouth (E-WOM) is defined as a form of marketing communication that contains positive or negative statements made by potential customers, customers, and former customers about a product or company, which is available to many people. or institutionalized through the internet.

Bataineh (2015) reveals that the perception of E-WOM is formed through 3 factors as follows:

1. E-WOM Quality, e-WOM quality is described based on the strength of convincing comments from the information message shared. When customers are looking for information, the quality of information may have an impact on customer acceptance of reviews of a product/service offered.
2. E-WOM Quantity, refers to the number of online reviews/comments posted. The more products or companies are discussed in the realm of online media, the more popular these products are.
3. E-WOM Credibility, customers consider reviews/comments on products and services as a reliable source, they use it to make repurchase decisions in the future. On the other hand, if it is deemed less credible, the customer may ignore it, and the review will not be taken into account.

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is defined as the company's commitment to contribute to sustainable economic development by focusing on corporate social responsibility and promoting a balance between economic, social, and environmental aspects. Then CSR can also be interpreted as the company's commitment to improving the welfare of the community through good business practices and donating part of the company's resources.

According to Carroll (1991) corporate social responsibility consists of 6 factors as follows:

1. Economic responsibilities, the main social responsibility of companies with economic responsibility, namely the existence of business institutions consisting of economic cycle activities where the company produces goods and services that can benefit the community and benefit the company in the form of profit (profit).
2. Legal responsibilities, the community expects the business to run by always obeying the applicable laws and regulations. Where, through the legislative body, laws, and regulations are formulated based on the demands of the community.
3. Ethical responsibilities, society expects the business run by a company to be carried out ethically. Business ethics is shown through a moral reflection carried out by business actors individually and

institutionally to assess an issue where this assessment is a choice of values that develop in a society. Through this assessment, individuals or organizations will provide an assessment of whether something done is right or wrong, fair or unfair, and has use-value or not that is beneficial and acceptable to society.

4. In philanthropic responsibilities, the community expects the existence of a company amid people's lives to provide benefits for them. The company's expectations are met by the company through various philanthropic and voluntary programs.

5. Customer protection focuses on consumers about what they need and want by prioritizing protection against things that can harm consumers as a whole.

6. Environmental contribution, in carrying out its business practices, is always oriented to minimizing emissions from the production process and participating in campaigning for environmental care. The company's contribution can be contained in various programs such as reforestation, conservation of animals whose habitat is threatened, using and developing products with environmentally friendly technology, and producing products with easy-to-recycle packaging.

Based on previous research, hypothesis developed in this research as follows:

H_1: Corporate Social Responsibility has a positive effect on Corporate Image

H_2: Electronic Word of Mouth has a positive effect on Corporate Image

H_3: Corporate Social Responsibility has a positive effect on customer loyalty

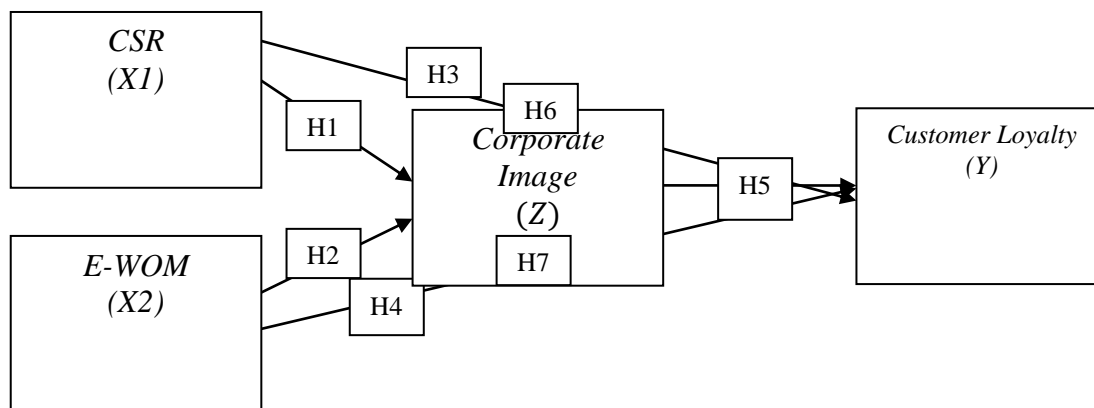
H_4: Electronic Word of Mouth has a positive effect on customer loyalty

