

COMPANY CREDIBILITY: A TOOL TO TRIGGER POSITIVE CSR IMAGE IN THE CAUSE-BRAND ALLIANCE CONTEXT IN INDONESIA

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Abstract

Purpose of study: This research aims to analyze the mediating effect of corporate social responsibility (CSR) image in the effect of company credibility dimensions (trustworthiness and expertise) on participation intention, in the cause-brand alliance (CBA) context.

Methodology: The sample design which is used is purposive sampling with the sample criteria as the stakeholders of the University of Lampung, Indonesia. Data were collected by direct interview. Multiple regression analysis is used to test the hypotheses with 160 university's stakeholders, using purposive sampling.

Result: The results show that trustworthiness and expertise have a directly positive significant effect on CSR image. However, expertise statistically has a greater positive significant effect on consumer participation intention toward the CBA than trustworthiness. This finding is contrary to the contrast-effect theoretical framework (Dean, 2003) and balance theory (Heider, 1958). Newly finding is that CSR image considered a mediating role in the effect of trustworthiness and expertise credibility on participation intention.

Implications: This implies that in the context of CBA, the company's trustworthiness and expertise can be a more useful tool to trigger the positive CSR image in encouraging the stakeholders' perception to buy the products and services or brand of the company implementing CSR, because CBA practices are considered as a genuine social cause, not as a promotion tool.

Novelty/Originality of this study: In this study, the collected data uses the cross-sectional design and the CBA context uses CBA practices implemented by agriculture, education service, beverage industry, and a bank stated-owned enterprise.

Keywords: Company credibility, Corporate social responsibility, Cause-brand alliance, Expertise and Trustworthiness Credibility, Participation Intention.

INTRODUCTION

Currently, corporate social responsibility (CSR) remains indecisive in Indonesia, especially since some companies think that implementing it applies only to companies whose business directly uses natural resources, as stated in the Indonesian decree, "Undang Undang Perseroan Terbatas No 40 Tahun 2007". This decree implies that not all companies are legally responsible to the society and its environment.

Some companies think that implementing CSR is expensive and thus reduces their profits (McWilliams and Siegel, 2000; Morsing, 2003; Beurden and Go'ssling, 2008). Therefore, there are two important points of debate over CSR. First, a company will spend the amount of money on a social cause and second, the amount of money spent on communicating big corporate CSR. For example, Phillip Morris spent USD 75 million in 2001 on social initiatives while, in that year, the company spent USD 100 million on publicizing them.

Besides the controversy mentioned earlier, many companies have been implementing CSR because they think that CSR has many advantages. They believe that CSR can build their companies' profit, and also sustainability and growth in the long term. This means that many companies think that CSR is a strategic tool for taking a competitive advantage when they face high market competition. Therefore, they consider CSR as the companies' core business strategy (Drumwright, 1996; Du et al., 2007). As stated by BSR/Cone (2008), 77% of big companies, as world market leaders, would strategically adopt CSR (Alcaniz et al., 2010), to achieve high profit, but also to benefit society and the environment. This is defined as one outcome of CSR.

Demetriou et al. (2009) state that CSR is decided by businesses as they decide to go further than meeting legal requirements and thus attempt to meet their economic obligations and social and environmental expectations. The World Business Council for Sustainable Development (WBCSD) describes CSR as when businesses continually commit to behave ethically and contribute to economic development, while improving the quality of life of the workforce, their families and the local community can be realized.

CSR also is understood as companies means of balancing economic achievement with social and environmental concerns(Crane et al., 2008). In other words, CSR can be conceptualized equally by shareholder theory (Friedman,2007)and stakeholder theory(Freeman, 1984, 1994, and 1998; Heath &Norman, 2004; Munila &Miles, 2005; Moore, 2005; Jensen, 2007; Crane et al., 2008; O'Riorand&Fairbrass, 2008).

CSR is applied in many ways depending on companies' resources(Brice &Wegner, 1989). One approach relates to a social cause, which is allied with companies' brands, and thus called, Cause Brand Alliances/CBA (Lafferty, 2007; Lafferty& Goldsmith, 2005). Some are skeptical about CSR in the CBA context because this involves promoting CSR publicly rather than focusing on empowering society to improve the quality of life. Speed and Thompson (2000); Webb &Mohr (1998) state that CSR practices result mainly from companies' egoistic motivations. In other words, stakeholders, especially consumers, neither want to feel cheated or manipulated by companies nor want them to exploit social causes in their own interest. This situation builds a negative image of CSR, even though the company may have high credibility in the stakeholders' minds (Pomeroy and Johnson, 2009). Apart from companies' resources application of CSR depends upon the policy of the Government, economic and social environment of area/region, awareness of society regarding CSR.

