

The Effect of Corporate Social Responsibility to Corporate Reputation on Word of Mouth Toward Customer Trust

Received: 22 November 2021 Accepted: 1 April 2022 Published: 18 April 2022

Nizar Fauzan^{1*}

¹Master of Business Administration in International Business Management,
Faculty of Business Administration and Accountancy,
Khon Kaen University, Khon Kaen, Thailand

*Corresponding author, e-mail: nizarfauzan@gmail.com

ABSTRACT

Nowadays, corporate social responsibility (CSR) is essential for each consumer goods company. The company needs to improve environmental concerns to the society and enhance the corporate reputation. CSR is a crucial program to the interests of its customers, shareholders, and the ecological consequences of the business activities. CSR can play an essential role in relationships, enhancing customers' trust. This study analyzes customer perception of CSR and trust. The conceptual framework in this study has two mediating variables, including corporate reputation and word of mouth on CSR on customer trust. A causal survey design and by using quantitative method. The respondents were 160 consumers who knew the CSR programs of a consumer goods company. Then, data analysis used structural equation modeling to test the hypotheses. CSR negatively affects customer trust. Then, CSR positively influences corporate reputation and word of mouth. Moreover, this research found that reputation has a positive impact on word of mouth and trust. On behalf, the mediating effect of importance and word of mouth also positively impacts CSR and consumer trust. Thus, reputation and word of mouth could enhance suppliers' power and connect buyers.

Keywords: CSR; Corporate Reputation; Customer Trust; Word of Mouth

1. INTRODUCTION

Companies increasingly compete for customer attention, a strategic tool that can enhance performance to involve stakeholders, employees, society, and the environment in corporate social responsibility (CSR) activities. CSR is a crucial part of the company's strategy to reach all aspects which can enhance corporate reputation (Fatmawati & Fauzan, 2021). Therefore, the companies have CSR activities. In the beginning, a corresponding increase in academic research goals to determine CSR activities' influence (Singh, 2021). In addition, the recent topic has already described how CSR can enable firms to achieve competitive advantage (Zhao et al., 2019). On the other hand, increasing stakeholder perception of the organization (Saeidi et al., 2015) increases stakeholder perception of the organization (Bettina, 2018) and assists in the strengthening of corporate reputation in the consumer goods companies (Lim, 2020).

CSR, which can be described as a tool responsible and enhancing, is the rights effect of the firm's obligation related to the communities, workers, consumers, and stakeholders (Fatmawati & Fauzan, 2021). On behalf, many corporations accept CSR as a business program, i.e., they take responsibility for the society they receive. Moreover, the perception of CSR is the mean idea that explains in four dimensions: ethical, economic, philanthropic, and

legal (Choi & La, 2013). Therefore, legal is the company regulations in the marketplace. Moreover, ethical CSR can enhance customers that their interests are part of the company's value. Each product and service is designed to meet customers' real needs without manipulating marketing strategy (Carroll et al., 1991). Then, philanthropic CSR is mainly focused on giving back to society (Carroll et al., 1991), and heavily investing in CSR activities.

These changes have also affected corporate reputation that no longer encompasses profits and product quality but also impacts communities' quality (Fatmawati & Fauzan, 2021). Based on Wang et al. (2021), the performance of an enterprise, in terms of CSR and corporate reputation, ultimately affects consumers' purchase decisions. Then, CSR is an activity by corporations to work for environmental protection (Fatmawati & Fauzan, 2021). On their behalf, corporations' socially responsible activities help them build a reputation (Fatmawati & Fauzan, 2021).

A good reputation will gain a competitive advantage in its management and business sustainability, specifically related to the stakeholders' interests (Kim et al., 2012; Lee Brown et al., 2009). The central proposition of CSR is the practices and social activities related to reputation (Aguilera-Caracuel & Guerrero-Villegas, 2018; Odriozola & Baraibar-Diez, 2017). Furthermore, a reputation has a significant effect on all, including customers. CSR activities are significantly positive to the company's Reputation (Fatmawati & Fauzan, 2021). CSR has strengthened the relationship between the corporation and the customer (Fatmawati & Fauzan, 2021). Hence, CSR is related to performance, stakeholders, social contract, enterprises, and corporate.

CSR represents an essential of corporate associations. The study is solid to engage in CSR it believes it will enhance a positive corporate image and reputation (Ali et al., 2020; Fombrun, 2005; Long et al., 2020; Ozdora Aksak et al., 2016; Stephanie & John, 2008). Reputation can also be seen from corporate performance results, reflected in its market value (Bhattacharya & Luo, 2009; Fernández et al., 2016; van der Laan Smith et al., 2010). Furthermore, CSR is an indicator of the competitive advantage and reputation of the company (Lys et al., 2015; Mahoney et al., 2013). On behalf, corporate reputation helps control information as stakeholders based on decisions on the firm's Reputation (Maden et al., 2012).

