

CSR Feels Good, But Does It Work? From Affective Brand Image to Customer Loyalty

Tania Monica Potu^{a,1*}, Hope Wilfred Banda^{b,2} Janice Carysa Siahaya^{c,3}

¹ Universitas Pelita Harapan, Indonesia

² National Changhua University of Education, Taiwan

³ Universitas Pelita Harapan, Indonesia

Email: ^ataniam.potu@uph.edu, ^bhopebanda@outlook.com, ^cjanice.siahaya@uph.edu

ABSTRACT

Keywords:

Corporate Social Responsibility; Environmental Concern; Corporate Ability; Brand Image; Customer Satisfaction; Customer Loyalty.

This study examined the moderating effects of corporate ability and environmental concern, as well as the impact of corporate social responsibility (CSR) on consumer satisfaction, brand image, and loyalty. This research employs a quantitative approach. 315 respondents were given a questionnaire as part of the study's data gathering method. The sample approach was random sampling, and the data were analyzed using SPSS version 22. The findings demonstrate that CSR significantly and favorably affects brand image. Additionally, brand image has a favorable and significant influence on customer satisfaction and loyalty. The association between CSR and brand image is shown to be moderated by environmental concern, with the impact becoming more pronounced at higher levels of environmental concern. Furthermore, the association between CSR and brand image is moderated by corporate capabilities, suggesting that stronger capabilities amplify the impact of brand image on CSR. Overall, the findings emphasize the importance of corporate capacity and CSR implementation for enhancing brand reputation and increasing consumer happiness and loyalty.

Citation Suggestion (APA 7th):

Potu, T. M., Banda, H. W., & Siahaya, J. C. (2026). CSR Feels Good, But Does It Work? From Affective Brand Image to Customer Loyalty. *Business Innovation Management and Entrepreneurship (Bimantara)*, 5(01), 141-163, <https://doi.org/10.22219/bimantara.v5i01.44404>

Article Info:

Submitted: 31/03/2026

Revised: 26/04/2026

Published: 30/04/2026

INTRODUCTION

Management is an applied social science that measures a company's success not only from profits (Profit), but also from social (People) and environmental (Planet) impacts (Fitria & Sisdiyanto, 2024; Lungguran, 2022; Zulfikar & Sisdiyanto, 2025). In an era of increasingly fierce business competition, companies are not only required to focus on profit but also to create positive social value for consumers and the wider community (Fitria & Sisdiyanto, 2024; Hartono et al., 2025). One of the effective strategies that is now widely implemented by companies is Corporate

Social Responsibility (CSR) (Nurozi & Sisdianto, 2024; Octaviani et al., 2022). CSR is the idea that a business is dedicated to ethical conduct, economic development, and a positive social and environmental impact (Santoso & Raharjo, 2022; Sumiyati et al., 2023). This is consistent with Carroll's (1991) concept of CSR, which has four primary dimensions: charitable, legal, ethical, and economic responsibilities. As a result, over 77% of customers are inspired to purchase products or services from companies committed to making the world better and more pleasant (Stobierski, 2021). The environmental, social, and economic facets of CSR are the main focus of this study, as they are believed to influence how consumers view contemporary businesses.

In general, the fast-food industry is often associated with health issues (CNN Indonesia, 2021; Hidayah et al., 2025) such as unnutritious food (Wijaya et al., 2024), preservatives use (Andri, 2025), and unhealthy lifestyles (Saras, 2023), in addition to criticism of its environmental impacts such as plastic waste and high carbon footprints (Asiah, 2025). In addition, there is an assumption that fast food companies are more profit-oriented than they are environmentally or socially responsible (Luy et al., 2024; Schlosser, 2026). Given this negative image, the fast-food industry offers an interesting context for examining the role of CSR, especially within the Triple Bottom Line framework, which considers the economy (profit), society (people), and the environment (planet). In these situations, CSR serves as a tactic to raise the company's profile and as a moral requirement to cultivate an emotional connection with clients (Anugrah et al., 2025; Rachmawati, 2024). Researchers such as Martinez-Conesa et al. (2017) and McWilliams & Siegel (2001) have confirmed that CSR can serve several objectives, including enhancing a business's reputation, meeting stakeholder needs, and influencing consumer behavior, including loyalty and satisfaction.