That companies' credibility relates to CSR in the context of CBA is a key point for building CSR image in the mind of stakeholders, especially for consumers. Accordingly, Lafferty & Goldsmith (2005); Trimble &Rifon (2006) state that a company's credibility allays consumers' initial skepticism about the CSR of the company. In other words, consumers will more highly value the company's approach to CSR if they regard it to be credible. Further, Erdem & Swait (2004) and Erdem et al. (2006) state that company credibility improves the positive image of the CSR activity in the context of CBA because the company brand can efficiently signal the company's (socially responsible) position within the market.

In other ways, CSR in Indonesia is implemented publically by all big companies as listed in the Indonesian Stock Exchange in Jakarta. This applies to companies that have a high standing for credibility (i.e., high trustworthiness and expertise). Examples include PT Coca Cola Amatil Indonesia, PT Pertamina (Persero), PT Unilever Indonesia, PT Jarum Indonesia; PT Bank Mandiri (Persero) Tbk, PT Bank Central Asia (Persero) Tbk, PT Bank Danamon Tbk; PT Telekom (Persero) Tbk Indonesia; PT Tambang Batu Bara Bukit Asam (Persero) Tbk, PT Perkebunan VII (Persero), PT Medco, PT Freeport Indonesia, PT Astra Internasional Indonesia. These companies implemented CSR to maintain company credibility (Dawkins and Lewis, 2003).

Alcaniz et al. (2010)add that research needs to show the effect of the negative image of CSR on purchase intention because this effect may influence the low participation or purchase intention of the consumers toward the company's' products and services. This view supports the findings of Smith and Alcorn (1991); Sen et al. (2006); and Pérez (2009). They mention that a negative image of CSR can create risk, including decreasing purchase intention toward the companies' products, reducing intention to support CSR practice (participation intention toward CSR), and increasing intention to discuss the negative matters of the company's activities.

Therefore, the objective of this research is to examine the effect of company credibility (trustworthiness and expertise) on CSR image and to investigate whether stakeholders' view of CSR image affects them from being involved with the products and services of the company that is implementing CSR in the context of CBA (participation intention), and also to prove the mediating role of CR image in the company credibility effect on participation intention.

LITERATURE REVIEW

Company credibility is crucial to how a company develops a successful competitive strategy to trigger customer support and buying the company's product and service or brand(Goldsmith et al., 2000a,b; Keller &Aaker, 1992). The sources of the company's credibility always refer to the spokespersons, a celebrity, an expert or other individuals who communicate the message on behalf of the company. However, in the context of CBA, the company itself is seen as the communication source through having its strong credibility (Aaker & Brown, 1972; Newell and Goldsmith, 2001)

The traditional company credibility dimension has been the most used in marketing literature (Hovland et al., 1953) where it is characterized by trustworthiness and expertise (Trimble &Rifon, 2006; Erdem&Swait, 2004; Erdem et al., 2006; Goldberg &Hartwick, 1990; Goldsmith et al., 2000a,b; Newell &Goldsmith, 2001).

Company trustworthiness is defined as the company is reliable so that if the company is dishonest or mislead consumers, it will fail because of losing customer loyalty and patronage. The expertise of the company is determined by how competent and capable it is in producing and delivering its products or services (Newell & Goldsmith, 2001: 238). However, according to a CBA focus, the company's association with social responsibility correlates with its credibility and the degree to which a consumer perceives that it can display sincerity and goodwill (trustworthiness) as a partner in the CBA. If the company displays these ideals, it will produce a CSR image positively.

Boulding (1956, in Kuo& Ye, 2009)proposes that the image does not reproduce the object as it is but depicts the subjective view of the person who sees the image. Kotler (2002: 629)defines image differently as a set of beliefs, ideas, and impressions of a person about an object while Nguyen &LeBlanc (2002: 243) apply an image to organizations by describing it as how people conceive them. This means that people are likely to perceive things differently so that an image of them is represented in their minds. In sum, an image can involve information, knowledge, and experience in representing people's perceptions of phenomena.