Reputation is stakeholders' perceptions of behavior in the marketplace (Fombrun & Shanley, 1990). Each signal can come from a quality of product, financial, and CSR (Pavelin & Brammer, 2006). Then, the reputation can affect the consumers who become customers (Fatmawati & Fauzan, 2021). Fatmawati & Fauzan (2021) stated that companies with a good reputation would get many customers, with positive word-of-mouth (WOM) from the customers. Moreover, WOM can be individuals exchanging information to digital and conversations (Souki et al., 2018). The interactive has features; social media become a place for customers to encourage organizational relationship management, including CSR (Wang & Huang, 2018). In addition, CSR has become a strategy for modern businesses around the globe for business objectives (Mellahi & Rettab, 2019). Even though the companies are trying to use digital platforms to increase advertising, brands can explore digital media to engage customers for their CSR efforts (H. M. Wang et al., 2021).

The of CSR on reputation to WOM toward trust. This research investigates that focus on a consumer goods company's CSR programs based on the moderating impact of reputation and WOM in CSR, including trust. The sustainable CSR programs of a consumer goods company in Indonesia can help SMEs by educating them using digital platforms in Indonesia. This company actively promotes CSR programs in the media, including the official website. The study explains how CSR applications can contribute to enhancing trust, reputation, and WOM.

2. LITERATURE REVIEW

2.1. CRS on Corporate Reputation

Nowadays, in the global competition, increased platform digitally, and little bit distinctive in brand to enhance the value of intangible assets. Signaling theory is instrumental in explaining how CSR affects reputation (Walker, 2010). Boulding & Kirmani (1993) stated that corporate reputation is related to CSR. Then, buyers and sellers exchange the information, and many companies look for a connection that separates responsible organizations from irresponsible ones.

Corporate reputation results from images and experiences encountered over time, summarizing a company's past performance activities. Hence, the corporate reputation can picture an individual (Balmer & Greyser, 2009). Companies can keep a relatively good reputation in crises (Podnar & Golob, 2017). Reputation will connect to a firm's customers' underlying products and services, enabling premium prices and increased brand equity (Heinberg et al., 2018). On behalf, a reputation protects the company from information uncertainty (Lange et al., 2011).

Moreover, CSR effectively creates a reputation in stakeholders, which will create perceptions of the organization (Fombrun & Shanley, 1990b). Moreover, companies can enhance their reputation and reduce unnecessary publicity for strategic social investments (Jalilvand et al., 2017). Hence, Spence (2002) stated that the signaling provides CSR initiatives' reputation. Furthermore, according to Park et al. (2014), a firm's fulfillment of CSR initiatives directly positively affected its reputation.

CSR initiatives corporate Reputation (Fatmawati & Fauzan, 2021). CSR and trust can link economic performances, legal and ethical CSR affected trust, and philanthropic influenced social benevolence. Su et al. (2015) stated that CSR significantly impacts corporate reputation, customer satisfaction, commitment, and behavioral responses.

H1: CSR has a positive effect on corporate reputation.

2.2. CSR and Word of Mouth

CSR operations develop a positive attitude and enhance a positive brand image. Then, the CSR program improves the organization's and encourages communication with stakeholders, customers, and others (Jalilvand et al., 2017). Moreover, CSR activities will likely induce positive WOM (Schaefer et al., 2021). Customers are concerned about goods and services by the organization in terms of social (Cheng et al., 2021). CSR in an organization enhances a positive perception of the organization. CSR can invite customers to develop a good perception of the organization. The perception of a organization attracts customers for the organization's goods and services. In a further study, Hustvedt & Kang (2014) argued that customers' belief that the particular organization is socially responsible directly influenced their attitude to E-WOM.

Then, the customers often give feedback positively about CSR initiatives and associate themselves entirely with the goods and services of the organization. Moreover, if customers explore an organization that has to practice CSR, they imagine that organization and communication. (Markovic et al., 2018). WOM refers to good communication about the company that customers are willing to share (Lacey & Kennett-Hensel, 2010). The customers communicate positively about the brand through social media or the internet, regarded as E-WOM (Bialkova & Te Paske, 2021).

Furthermore, WOM is essential for organizations to use WOM to enhance sales promotion. The organizations are joining in CSR, including positively WOM (Chu & Chen, 2019). CSR involvement, customers are willing to the organizations. The companies involved

in CSR activities build their image of a responsible organization (Ogunmokun & Timur, 2020). When customers on social media look for activities of an organization, they feel unique to the organization and share about a good social media peers (Vo et al., 2019).

H2: CSR has a positive effect on WOM.