H_5: Corporate Image has a positive effect on customer loyalty

H_6: Corporate Social Responsibility has a positive effect on customer loyalty through Corporate Image

H_7: Electronic Word of Mouth has a positive effect on customer loyalty through Corporate Image

Based on the formulation of the hypothesis, the proposed research framework is as follows:



III. RESEARCH METHODS

This research is causal associative, that is, this research is associative research with a causal relationship. According to Sugiyono (2013), a causal relationship is a causal relationship. Independent variables used in this research are CSR (X1) and E-WOM (X2), the intervening variable is corporate image (Z) and consumer loyalty as the dependent variable (Y).

Population and Sample

The first stage in the sampling process is usually to clearly define the target population. The population is generally related to the number of people living in a particular country (Hameed Taherdoost, 2016). The population contained in this study are all customers who have purchased and consumed PT. X in the Jakarta area with an unknown population. In this study, the determination of the number of samples was used to represent an unknown population, so that the sampling was adjusted to the number of statement items used in the questionnaire (Hair et al, 2010). Here is the formula used:

Information:

n = number of questionnaire questions.

In this study, the number of questions in the questionnaire was 36 questions, so:

The number of samples obtained from this formula amounted to 180 which later is the number of respondents to fill out the questionnaire from this study. This study using non-probability sampling technique. Qualitative case study research tends to focus on small samples and is intended to examine real-life phenomena, not make statistical conclusions concerning a wider population such as a population. The sample of participants or cases need not be representative or random, but clear reasons are needed to include some cases or individuals rather than others (Hamed Taherdoost& Group, 2017). The method chosen in non-probability sampling in this study is purposive sampling. According to Hameed Taherdoost (2016) purposive sampling or it can also be called judgmental sampling is a strategy in which certain people or events are chosen intentionally to provide important information that cannot be obtained from other options.

The sample considerations in this study are as follows:

1. Customers who are met in the Jakarta area and have made a purchase on the products produced by PT. X
2. Minimum age of 17 years and a maximum of 39 years.
3. Ever made a purchase and consume the product output of PT. X at least 3 times a month.
4. Knowing the corporate social responsibility programs that have been implemented by PT. X
5. Have you seen, heard, or been directly involved with other people's comments regarding reviews of PT. X on social media platforms.

The process of data collection carried out by researchers is by distributing questionnaires to respondents to obtain primary data on the object of research.

Data Analysis Technique

Validity test

A validity test is a measure that shows the level of reliability or validity of a measuring instrument. Validity is used to determine the feasibility of the items in a list (construct) of questions in defining a variable (Sugiyono, 2014). The validity test was carried out by comparing the calculated r-value (correlated item-total correlations) with the r table value. If the value of r arithmetic > r table and positive value at 5% significance, then the data can be said to be valid. On the other hand, if the r count is smaller than the r table, then the data is not valid (Soeryanto, 2008).

Reliability Test

A reliability test is an index that shows the extent to which a measuring instrument can be trusted or reliable (Sugiyono, 2010). The reliability test of the instrument can be seen from the magnitude of the Cronbach alpha value in each variable. Cronbach Alpha (α) is used to determine the interitem consistent reliability or to test the respondent's consistency in responding to all items

Reliability Assessment Criteria

Interval Alpha (α/r)	Relationship Level
0,8 – 1,0	Good reliability
0,6 – 0799	Reliability accepted
Less than 0,60	Reliability is not good

Source :Sugiyono, 2008.