The image has both a functional and an emotional component ([Martineau, 1958](#); [Kennedy, 1977](#); [Kuo & Ye, 2009](#)), although the functional component refers to the logic analysis of the subjective and emotional attitudes toward things or feelings. In the CBA context, CSR image represents stakeholders' positive beliefs about what they perceive if they know, believe and feel that CSR can build and empower a sustainable society and develop a community.

To form a positive image CSR in their minds, stakeholders (including consumers) judge a company's credibility as a way of deactivating or eliminating the skeptical view they might have about CSR. Therefore, these stakeholders will value the CSR activities of the company more highly if it produces positive credibility (trustworthiness and expertise) in the context of CBA. Credibility can improve its response to CBA because having a strong brand can position a socially responsible company in the market ([Erdem & Swait, 2004](#); [Erdem et al., 2006](#)). Further, to earn expertise and trust in being socially committed, credible and socially responsible, the company should also be perceived that way among the public ([Kim et al., 2005](#)). As [Newel & Goldsmith \(2001\)](#) claim, such credibility should empower the company to persuade consumers about its CSR image. This approach will thus increase the chance that consumers will evaluate the company image by criteria supplied by the company itself.

According to the contrast-effect theoretical framework ([Dean, 2003](#)) and balance theory ([Heider, 1958](#)), consumers may be more influenced by the company's trustworthiness than company expertise when judging CSR image. However, consumers generally evaluate company behavior in their own interest ([Du et al., 2007](#)). In a CBA strategy, a company needs to appear to be a socially responsible entity, at least partly altruistically ([Drumwright, 1996](#)). In this situation, consumers may perceive a gap between the new stimulus (i.e., social cause and brand) and their initial attitude toward the company based on self-interest. The contrast-effect framework tells us that individuals begin correcting their prior beliefs about the company. However, according to balance theory, consumers will seek a harmonious set of beliefs about the brand and are motivated to reconcile incongruent thoughts about the CSR of the company. Consequently, [Basil & Herr \(2006\)](#) argue that the potential scenario of the company suspicion provoked by CBA strategy will be corrected mainly by perceptions of the company's honesty, sincerity, and goodwill. Consumers will thus be encouraged to overcome any possible sensations of deception or manipulation ([Forehand & Grier, 2003](#)), and permit improved integration of the new "pro-social" beliefs with company identity ([Basil & Herr, 2006](#)). In summary, trustworthiness is regarded to be more useful and valuable than expertise to evaluate the CSR of the company in the context of CBA, as the opinion of [Feldman and Lynch \(1988\)](#) also. Therefore, Hypotheses 1a and 1b are formulated as follows:

H1a: The trustworthiness credibility has a direct positive influence on CSR image.

H1b: The expertise credibility has a direct positive influence on CSR image.

Many companies are aware of implementing CSR because CSR can generate benefits. One of the benefits is to purchase or participation in intention. [Sen et al. \(2006\)](#); [McDonald & Thiele, \(2008\)](#) asserts that consumers will have much more purchase intention toward the brand and product of the company implementing CSR, and or support the CSR activity of company than that of the company that does not implement the CSR activity. In line with this, one of the research results by *EnviroNics International (Canada), Conference Board (AS), and Prince of Wales Business Leader Forum (English)*, incorporated with The Millenium Poll on CSR in 1999, shows that half of the respondents said "do not want to buy the product of the company that does not implement CSR and will not recommend it to other consumers".

In the CBA context, the stakeholders place a set of cognitive processes, following rational assurance to make the legitimate companies, so the company managers conceive the company credibility as a key factor in association with a social cause, and then it is expected to affect CSR image. Consequently, it can create participation intention. It means that CSR image is expected as a mediator in this research model, intervening in the effect of two company credibility dimensions (trustworthiness and expertise) on participation intention. This prediction is supported by the persuasion knowledge model, consistent with the attribution theory. [Kelly \(1967, 1973\)](#); [Kelly & Michela \(1980\)](#) stated that attribution is the result of a cognitive process by which people assign an underlying cause or explanation to an observed event. People will try to develop a commonsense explanation of why actions have occurred and then make causal inferences. Furthermore, [Kelly & Michela \(1980\)](#) asserted that attribution theory predicts a relationship between attributions and subsequent attitudes and behaviors. Therefore, based on the attribution theory ([Heider, 1958](#); [Kelley, 1967, 1973](#); [Kelly & Michela, 1980](#)), the stakeholders who receive or look at the CBA will make causal inferences about the CBA whether it is either a positive CBA practice or a negative one. If the CBA is considered as a positive practice or as a socially genuine responsibility, the CBA will trigger the stakeholders to make a positive causal inference which results in inferences of company credibility, and in turn would motivate the stakeholders intending to buy the products or brand of the company and or to support the CBA practices of the company (participation intention toward CBA practice or CSR).