2.3. The Effect of Corporate Reputation and Word-of-Mouth

Logically enough, the linkage between corporate reputation and financial performance is positive and proven by various studies (Roberts & Dowling, 2002; Rose & Thomsen, 2004). Investigates mediates the reputation of WOM. Hence, companies have a favorable reputation and foster a good relationship with customers to promote customers' WOM intentions while enabling customer-company identification (Fatmawati & Fauzan, 2021). Concerning behavioral intention, Keh & Xie (2009) indicated that corporate reputation impacts various behavior such as repurchase intention, cross-buying intention, and WOM.

Walsh et al. (2009) stated that customers and the company reputation would engage in positive WOM and do not perceive the company's reputation. Therefore, the reputation will be positive WOM, whereas the companies with the lowest reputation might have negative WOM (Jalilvand et al., 2017). Based on Tong (2014), corporate reputation has a positive impact on WOM.

H3: Corporate Reputation has a positive effect on word of mouth.

2.4. Corporate Reputation on Customer Trust

A reputable company can gain customer trust. First, reputation's economic and institutional recognize its valuable role in reducing the uncertainty stakeholders encounter when evaluating firms (Benjamin & Podolny, 1999; Petkova et al., 2005) due to positive corporate reputation is based on performance-specific period. Second, reputation is a crucial impact on creating customer relationships (Fatmawati & Fauzan, 2021). Wu et al. (2012) stated that a theoretical model examined how the services guarantees affect consumers' perceived quality and the moderating effect of corporate reputation. Fatmawati & Fauzan (2021) stated that the results indicated that the type of service guarantee significantly impacts consumers' perceived quality. Hence, reputation has a moderating effect between service guarantee type and the perceived quality and risk.

Moreover, as confidence is essential in creating the relationship (Morgan & Hunt, 1994), a high reputation can enhance customers' confidence and reduce risk perceptions when judging organizational performance and quality. Furthermore, customers are likely to perceive companies with highly favorable reputations. Perceived quality and prominence (Petkova et al., 2005) can enhance customers' expectation of capability in providing good products or services and integrity in fulfilling formal contracts or announced promises. There has been no previous transaction among both parties and a good reputation of the seller's competence and goodwill (Campbell, 1999). Corporate reputation always requires considerable time and investment (Jalilvand et al., 2017). Therefore, a good reputation can improve customers and reduce risk perceptions when judging company performance and quality of goods or services. Then, the customers may have perceived companies with a good reputation. Thus, the hypothesis:

H4: Corporate Reputation has a positive effect on customer trust

2.5. Word-of-Mouth and Customer Trust

Jalilvand et al. (2017) stated that the effect of WOM did enhance the probability of purchase because it helps to reduce the sense of risk. In addition, customer needs are at the

center of each successful business. It sells directly to individuals or groups (Tong, 2014). Therefore, CSR can affect customer loyalty directly or indirectly to co-creation and customer trust. Moreover, the indirect impact implies that embracing activities and enhancing customer trust can make it easier for CSR to improve customer loyalty. Hence, co-creation has a direct effect on customer trust (Markovic et al., 2018). (Cheung et al., 2009) investigated the mediating effect of positive WOM on the relationships among consumers' beliefs, attitudes, and behavioral intention. WOM strengthens consumers' emotional trust and purpose to shop online and consumers' perceived integrity and attitude. Jalilvand et al. (2017) argued that WOM has a positive effect on trust. Then, this hypothesis:

H5: WOM has a positive effect on customer trust.

2.6. CSR and Customer Trust

Customer trust in a company has relationship with stakeholders. For the central place in marketing and has been viewed as a critical mediator in the customer. Customer trust in a company is an essential factor in shifting from discrete marketing transactions to continuous exchange relationships (Bhattacharya & Sen, 2003; Lacey & Kennett-Hensel, 2010; Pivato et al. The literature on interpersonal trust (Mayer et al., 1995) argue that theoretical foundation for conceptualizing this variable. Hence, trust in a company can be described as confidence in its truthfulness and capability to operate in the best interests of the relationship in question.

3. METHOD

This study is a quantitative and causal survey approach. Data collection is a representative sample of the population linked to the purposive method. Therefore, it can use an expert's judgment to select exceptional cases with specific aims in mind. The research setting is a consumer goods company in Indonesia, Wings Group Indonesia. The consumers of the company know about the CSR activities of the company. The sample size is 160 respondents. Likert questionnaires from 1 (strongly disagree) to 5 (strongly agree) are distributed to measure the four constructs investigated. CSR is measured using nine indicators, referring to Jalilvand et al. (2017) and Tong (2014). Reputation to measured with four indicators adapted from Jalilvand et al. (2017) and McKnight et al. (2001). The measurement for WOM uses four indicators from Jalilvand et al. (2017) and Tong (2014), and trust is measured using four indicators which refer to McKnight et al. (2001) and Jalilvand et al. (2017).

4. RESULTS AND DISCUSSION

This research is a Consumer goods company, and there are 160 respondents. The criteria of the respondent are undergraduate students in Yogyakarta Region who knows about CSR which can be seen in Table 1. This study uses SEM analysis to make results from each variable such as trust, system quality, participant, and satisfaction.