Path Analysis

Path analysis will help in seeing the magnitude of the coefficients directly and indirectly from the dependent variable to the independent variable, by paying attention to the magnitude of the coefficient, the magnitude of the direct and indirect influence can be compared. In this study, we will look at the path analysis of whether corporate social responsibility (X1) affects customer loyalty (Y) without a corporate image (Z) as an intermediary or indirectly, corporate social responsibility (X1) affects customer loyalty. (Y) through corporate image (Z) first and whether electronic word of mouth(X2) has a direct effect on customer loyalty (Y) without a corporate image (Z) as an intermediary or vice versa indirectly, electronic word of mouth mouth(X2) affects customer loyalty (Y) through corporate image (Z).

IV. RESULTS AND DISCUSSION

In this study, an analysis of consumers who have made purchases of products produced by PT. X. Researcher distributed questionnaires to 180 respondents who were found in the Jakarta area based on gender, age, occupation, monthly income, amount of time spent accessing the internet, and frequency of purchases.

Validity and Reliability Testing

Validity test

Based on the results of the validity test, it can be concluded that all 36 statements are valid. By comparing the value of the calculated r and r table, it was found that all the calculated r values of each statement item were

worth above 0.361, which means that r count is greater than r table (r count > r table). Therefore, it can be said that every item of the statement used in this study is appropriate to be used in measuring every indicator and variable in this study.

Reliability Test

Based on the results of the validity test, it was concluded that all 36 statements were stated in the category of good reliability. With value *Cronbach's Alpha* of 0.969 where the value is greater than 0.60.

Reliability Test Results

Path Analysis Test Results

In this study, path analysis is used to determine the direct effect of the corporate social responsibility variable and the electronic word of mouth variable on corporate image and the indirect effect of the corporate social responsibility variable and electronic word of mouth variable on customer loyalty through the corporate image with a two-stage multiple linear regression model. Phase I examines the effect of corporate social responsibility and electronic word of mouth on corporate image and phase II examines the effect of corporate social responsibility and electronic word of mouth on customer loyalty through corporate image.

Stage 1 Regression Test Results

Corporate Social Responsibility and Electronic Word Of Mouth to Corporate Image

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,413	,161		2,560	0.011
	CSR	,499	0.070	,457	7,158	,000
	EWOM	,378	,061	,398	6,224	,000
a. Dependent Variable: Corporate Image						

Source: *Statistical Software Output Results, 2019*

The results of statistical calculations show that the corporate social responsibility variable (X1) produces a significant effect on corporate image (Z) that is equal to 0.000. Next, for the electronic word of mouth variable (X2) also produces a significant effect on the corporate image (Z) that is equal to 0.000. The significant value (Sig.) for the two variables is less than 0.05, meaning that each of these two variables has a significant effect on the corporate image (Z)

Coefficient of Determination

CSR and E-WOM on Corporate Image

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,786a	,617	,613	,29901
a. Predictors: (Constant), EWOM, CSR				
b. Dependent Variable: Corporate Image				

Source: *Statistical Software Output Results, 2019*

Contribution of corporate social responsibility variable (X1) and electronic word of mouth variable (X2) simultaneously which directly affect the corporate image (Z) are as follows:

$$\begin{aligned}
 & r^2 \times 100\% \\
 & = 0.617 \times 100\% \\
 & = 61.7\%
 \end{aligned}$$

It is known from the above calculation that it can be said that the variable corporate social responsibility and variable electronic word of mouth give effect to corporate image by 61.7% and the remaining 38.3% (= 100% - 61.7%) influenced by other variables. Meanwhile, the magnitude of the path coefficient for other variables outside the study is obtained through the following calculations.