Based on consumer behavior concept, proposed by [Fishbein & Ajzen \(1975\)](#); [Ajzen & Fishbein \(1980\)](#), participation intention is the stakeholders' expectation, as a part of an attitude, especially expressed as a consequence of belief toward the products or CSR.

CBA is considered a part of the cause-related marketing concept in the long term ([Alcaniz et al., 2010](#); [Lafferty & Edmonson, 2009](#); [Varadarajan & Menon, 1988](#)). Both concepts have a number of monetary social causes. In this research, CBA means as a form of alliances between the brand and social cause strategically. In the long term, it can improve the product and brand image of the company. Also, it could create purchase behavior and or support participation intention

toward CBA. In CBA, alliances between the brand and the social cause can positively conceive in the stakeholders' minds and make the stakeholders' commitment to hold and have brand and products the companies, as stated in [Lafferty et al., 2004](#), and [Lafferty, 2009](#).

Referring to [Brown & Dacin \(1997\)](#), if the stakeholders perceive CSR, the corporate evaluation will occur, and in turn, corporate evaluation positively affected the product or brand evaluation of the company. Based on a cognitive process, when the stakeholders or consumers identify a brand of the company with a social cause as in the CBA context, all the information stored in memory may influence the evaluation of the brand or product due to alliances between the brand of the company and social causes. Consequently, it can be inferred that as long as the stakeholders evaluate the company's product and brand, it generates purchase or participation intention toward the product or brand and CSR practices, before they act to buy, based on the framework of consumer behavior concept ([Fishbein&Ajzen,1975](#); [Ajzen&Fishbein, 1980](#)).

Furthermore, if stakeholders or consumers positively perceive the CBA, it directly attributes to positive CSR image and then CSR image also will positively create participation intention, as stated in the attribution theory ([Dean, 2003](#), [Kelley, 1973](#); and [Kelley & Michela, 1980](#)). Therefore, CSR image will perform as a mediating effect in the effect of company credibility on participation intention, as it is drawn by [Grau & Folse \(2007\)](#), [Folse et al., 2010](#)). Participation intentions here are defined as consumers' expectations toward the brand and social cause and it intends to support the brand and social cause activity and to buy the products and services of the company's CSR. Therefore, the hypotheses of this research are:

H2a: Trustworthiness credibility directly has an effect on participation intention.

H2b: Expertise credibility directly has an effect on participation intention.

H3a: CSR image directly has a positive effect on participation intention

H3b: CSR has a mediating role in the effect of trustworthiness and expertise credibility on participation intention

Figure 1. shows the conceptual model, which depicts the mediating effect of the CSR image in the effect of two company credibility dimensions on participation intention.

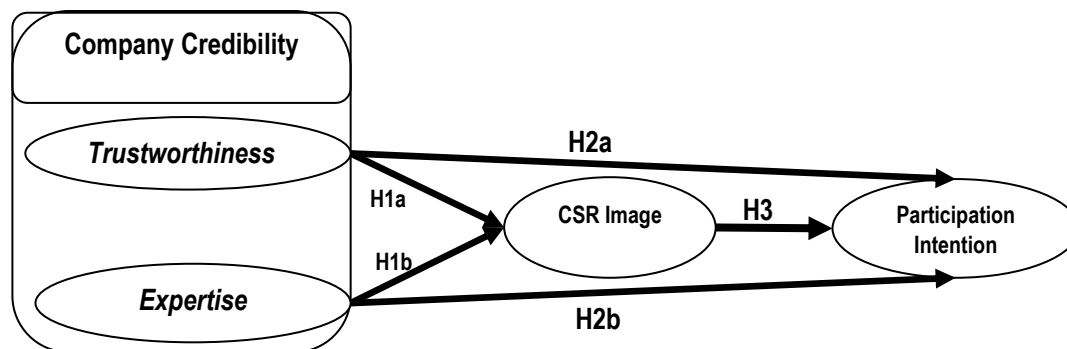


Figure 1: Conceptual Model

Source: ([Kelley, 1973](#); [Kelley & Michela, 1980](#); [Dean, 2003](#))