Table 1. Respondents Profile

| Classification of Respondent | Sub Classification | Total | Percentage (%) |
|------------------------------|-----------------------------|------------|----------------|
| Age | 15 | 1 | 0.6 |
| | 17 | 2 | 1.3 |
| | 18 | 19 | 11.9 |
| | 19 | 21 | 13.1 |
| | 20 | 60 | 37.5 |
| | 21 | 31 | 19.4 |
| | 22 | 20 | 12.5 |
| | 23 | 4 | 2.5 |
| | 24 | 1 | 0.6 |
| | 25 | 1 | 0.6 |
| | Net | 160 | 100 |
| Gender | Men | 89 | 55.6 |
| | Woman | 77 | 44.4 |
| | Net | 160 | 100 |
| Expenses | < 1,490,000 (IDR) | 22 | 13.8 |
| | 1,400,000 - 1,900,000 (IDR) | 38 | 23.8 |
| | 2,100,000 - 3,100,000 (IDR) | 64 | 40 |
| | 3,200,000 - 4,200,000 (IDR) | 36 | 22.5 |
| | Net | 160 | 100 |

4.1. The Results of the Structural Model

Furthermore, one way to see the results of hypothesis testing is to look at the output of regression weight. Regression weight is a test to know the relationship between exogenous variables and endogenous variables. This research is acceptable if the probability value is less than .05 and the importance c.r is 2,000 (Ghozali, 2016). The following the regression weight test in this study that can be seen in Table 2:

4.2. Research Model

The research model is can be seen in Figure 2.

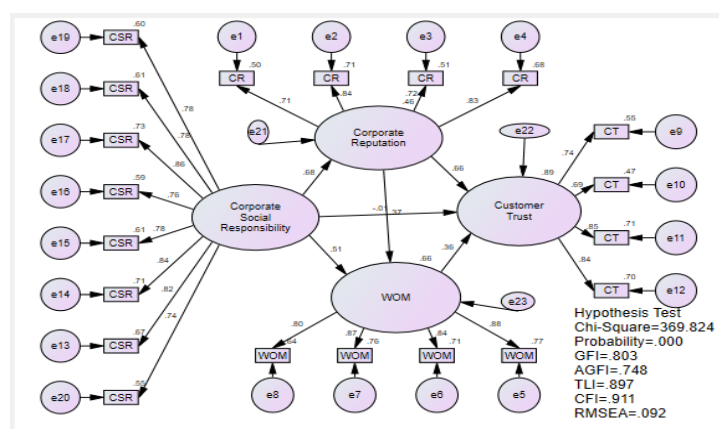


Figure 2. Research Model

4.1. Regression Weight Test

Table 2. Regression Weight

| | | | | Estimate | S.E. | C.R. | P | Description |
|----|----------------|---|------------|----------|------|-------|------|-----------------|
| H1 | Reputation | < | CSR | .495 | .071 | 7.015 | *** | Significant |
| H2 | WOM | < | CSR | .620 | .114 | 5.453 | *** | Significant |
| H3 | WOM | < | Reputation | .619 | .158 | 3.916 | *** | Significant |
| H4 | Customer Trust | < | Reputation | .759 | .134 | 5.668 | *** | Significant |
| H5 | Customer Trust | < | WOM | .252 | .072 | 3.478 | *** | Significant |
| H6 | Customer Trust | < | CSR | -.007 | .077 | -.085 | .932 | Not Significant |

Based on Table 2 we can describe;

- Hypothesis 1 stated a significant influence between CSR on corporate reputation obtained; the probability value of 0.000 was <0.05 , and the importance of C.R. was $7.015 > 2.000$.
- Hypothesis 2 confirmed that it had a significant positive impact among CSR on WOM with the probability $0.000 < 0.05$, and the value of C.R was $5.453 > 2.000$. Thus, the result could be concluded that CSR had a positive impact on WOM.
- Hypothesis 3, the regression weight, showed that reputation had a positive impact on WOM. The value of probability obtained was $0.000 < 0.05$ and the importance of C.R $3.916 > 2.000$.
- Hypothesis 4, the reputation had a positive effect on trust. The value of probability was $0.000 < 0.05$, and the importance of C.R was $5.668 > 2.000$.
- Hypothesis 5, the regression weight test, WOM has a positive effect on customer trust. So then, the probability was $0.000 < 0.05$, and the value of C.R was $3.478 > 2.000$.
- Hypothesis 6 showed that CSR harmed customer trust. The regression weight explained that a value of probability was $0,000 < 0.05$, and the value of C.R was $0,932 > 2,000$.