Stage 2 Regression Test Results

CSR, E-WOM, and Corporate Image on Customer Loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	,092	,223		,411	,681
	CSR	-,037	,107	-,028	-,341	,734
	EWOM	,408	,091	,356	4,490	,000
	Corporate Image	,534	,102	,444	5,250	,000
a. Dependent Variable: Customer loyalty						

Source: Statistical Software Output Results, 2019

The results of statistical calculations show that the corporate social responsibility variable (X_1) has an insignificant effect on customer loyalty (Y), which is 0.734. Furthermore, for the electronic word of mouth variable (X_2), it has a significant effect on customer loyalty (Y) which is 0.000, and for the corporate image variable (Z) it has a significant effect on customer loyalty (Y) which is 0.000. The significant value (Sig.) for the two variables is less than 0.05, meaning that each of these two variables has a significant effect on customer loyalty (Y). Meanwhile, the corporate social responsibility variable (X_1) itself has no significant effect on customer loyalty (Y), with a significant value (Sig.) greater than 0.05.

Coefficient of Determination

Corporate Social Responsibility, Electronic Word of Mouth dan Corporate Image on Customer Loyalty

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	,720a	,518	,510		,40461
a. Predictors: (Constant), Corporate Image, EWOM, CSR					
b. Dependent Variable: Customer loyalty					

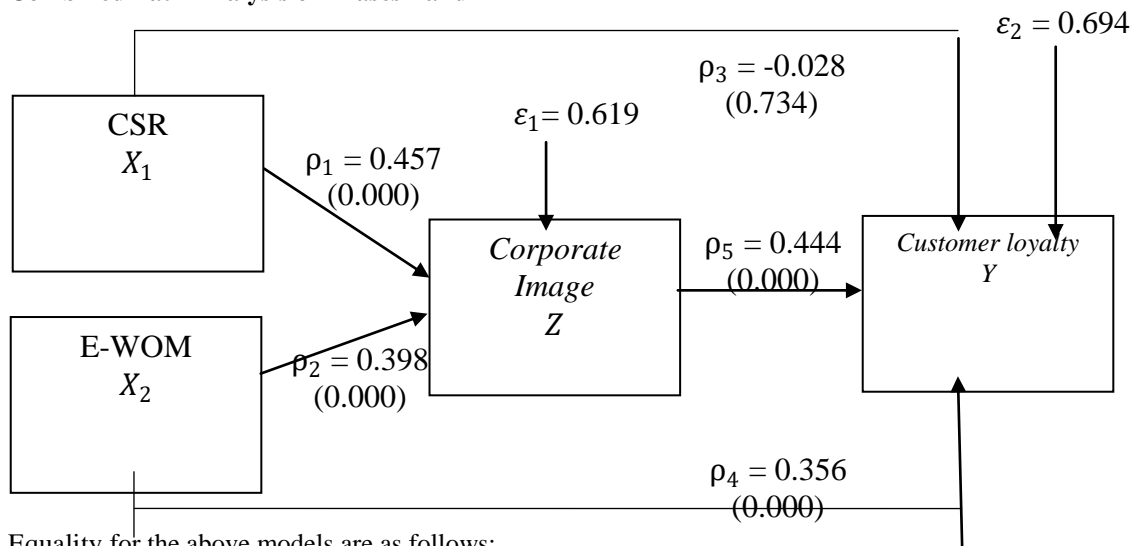
Source: Statistical Software Output Results, 2019

Contribution of corporate social responsibility variables (X_1) and variable electronic word of mouth (X_2) simultaneously which directly affect the corporate image (Z) are as follows:

$$r^2 \times 100\% = 0.518 \times 100\% = 51.8\%$$

It is known from the above calculation that it can be said that the corporate social responsibility variable, electronic word of mouth variable, and corporate image have an influence on customer loyalty by 51.8%, and the remaining 48.2% (= 100% - 51%) is influenced by other variables.