METHODOLOGY

To elicit CSR image in the mind of the stakeholders, this research used survey design in order to get high external validity. Sample design used is purposive sampling ([Neuman, 2007](#); [Hair et al., 2009](#)), with the sample criteria is the stakeholders of the University of Lampung, Indonesia, who individually receive CSR benefits and also directly ever see the CSR practices in CBA context delivered by "PT Coca Cola Amatil Indonesia", a beverage manufacturer; by "PT Perkebunan Nusantara VII (Persero) Indonesia", an agriculture manufacturer; and by PT BNI 46, as a state-owned national banking Company. The CBA practices of PT Coca Cola Amatil Indonesia is in the form of trash can, strategically placed in front of each office building at The University of Lampung circumstance and The CBA practices of PT Perkebunan Nusantara VII (Persero) Indonesia is in the form of trash automobile (trash car), used for public trash transportation in Lampung Province, Indonesia; The CBA practices of PT BNI 46 is in the form of student transportation to drive all students of The University of Lampung, as depicted in Figure 1, 2 and 3 below. These kinds of CBA practices are different from the stimulus of the study by [Alcaniz et al. \(2010\)](#), using printed advertisement of the Dove Brand, from toiletries and cosmetics industry, a well-known global brand that commonly engages in social alliances, launching the "Campaign for real beauty" in 2005. 160 data were collected by direct interview and analyzed by the Regression Analysis model as the basis of selection of sample. To collect sample data, the following measures are taken:

Scientific databases are searched including EBSCO Business Source Complete and Web of Knowledge were conducted. The searches were based on CSR/social responsibility. As a result, 86 papers were selected contributing to the analysis. Meta-analysis was performed on 50 papers that contributed towards the findings of 51 experimental studies. All these experiments represented the efforts of companies from several industries. The studies addressed company-cause fit effects

on various consumer outcomes of CSR initiatives that also include attitudes toward a company (or brand), purchase intentions, CSR efforts, and CSR attributions.



Figure 2: Trash Can, As a CBA Activity by PT Coca Cola Amatil Indonesia, 2018



Figure 3: Trash Automobile, As a CBA Activity by PT Perkebunan Nusantara VII (Persero) Indonesia, 2018



Figure 4: Students Transportation, As a CBA Activity by PT BNI 46, 2018

Source: PT. Coca Cola Amatil Indonesia (2018); PTPN VII (2018); and PT. BNI 46 (2018)

Items measurement uses the prior instrument to maintain validity and consistency with previous studies, such as CSR image and company credibility items developed by [Menon and Kahn \(2003\)](#); [Dean \(2002\)](#); and [Lichtenstein et al. \(2004\)](#), then adopted by [Alcaniz et al \(2010\)](#); participation intention items, developed by [Grau and Folse 2007](#), and then adopted by [Folse et al\(2010\)](#), with using seven (7) point scales.

The sixteen item questions were examined through a construct validity test using factor analysis and reliability test of *Cronbach's alpha*. The validity test on the instruments shows that the loading factor value is more than 0.50 ([Hair et al. 2006; 2010](#)), except for 1 item out of 7 CSR image items (the company integrates philanthropic contributions into its business activities) and two items out of four participation intention items. So, the total valid items of convergent validity result in 13 valid items. The coefficient result of *Cronbach's alpha* demonstrated the high internal consistency of the constructs. All the validity items are reliable exceeding the reliability instrument criteria .70 ([Hair et al. 2006, 2010](#)), as a [Nunnally and Bernstein \(1994\)](#) recommend.

The normality dataset was used by using Kolmogorov Smirnov ([Hair et al. 2006; 2010; Singagerda et al. 2019](#)). The test result shows the data normal, based on *unstandardized residual*, that can be seen from the absolute extreme value (P), more than 0.05. Then, the research model can be used in advanced analysis.

DISCUSSION / ANALYSIS

The results of multiple regression show that all proposed hypotheses are supported. Table 1 shows the significant value of trustworthiness and expertise credibility has a directly significant effect on CSR image (*Sig-value* < .00). The standardized coefficient shows that the effect of trustworthiness (b = .413) on CSR image is greater than that of expertise (b = .251). Therefore, the hypothesis H1a and H1b is supported by the data.

The results also demonstrate that trustworthiness and expertise credibility directly have a statistically significant positive effect (*Sig-value* = .04 and 0,00) on participation intention. This result supports the hypothesis of H2a and H2b.