4.2. Goodness of fit

Table 3. Model Goodness

| Goodness Fit Index | Cut off Value | Result | Model Evaluation Criteria |
|--------------------|---------------------------|---------|---------------------------|
| X^2 Chi-Square | Expected to be small | 369.824 | Not |
| Probability | ≥ 0.050 | 0.000 | Not |
| RMSEA | ≤ 0.08 | 0.092 | Marginal |
| AGFI | ≥ 0.800 | 0.748 | Marginal |
| GFI | ≥ 0.90 | 0.627 | Not |
| CMIN / DF | $\geq 1.000 - \leq 3.000$ | 2.255 | Fit |
| TLI | ≥ 0.90 | 0.897 | Marginal |
| CFI | ≥ 0.90 | 0.911 | Fit |

Data shown in Table 3 above shows that several categories of measurements were unfit, such as probability (0.000) and GFI (0.757). The type which was marginal fits such as RMSEA (0.092), AGFI (0.748), and TLI (0.897). Then, the criteria fit in this Goodness of fit indexes, such as X^2 Chi-Square (198.154), cmin/DF (2.255), and CFI (0.911).

In this research in the table above, the goodness of fit test results shows that two criteria are declared unfit. Moreover, the author regarding (Arbuckle and worthy (1999) in Solimun,

2004), that if two criteria are declared fit, the results model can be declared proper or accepted. Then this principle becomes the author's reference to continue this study.

5. CONCLUSION

Many outliers data exceed the minimum limit, and the normality data has error data, influencing the analysis result. Moreover, we could expand the effect of CSR variables to extend the conceptual framework in the future. This research focused on two variables that can mediate corporate reputation and WOM; other essential potential mediates, such as customer satisfaction and service quality. This study needs suggestions for the future can minimize error data and more accurate research results. Significantly, this study's sample size shall explore UMY students more and from another university in Yogyakarta. The CSR programs at Wings Group Indonesia are active on social media due to this globalization era. Customers around the world use the internet to access information. Social media is one of the platforms that can support CSR Programs at Wings Group Indonesia, such as Instagram, Twitter, Facebook, and Youtube. As a result, the customer will become aware of the CSR program of this company.

REFERENCES

- Aguilera-Caracuel, J., & Guerrero-Villegas, J. (2018). How corporate social responsibility helps MNEs to improve their reputation. The moderating effects of geographical diversification and operating in developing regions. *Corporate Social Responsibility and Environmental Management*, 25(4), 355–372. <https://doi.org/10.1002/csr.1465>
- Ali, H. Y., Danish, R. Q., & Asrar-ul-Haq, M. (2020). How corporate social responsibility boosts firm financial performance: The mediating role of corporate image and customer satisfaction. *Corporate Social Responsibility and Environmental Management*, 27(1), 166–177. <https://doi.org/10.1002/csr.1781>
- Balmer, J. M. T., & Greyser, S. A. (2009). Corporate marketing: apocalypse, advent, and epiphany. *Management Decision*, 47(4), 544–572. <https://doi.org/10.1108/00251740910959413>
- Bettina, L. (2018). Corporate social responsibility's influence on organizational attractiveness. *Journal of General Management*, 43(3), 106–114.
- Bhattacharya, C. ., & Luo, X. (2009). The Debate over Doing Good: Corporate Social Performance, Strategic Marketing Levers, and Firm-Idiosyncratic Risk. *Journal of Marketing*, 73(6), 198–213.
- Bhattacharya, C. B., & Sen, S. (2003). Consumer company identification: A framework for understanding consumers' relationships with companies. *Journal of Marketing*, 67(2), 76–88. <https://doi.org/10.1509/jmkg.67.2.76.18609>
- Bialkova, S., & Te Paske, S. (2021). Campaign participation, spreading the electronic word of mouth, purchase: how to optimize corporate social responsibility, CSR, effectiveness via social media? *European Journal of Management and Business Economics*, 30(1), 108–126. <https://doi.org/10.1108/EJMBE-08-2020-0244>
- Boulding, W., & Kirmani, A. (1993). A Consumer-Side Experimental Examination of