Combined Path Analysis of Phases I and II



Equality for the above models are as follows:

Substructural I :

$$Z = z + z + x_1 x_2 \epsilon_1$$

$$Z = 0.457x_1 + 0.398x_2 + 0.619\epsilon_1$$

Substructural II:

$$Y = y + y + yz + x_1 x_2 \epsilon_2$$

$$Y = -0.028 + 0.356 + 0.444z + x_1 x_2 0,586\epsilon_2$$

Based on the overall calculation results, the relationship of each variable in this study can be concluded in the following table:

Result of Calculation of Effect of Each Variable

Relationship between variables	Direct Effect	Indirect Effect	Total Effect
$X_1 \rightarrow Z$	0.457	-	0.457
$X_2 \rightarrow Z$	0.398	-	0.398
$X_1 \rightarrow Y$	-0.028	-	-0.028
$X_2 \rightarrow Y$	0.356	-	0.356
$Z \rightarrow Y$	0.444	-	0.444
$X_1 \rightarrow Z \rightarrow Y$	-	0.203	0.203
$X_2 \rightarrow Z \rightarrow Y$	-	0.177	0.177

Source: processed data, 2019

Discussion of Research Results

Effect of Corporate Social Responsibility (X_1) on Corporate Image (Z).

Based on the results of this study, proves that there is an influence between corporate social responsibility (X_1) on corporate image (Z), where the higher the corporate social responsibility, the higher the corporate image. In this case, the better the corporate social responsibility program that has been implemented by PT. X, the higher the level of positive consumer assessment of the corporate image of PT. X and its output products. The results of this study support and strengthen research from(Hsu, 2018) which states that corporate social responsibility has a significant positive impact on corporate image.

Effect of Electronic Word of Mouth (X_2) on Corporate Image (Z)

Based on the results of this study, proves that there is an influence between the electronic word of mouth (X_2) on corporate image (Z), where the higher the electronic word of mouth, the higher the corporate image. This means, the better the assessment of other users in reviewing the output products PT. X, the higher the level of positive consumer assessment of the company's image from PT. X. The results of this study support and strengthen the research of Sri Rahmi Putri and Rizki Amalia (2018) which states that electronic word of mouth has a positive and significant effect on corporate image.

The Influence of Corporate Social Responsibility (X_1) on Customer Loyalty (Y)

Based on the results of this study, proves that there is no influence between corporate social responsibility (X_1) on customer loyalty (Y) where, the higher or lower the corporate social responsibility, it will not change customer loyalty to be high or low. Thus, even though the corporate social responsibility program has been implemented well, this does not affect the loyalty of customers in the Jakarta area to repurchase PT. X's products. The results of this study support and strengthen research from(Afifah & Asnan, 2015; Cahyono, Suhono, & Khumairo, 2018) which states that corporate social responsibility has no significant effect on customer loyalty.

Effect of Electronic Word of Mouth (X_2) on Customer Loyalty (Y)

Based on the results of this study, it proves that there is an influence between electronic word of mouth (X_2) on customer loyalty (Y), where the higher the electronic word of mouth, the higher the customer loyalty. In this case, the better the electronic word of mouth regarding product reviews the output of PT. X in the scope of social media, the higher the possibility of consumers to remain stay and loyal to the product. The results of this study support and strengthen the research of Thomas W. Gruen, TalaiOsmonbekov, and Andrew J. Czapslewski (2005) which states that electronic word of mouth which is shown through the exchange of information between customers has a positive and significant effect on customer loyalty as indicated by the intention to repurchase.

Effect of Corporate Image (Z) on Customer Loyalty (Y)

Based on the results of this study, it proves that there is an influence between corporate image (Z) on customer loyalty (Y) where the higher the corporate image, the higher the customer loyalty. This means, the image of the company owned by PT. X is considered good and is positively embedded in the mind of the company consumers will make them loyal to the products produced by PT. X. The results of this study support and strengthen the research of Allison E. Hart and Philip J. Rosenberger (2004) which states that corporate image has a significant effect on customer loyalty.