When CSR image directly regressed on participation intention, CSR image has a statistically positive significant effect (*p-value* = .000) and has a greater impact (b = .540) than trustworthiness and expertise credibility when also regressed directly. These results do support hypothesis H3. However, to investigate whether CSR image has a mediating role in the effect of company credibility on participation intention or not, the analysis refers to the opinion of [Baron & Kenny \(1986\)](#) and [Hair et al. \(2010\)](#). The result shows the significant mediating role of CSR image in the effect of trustworthiness and expertise credibility on participation intention. The mediating role of the CSR image is categorized as a partial mediation.

Table 1: The Results of the Regression Model and Hypothesis Testing

<i>The Proposed Hypothesis</i>	<i>Standardized Coefficients</i>	<i>Significant Value</i>	<i>Direction</i>	<i>Hypothesis Decision</i>
H1a: The trustworthiness credibility has a directly positive effect on CSR image	0.413	0.000	Postive	Supported
H1b: The expertise credibility has a directly positive effect on CSR image	0.251	0.007	Positive	Supported
H2a: Trustworthiness credibility directly has an effect on participation	0.165	0.042	Postive	Supported*

intention,				
H2b: Expertise credibility directly has an effect on participation intention.	0.288	0.001	Positive	Supported
H3a: CSR image directly has a positive effect on participation intention	0.540	0.000	Positive	Supported

*If Sig $\alpha = 0.05$

Source: [Baron & Kenny \(1986\)](#); [Hair et al \(2006; 2010\)](#)

Table 2: The Mediating Effect Hypothesis Testing

The Proposed Hypothesis	Standardized Estimated Value of the Regression, Indirect Effect	Total Effect of Estimated Regression Value	indirect Effect	SigDirect Effect	Hypothesis Decision
H3b1: CSR image has a mediating role in the effect of trustworthiness credibility on participation intention.	= 0.413x 0.540 = 0.223	=0.223 + 0.165= 0.388	0.031	0.042*	Supported, as A Partial Mediation
H3b2: CSR image has a mediating role in the effect of expertise credibility on participation intention.	=0.251x0.540 =0.136	=0.136+0.288=0,424	0.001	0.001	Supported, as A Partial Mediation

*If Sig $\alpha = 0.05$

Source: [Nunnally & Bernstein \(1994\)](#); [Hair et al \(2006; 2010\)](#); [Singagerda et al, 2019](#).

The above results can be drawn in the figure below.

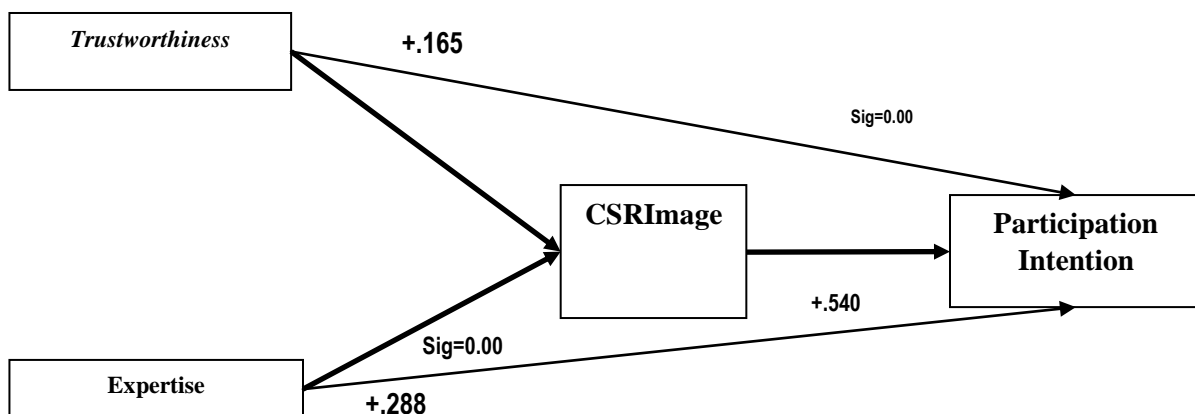


Figure 5:The Empirical Research Model

Source: [Hair et al \(2006;2010\)](#); author (2018)

Table 3: Regression analysis results in the direct effect of company Credibilityon CSRIimage

Model (Predicted Variable)	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
I								

<i>Constant</i>	2.791	.367		7.612	.000		
<i>Trustworthiness</i>	.381	.076	.413	5.014	.000	.758	1.320
<i>Expertise</i>	.043	.069	.251	.619	.007	.758	1.320

Sources: author (2018)