- Signaling Theory: Do Consumers Perceive Warranties as Signals of Quality? *Journal of Consumer Research*, 20(1), 111. <https://doi.org/10.1086/209337>
- Campbell, M. C. (1999). Perceptions of price unfairness: Antecedents and consequences. *Journal of Marketing Research*, 36(2), 187–199. <https://doi.org/10.2307/3152092>
- Carroll et al. (1991). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*., 34(4), 39–48.
- Cheng, G., Cherian, J., Sial, M. S., Mentel, G., Wan, P., Álvarez-Otero, S., & Saleem, U. (2021). The relationship between CSR communication on social media, purchase intention, and e-wom in the banking sector of an emerging economy. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(4), 1025–1041. <https://doi.org/10.3390/JTAER16040058>
- Cheung, C. M. K., Lee, M. K. O., & Thadani, D. R. (2009). The impact of positive electronic word-of-mouth on consumer online purchasing decision. *Lecture Notes in Computer Science (Including Subseries Lecture Notes in Artificial Intelligence and Bioinformatics)*, 5736 LNAI, 501–510. https://doi.org/10.1007/978-3-642-04754-1_51
- Choi, B., & La, S. (2013). The impact of corporate social responsibility (CSR) and customer trust on the restoration of loyalty after service failure and recovery. *Journal of Services Marketing*, 27(3), 223–233. <https://doi.org/10.1108/08876041311330717>
- Chu, S. C., & Chen, H. T. (2019). Impact of consumers' corporate social responsibility-related activities in social media on brand attitude, electronic word-of-mouth intention, and purchase intention: A study of Chinese consumer behaviour. *Journal of Consumer Behaviour*, 18(6), 453–462. <https://doi.org/10.1002/cb.1784>
- DAM, T. C. (2020). The Effect of Brand Image, Brand Love on Brand Commitment and Positive Word-of-Mouth. *The Journal of Asian Finance, Economics and Business*, 7(11), 449–457. <https://doi.org/10.13106/jafeb.2020.vol7.no11.449>
- Doosti, S., Jalilvand, M. R., Asadi, A., Khazaei Pool, J., & Mehrani Adl, P. (2016). Analyzing the influence of electronic word of mouth on visit intention: the mediating role of tourists' attitude and city image. *International Journal of Tourism Cities*, 2(2), 137–148. <https://doi.org/10.1108/IJTC-12-2015-0031>
- Fatmawati, I., & Fauzan, N. (2021). Building Customer Trust through Corporate Social Responsibility: The Effects of Corporate Reputation and Word of Mouth. *Journal of Asian Finance, Economics and Business*, 8(3), 0793–0805. <https://doi.org/10.13106/jafeb.2021.vol8.no3.0793>
- Fernández, M., Gil, A., & Galán, F. (2016). Corporate reputation and market value: Evidence with generalized regression neural networks. *Expert Systems With Applications*, 46, 69–76.
- Fombrun, C., & Shanley, M. (1990a). What's in a Name? Reputation Building and Corporate

- Strategy. *Academy of Management Journal*, 33(2), 233–258.
<https://doi.org/10.5465/256324>
- Fombrun, C., & Shanley, M. (1990b). What's in a Name? Reputation Building and Corporate Strategy. *Academy of Management Journal*, 33(2), 233–258.
<https://doi.org/10.5465/256324>
- Fombrun, C. (2005). Building Corporate Reputation Through CSR Initiatives : Evolving Standards. *Corporate Reputation Review*; 8(1), 7–11.
- Heinberg, M., Ozkaya, H. E., & Taube, M. (2018). Do corporate image and reputation drive brand equity in India and China? - Similarities and differences. *Journal of Business Research*, 86, 259–268. <https://doi.org/10.1016/j.jbusres.2017.09.018>
- Hur, W. M., Kim, H., & Kim, H. K. (2018). Does customer engagement in corporate social responsibility initiatives lead to customer citizenship behaviour? The mediating roles of customer-company identification and affective commitment. *Corporate Social Responsibility and Environmental Management*, 25(6), 1258–1269.
<https://doi.org/10.1002/csr.1636>
- Hustvedt, G., & Kang, J. (2014). Building Trust Between Consumers and Corporations: The Role of Consumer Perceptions of Transparency and Social Responsibility. *Journal of Business Ethics*, 125(2), 253–265.
- Jalilvand, M. R., Nasrolahi Vosta, L., Kazemi Mahyari, H., & Khazaei Pool, J. (2017). Social responsibility influence on customer trust in hotels: mediating effects of reputation and word-of-mouth. *Tourism Review*, 72(1), 1–14. <https://doi.org/10.1108/TR-09-2016-0037>
- Keh, H. T., & Xie, Y. (2009). Corporate Reputation and customer behavioural intentions: The roles of trust, identification, and commitment. *Industrial Marketing Management*, 38(7), 732–742. <https://doi.org/10.1016/j.indmarman.2008.02.005>
- Kim, Y., Park, M. S., & Wier, B. (2012). Is earnings quality associated with corporate social responsibility? *Accounting Review*, 87(3), 761–796. <https://doi.org/10.2308/accr-10209>
- Lacey, R., & Kennett-Hensel, P. A. (2010). Longitudinal Effects of Corporate Social Responsibility on Customer Relationships. *Journal of Business Ethics*, 97(4), 581–597.
<https://doi.org/10.1007/s10551-010-0526-x>
- Lange, D., Lee, P. M., & Dai, Y. (2011). Organizational Reputation: A review. *Journal of Management*, 37(1), 153–184. <https://doi.org/10.1177/0149206310390963>
- Lee Brown, D., Guidry, R. P., & Patten, D. M. (2009). Sustainability reporting and perceptions of corporate reputation: An analysis using fortune. 83–104.
[https://doi.org/10.1108/s1479-3598\(2010\)0000004007](https://doi.org/10.1108/s1479-3598(2010)0000004007)
- Lim, M. (2020). The negative impact of market-discrimination CSR: How do consumers respond to perceived company greed? *Journal of General Management*, 45(2), 93–106.
<https://doi.org/10.1177/0306307019875896>