The Influence of Corporate Social Responsibility (X_1) on Customer Loyalty (Y) Through Corporate Image (Z)

Based on the results of this study by path analysis proves that there is an influence between corporate social

responsibility (X_1) on customer loyalty (Y) through corporate image (Z) as an intervening variable were the higher the corporate social responsibility, the higher the customer loyalty through the corporate image first. Where in this case, the better the corporate social responsibility program that has been implemented by PT. X, the more loyal consumers will be by first assessing the corporate social responsibility program through the corporate image owned by PT. X and its output products. This study supports and strengthens the research of Dae-Hee Lee, Chang-Joong Kim, and Chang-Hyun Jin (2015). The results showed that there was a positive and significant effect of corporate social responsibility on customer loyalty through corporate image.

The Effect of Electronic Word of Mouth (X_2) on Customer Loyalty (Y) Through Corporate Image (Z)

Based on the results of this study with path analysis proves that there is an influence between the electronic word of mouth (X_2) on customer loyalty (Y) through corporate image (Z) as an intervening variable. In this case the better reviews/comments from other users about the company PT. X or its products, its output products will make consumers more loyal by first assessing the reviews/comments of other users on social media through the company image owned by PT. X and its output products. The results of this study support and strengthen the research of Abdallah Q. (Bataineh, 2015). The results showed that there was a positive and significant effect of electronic word of mouth (X_2) on customer loyalty (Y) through corporate image (Z).

V. CONCLUSIONS

Based on research that has been done on consumers of the products output of PT. X in the Jakarta area, with corporate social responsibility, electronic word of mouth, corporate image, and customer loyalty variables, it can be concluded that:

1. Corporate social responsibility has a positive and significant influence on corporate image from PT. X which is assessed by consumers of the products produced by PT. X in the Jakarta area. Thus, the better the corporate social responsibility program that has been implemented by PT. X, the higher the level of good assessment of the company's image for PT. X and its output products.
2. Electronic word of mouth has a positive and significant influence on corporate image from PT. X which is assessed by consumers of the products produced by PT. X in the Jakarta area. Thus, the better reviews/comments of other users on social media regarding the assessment of PT. X, the higher the level of good assessment of the company's image for PT. X and its output products.
3. Corporate social responsibility does not have a significant effect on customer loyalty on the products of PT. X in the Jakarta area. Thus, although the corporate social responsibility program has been implemented well by PT. X this does not make consumers immediately become loyal to PT. X and its output products.
4. Electronic word of mouth has a positive and significant influence on customer loyalty in the products of PT. X in Jakarta area. Thus, the better reviews/comments of other users on social media regarding their assessment of PT. X, the higher the possibility of consumers to survive and be loyal to the product.
5. Corporate image has a positive and significant influence on customer loyalty in the products of PT. X in the Jakarta area. Thus, the corporate image of PT. X which is considered good and positively embedded in the minds of consumers will make consumers loyal to the products produced by PT. X
6. Corporate social responsibility has a positive and significant influence on customer loyalty through corporate image on the products of PT. X in Jakarta area. Corporate social responsibility can have a positive and significant effect on customer loyalty through corporate image first, without the mediating variable corporate social responsibility can not have a direct effect on customer loyalty. Where the value of the indirect effect is greater than the direct effect between corporate social responsibility on customer loyalty. This means program corporate social responsibility must be judged good first through the image of the company owned by PT. X so that consumers can be loyal to the products produced by PT. X
7. Electronic word of mouth has a positive and significant influence on customer loyalty through corporate image on the products of PT. X in the Jakarta area. Where the value of the indirect effect is smaller than the direct effect of electronic word of mouth on customer loyalty. This means electronic word of mouth can directly affect to customer loyalty without or through corporate images an intervening variable first. Meanwhile, by going through the corporate image first, the relationship between electronic word of mouth on customer loyalty is not experiencing a strengthening of the relationship.

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