Table 4: Regression analysis results in the direct effect of Company Credibility on Participation Intention

Model II	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
<i>Constant</i>	2.827	0.475		5.955	0.000		
<i>Trustworthiness</i>	0.192	0.098	0.165	1.954	0.042	.758	1.320
<i>Expertise</i>	0.307	0.090	0.288	3.418	0.001	.758	1.320

Sources: author (2018)

Table 5: Regression analysis results in the indirect effect of Company Credibility on Participation Intention

Model III	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
<i>Constant</i>	1.261	.483		2.611	.010		
<i>Trustworthiness</i>	.027	.091	.231	1.67	.031	.700	1.428
<i>Expertise</i>	.264	.080	.248	3.303	.001	.752	1.329
<i>CSR Image</i>	.517	.078	.510	6.604	.000	.871	1.148

Sources: Regression AnalysisResult, 2018

Table 6: Regression analysis results in the direct effect of CSRImage on Participation Intention

Model IV	Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
<i>Constant</i>	1.985	.417		4.764	.000		
<i>CSR Image</i>	.683	.085	.540	8.061	.000	1.000	1.000

Sources: author (2018)

CONCLUSION

CBA practices considered as a part of CSR ((Lafferty & Edmonson, 2009; Alcaniz et al., 2010; Varadarajan & Menon, 1988) is conceived by the stakeholders as a promotional strategy or a kind of promotion tool of the firms in grabbing high sales, subsequently getting a high profit of the firms. So, the stakeholders perceive the CBA practices of the company for the sake of the firm's profit motive. This perception is related to the idea of Lafferty (2007); Lafferty & Goldsmith (2005).

The firm's profit motive in the CBA practices can attribute to the worse evaluation of the company's credibility and CSR image, due to stakeholders' belief on the company's profit maximization motive. If the company has a maximum profit motive, there is almost no balance to give social benefits to the stakeholders or less socially responsible to the stakeholders, especially for consumers and society, as stated by Speed and Thompson (2000); Webb & Mohr (1998). Therefore, it can create an exploitative cause. The social cause is not useful for delivering society to be well being and social welfare. The social cause allied with the brand just puts emphasis on the company's profit maximization motives. However, in this research when the mediating effect of CSR image has intervened the effect of two company credibility dimensions (trustworthiness and expertise) on participation intention, the mediating effect of CSR Image does have a statistically positive significant effect. It means that the stronger the company's credibility exists, the more positive CSR image builds, and consequently the more customers' intent to participate or purchase the company's products or brands. This implies that expertise and trustworthiness are a kind of strategically competitive differentiation tool to induce participation intention of the stakeholders toward the CBA practices or intending to buy the products or services of the company, as stated in Varadarajan & Menon (1988). The CBA practices are as a part of CSR thought not only as a marketing strategy but also as philanthropy or social cause.

Moreover, When CSR image is treated as it's owned-independent variable, CSR image has a statistically direct positive effect on participation intention and has the greatest effect (b = .540) than other independent variables (trustworthiness and expertise). This result supports the finding of Hou et al. (2008), that mentions social cause as the CSR practice playing an

important role in consumers' attitudes toward the product and brand's firm and their intentions to purchase the products and support the CSR of the company. This means that CSR itself in the CBA context gets a positive attribution of the stakeholders because the CBA creates many more benefits that sincerely help the society to be well being and the better life of the society.

If seen from the education and job status, the stakeholders are people who have logic and rational thinking and have much experience and knowledge in dealing with the CSR practice of the company. These kinds of characteristics make the stakeholders' attribution toward the CBA practices as it is a sincerely social cause, and to boost the company brand to improve the company's image or credibility ([Smith and Stodghill, 1994](#)).