- Long, W., Li, S., Wu, H., & Song, X. (2020). Corporate social responsibility and financial performance: The roles of government intervention and market competition. *Corporate Social Responsibility and Environmental Management*, 27(2), 525–541. <https://doi.org/10.1002/csr.1817>
- Lys, T., Naughton, J. P., & Wang, C. (2015). Signaling through corporate accountability reporting. *Journal of Accounting and Economics*, 60(1), 56–72. <https://doi.org/10.1016/j.jacceco.2015.03.001>
- Maden, C., Arıkan, E., Telci, E. E., & Kantur, D. (2012). Linking Corporate Social Responsibility to Corporate Reputation: A Study on Understanding Behavioral Consequences. *Procedia - Social and Behavioral Sciences*, 58, 655–664. <https://doi.org/10.1016/j.sbspro.2012.09.1043>
- Mahoney, L. S., Thorne, L., Cecil, L., & LaGore, W. (2013). A research note on standalone corporate social responsibility reports: Signaling or greenwashing? *Critical Perspectives on Accounting*, 24(4–5), 350–359. <https://doi.org/10.1016/j.cpa.2012.09.008>
- Markovic, S., Iglesias, O., Singh, J. J., & Sierra, V. (2018). How does the Perceived Ethicality of Corporate Services Brands Influence Loyalty and Positive Word-of-Mouth? Analyzing the Roles of Empathy, Affective Commitment, and Perceived Quality. *Journal of Business Ethics*, 148(4), 721–740. <https://doi.org/10.1007/s10551-015-2985-6>
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An Integrative Model of Organizational Trust. *The Academy of Management Review*, 20(3), 709. <https://doi.org/10.2307/258792>
- Mellahi, K., & Rettab, B. (2019). CSR in the Middle East: From Philanthropy to Modern CSR. *Practising CSR in the Middle East*, 39–51. https://doi.org/10.1007/978-3-030-02044-6_3
- Odriozola, M. D., & Baraibar-Diez, E. (2017). Is Corporate Reputation Associated with Quality of CSR Reporting? Evidence from Spain. *Corporate Social Responsibility and Environmental Management*, 24(2), 121–132. <https://doi.org/10.1002/csr.1399>
- Ogunmokun, O. A., & Timur, S. (2020). *Effects of the Awareness of University's CSR on Students' Word-of-Mouth Intentions*. 133–147. https://doi.org/10.1007/978-3-030-42416-9_13
- Ozdora Aksak, E., Ferguson, M. A., & Atakan Duman, S. (2016). Corporate social responsibility and CSR fit as predictors of corporate Reputation: A global perspective. *Public Relations Review*, 42(1), 79–81. <https://doi.org/10.1016/j.pubrev.2015.11.004>
- Park, J., Lee, H., & Kim, C. (2014). Corporate social responsibilities, consumer trust, and corporate Reputation: South Korean consumers' perspectives. *Journal of Business Research*, 67(3), 295–302. <https://doi.org/10.1016/j.jbusres.2013.05.016>
- Pavelin, S., & Brammer, S. J. (2006). Corporate reputation and social performance: The importance of fit. *Journal of Management Studies*, 43(3), 435–455. <https://onlinelibrary.wiley.com/doi/pdf/10.1111/j.1467-6486.2006.00597.x>

- Petkova, A., Rindova, V., Sever, J., & Williamson, I. (2005). Being Good or Being Known: An Empirical Examination of the Dimensions, Antecedents, and Consequences of Organizational Reputation. *The Academy of Management Journal*, 48(6), 1033–1049. <https://doi.org/10.2307/20159728>
- Pivato, S., Misani, N., & Tencati, A. (2007). The impact of corporate social responsibility on consumer trust: the case of organic food. *Business Ethics: A European Review*, 17(1), 3–12. <https://doi.org/10.1111/j.1467-8608.2008.00515.x>
- Podnar, K., & Golob, U. (2017). The Quest for the Corporate Reputation Definition: Lessons from the Interconnection Model of Identity, Image, and Reputation. *Corporate Reputation Review*, 20(3–4), 186–192. <https://doi.org/10.1057/s41299-017-0027-2>
- Roberts, P. W., & Dowling, G. R. (2002). Corporate reputation and sustained superior financial performance. *Strategic Management Journal*, 23(12), 1077–1093. <https://doi.org/10.1002/smj.274>
- Rose, C., & Thomsen, S. (2004). The impact of corporate reputation on performance: Some Danish evidence. *European Management Journal*, 22(2), 201–210. <https://doi.org/10.1016/j.emj.2004.01.012>
- Saeidi, S. P., Sofian, S., Saeidi, P., Saeidi, S. P., & Saeidi, S. A. (2015). How does corporate social responsibility contribute to firm financial performance? The mediating role of competitive advantage, reputation, and customer satisfaction. *Journal of Business Research*, 68(2), 341–350. <https://doi.org/10.1016/j.jbusres.2014.06.024>
- Schaefer, S. D., Terlutter, R., & Diehl, S. (2021). Talking about CSR matters: employees' perception of and reaction to their company's CSR communication in four different CSR domains. *Leveraged Marketing Communications*, 186–207. <https://doi.org/10.4324/9781003155249-11>
- Singh, N. P. (2021). Managing the adverse effect of supply chain risk on corporate Reputation: The mediating role of corporate social responsibility practices. *Journal of General Management*, 46(4), 251–261. <https://doi.org/10.1177/0306307020969474>
- Souki, G. Q., De Oliveira, R. L. P., Isabella, G., & Silva, J. T. M. (2018). The impact of global perceived quality on the behaviour of automobile's consumers. *Revista Brasileira de Marketing*, 17(3), 444–458. <https://doi.org/10.5585/remark.v17i3.3843>
- Spence, M. (2002). Signalling in retrospect and the informational structure of markets. *American Economic Review*, 92(3), 434–459. <https://doi.org/10.1257/00028280260136200>
- Stephanie, B., & John, P. (2008). Running Just to Stand Still? Managing CSR Reputation in an Era of Ratcheting Expectations. *Corporate Reputation Review*, 11(1), 56. <http://proquest.umi.com/pqdweb/?did=1456513611&Fmt=7&clientId=27520&RQT=309&VName=PQD>

- Su, L., Swanson, S. R., & Chen, X. (2015). Social responsibility and reputation influence the intentions of Chinese Huitang Village tourists: Mediating effects of satisfaction with lodging providers. *International Journal of Contemporary Hospitality Management*, 27(8), 1750–1771. <https://doi.org/10.1108/IJCHM-06-2014-0305>
- Tong, C. (2014). The Influences of Corporate Social Responsibility to Customer Repurchases Intentions, Customer Word-of-Mouth Intentions and Customer Perceived Food Quality of Fast-Food Restaurants in Hong Kong and the Mediating Effects of Corporate Reputation. *British Journal of Economics, Management & Trade*, 4(11), 1655–1678. <https://doi.org/10.9734/bjemt/2014/11311>
- van der Laan Smith, J., Adhikari, A., Tondkar, R. H., & Andrews, R. L. (2010). The impact of corporate social disclosure on investment behaviour: A cross-national study. *Journal of Accounting and Public Policy*, 29(2), 177–192. <https://doi.org/10.1016/j.jaccpubpol.2009.10.009>
- Vo, T. T., Xiao, X., & Ho, S. Y. (2019). How Does Corporate Social Responsibility Engagement Influence Word of Mouth on Twitter? Evidence from the Airline Industry. *Journal of Business Ethics*, 157(2), 525–542. <https://doi.org/10.1007/s10551-017-3679-z>
- Walker, K. (2010). A systematic review of the corporate reputation literature: Definition, measurement, and theory. *Corporate Reputation Review*, 12(4), 357–387. <https://doi.org/10.1057/crr.2009.26>
- Walsh, G., Mitchell, V. W., Jackson, P. R., & Beatty, S. E. (2009). Examining the antecedents and consequences of corporate Reputation: A customer perspective. *British Journal of Management*, 20(2), 187–203. <https://doi.org/10.1111/j.1467-8551.2007.00557.x>
- Wang, H. M., Yu, T. H. K., & Hsiao, C. Y. (2021). The Causal Effect of Corporate Social Responsibility and Corporate Reputation on Brand Equity: A Fuzzy-Set Qualitative Comparative Analysis. *Journal of Promotion Management*, 27(5), 630–641. <https://doi.org/10.1080/10496491.2020.1851851>
- Wang, R., & Huang, Y. (2018). Communicating corporate social responsibility (CSR) on social media. *Corporate Communications: An International Journal*, 23(3), 326–341. <https://doi.org/10.1108/ccij-07-2017-0067>
- Wu, C. H. J., Liao, H. C., Hung, K. P., & Ho, Y. H. (2012). Service guarantees in the hotel industry: Their effects on consumer risk and service quality perceptions. *International Journal of Hospitality Management*, 31(3), 757–763. <https://doi.org/10.1016/j.ijhm.2011.09.012>
- Zhao, Z., Meng, F., He, Y., & Gu, Z. (2019). The influence of corporate social responsibility on competitive advantage with multiple mediations from social capital and dynamic capabilities. *Sustainability (Switzerland)*, 11(1). <https://doi.org/10.3390/su11010218>