This research result mainly shows that CSR image is highly determined by the trustworthiness credibility of the company. When the company emphasizes trustworthiness credibility, the CSR image in the CBA context is positively more conceived by stakeholders, subsequently the CSR image is positive and the skepticism toward the CSR will be diminished by the trustworthiness credibility of the company when public and consumers or other stakeholders know the company implement a socially genuine responsibility for developing sustainable development of the society in order to get social welfare and safety. Trustworthiness as the extent "as the company can be relied upon" or "if it is honest or does lead consumers or stakeholders" to support CBA practices, and in turn, they do have a commitment and ready to participate in CBA practices or to support the Company's Brand. However, if seeing the effect of expertise credibility on participation intention, the expertise credibility has a more positive effect on participation intention (28.8%) than trustworthiness credibility (16.5%). This is a contrary result if compared to the opinion of the contrast-effect theoretical framework ([Dean, 2003](#)) and balance theory ([Heider, 1958](#)). They asserted that trustworthiness has more influence than expertise when positively judging CSR image, and consequently triggering highly participation intention toward the CSR or the Brand of the company. It is hypothesized due to the respondents' education and job status background that mainly were students and faculty members of the university. Whenever they do act to participate or intend to purchase the company product or service, they have much more thought on the expertise credibility of the company whether the company produces the high quality of the products or services with the professional and credible human resources availability, as the study of [Sen & Bhattacharya \(2001\)](#), [Bhattacharya & Sen \(2004\)](#), [Becker-Olsen et al. \(2006\)](#), [Anselmsson and Johansson \(2007\)](#), and [Marin et al. \(2009\)](#).

LIMITATION AND STUDY FORWARD

This research examines the mediating role of CSR image in the effect of company credibility on participation intention, in CBA context, alliances between cause and brand, extending the previous study as a suggestion by [Alcaniz et al. \(2010\)](#), motivated by the research results of [Erdem & Swait \(2004\)](#), and [Folse et al. \(2010\)](#).

This research finding supports the research result of [Alcaniz et al \(2010\)](#); the contrast-effect theoretical framework ([Dean, 2003](#)) and balance theory ([Heider, 1958](#)), especially for trustworthiness credibility that has a greater effect on CSR image than expertise. This means that CSR image is mainly determined by trustworthiness credibility, which is the company's honesty in social responsibility practice. This also means the implementation of the CBA is not only for the company's economic benefits but also for social and environmental benefits for the sake of sustainable development of the stakeholders to achieve social welfare.

The most interesting finding in this research is that expertise credibility has a greater positive significant effect on participation intention than trustworthiness, contrary to the opinion of [Dean \(2003\)](#); [Heider \(1958\)](#). When the mediating effect of CSR image has intervened in the effect of company credibility (trustworthiness and expertise) on participation intention, the mediating effect of CSR image has an important role to strengthen the stakeholders' positive image toward CSR. This implies that the company implementing CBA should maintain and improve the company credibility (trustworthiness and expertise) in the various forms of the CBA practices for positively getting the stakeholders' attributions in attributing CSR positive image as a kind of socially genuine responsible activity, not only as a promotion tool for the sake of company's profit motive but also as a sincere activity in delivering the social and environmental benefits, so that the stakeholders can participate with the company's activity and intend to buy the products or services and brand of the company.

This research has limitations, especially on the use of the sampling frame. The sample of respondents only focused on those who receive and look at the CBA practices in the form of garbage dumps and student's public transportation in the university. Collected data uses the cross-sectional design and the CBA context uses CBA practices implemented by agriculture, education service, beverage industry, and a bank state-owned enterprise.

The future research should be conducted to examine further the mediating effect of CSR image in the effect of company credibility on participation intention by adding moderator variables of respondents' characteristics, especially for education and job status, like the research model of [Chomvilailuk dan Butcher \(2010\)](#). It is also necessary to conduct future research by using the various forms of CBA practices in the health and mining industry.

The use of samples in the future research should also utilize a representative sample of population from the various characteristics of stakeholders such as workers or employees and managers from other institutions or private companies, according to the definition of economic responsibility dimensional by [Muller and Kolk \(2009\)](#); [Schwartz and Carroll](#)

(2003), and in accordance with the theory of stakeholders perspective that the stakeholders do not only belong to the consumers and public but also to the groups of workers or labor and others, such as community; suppliers, investors; and government (Freeman, 1984; Heath & Norman, 2004; Abreu et al., 2005; Munilla & Miles, 2005; Papasolomouet al. 2005; Jamali, 2008).

The use of a longitudinal design is also necessary to improve the external validity of the research result. So, the research model can be utilized in a general perspective, and the research result can be realized in the global world.

To strengthen the company credibility in inducing the stakeholders' participation intention toward the company activity and the company's products or services and brands, the company should implement the kinds of a genuinely promotion or marketing communication strategy with showing the message structures expressing the strong expertise of the company, organized by professional leaders and talented human resources in order to avoid the stakeholders' perception on the CBA practice as a kind of strategic promotion tool. Thus, the stakeholders can differentiate the CBA practice as a genuine social cause rather than as a kind of genuine promotional strategy (just promoting brand it's self).

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