Brand image, particularly its emotive component, is one of the primary CSR strategies that may impact customer satisfaction (Cahyaningtyas et al., 2024; Syavina, 2025). Positive sentiments, emotional intimacy, and pride in utilizing a certain product or service are examples of how consumers' emotional perceptions of a brand are reflected in the affective component of brand image (N. Hidayat, 2025; Syavina, 2025). Data depicted that 90% of Fortune 500 corporations currently engage in overt CSR. As a result, only a small amount of research integrates corporate reputation with CSR (Islam et al., 2021a). Prior studies have demonstrated that CSR strengthens consumers' emotional perceptions of brands, thereby increasing customer satisfaction (Araújo et al., 2023). In other words, consumers not only value CSR as a company's action, but also feel its emotional impact through interactions with brands. This is important for the fast-food industry, where customer experiences are often instant, emotional, and hands-on.

Several studies have shown that CSR initiatives can boost brand trust, improve customer perceptions, and positively influence consumer behavior (Khan & Fatma, 2023; Safer & Liu, 2023). Consumers are more likely to support businesses they perceive as socially conscious, which increases consumer happiness, trust, loyalty, and purchase intentions, according to a study by Cachero-Martínez et al. (2024). Nevertheless, most current research tends to examine these outcomes separately, focusing either on short-term reactions (such as customer satisfaction) or on long-term outcomes (such as loyalty), without providing an integrated perspective (Popa et al., 2022a).

Jakarta, Indonesia's largest metropolis, provided the ideal environment for the investigation. Jakarta's extremely varied and environmentally sensitive populace increases the likelihood that customers would engage with and respond to CSR initiatives. The city is a hub for green initiatives and sustainability programs, with government as well as community involvement in environmental education, conservation of water, also recycling (Kencono et al., 2025; Safri,

2024). In addition, McDonald's Indonesia's CSR activities are widely spread across the plains of Jakarta, which makes them identifiable and accessible to various demographic groups (McDonald's Indonesia, 2022, 2024, 2025).

"I am Lovin' It", a widely known slogan from the quick-service restaurant industry in the United States, namely McDonald's, reflects the emotional experience consumers expect, which leads to buyer and consumer satisfaction (Sobirin, n.d.). In line with the idea of affective brand image, this jargon is more than a marketing slogan; it also conveys the customer's emotional connection to the brand (Mubarok & Muyasaroh, 2025; Sofiyani et al., 2025). In this regard, McDonald's CSR may be viewed as one of the tactics that help the business create a favorable impression in customers' eyes, making them feel more emotionally invested in the brand. This research aims to explore how CSR might shape such emotional perceptions and how these perceptions impact customer satisfaction.

In addition, it is undeniable that the junk-food industry faces quite complex social and environmental challenges, such as health issues, plastic waste, and the environmental impact of its supply chain (Andri, 2025; CNN Indonesia, 2021; Hidayah et al., 2025; Ho & Chu, 2019; Saras, 2023; Schlosser, 2026; Soulthoni & Itasari, 2024; Wijaya et al., 2024). Companies that can implement CSR effectively, for example, by reducing plastic waste, using environmentally friendly raw materials, or participating in social events, can improve the perception of the brand among customers (Inayatussa'adah & Sisdianto, 2024; Junaedi et al., 2025; Simbolon et al., 2025). Thus, the social and environmental CSR dimensions are effective complements in shaping a strong brand image, rather than merely covering the economic dimension. Although economic responsibility is important, this study emphasizes that social and environmental dimensions have a more dominant role in influencing consumers' emotional perceptions (Haro et al., 2026; Ramadani, 2025).

There is no denying that customer satisfaction is a primary measure of a business's short-term performance (Adhari, 2021; Khalidah et al., 2025). Based on the argument of Kotler and Keller (Suandana et al., 2016), customer satisfaction results from the comparison between expectations and the experience consumers perceive. Despite the extensive body of literature on Corporate Social Responsibility (CSR), a significant theoretical gap persists regarding the precise mechanisms by which CSR initiatives foster customer loyalty, particularly in the fast-food sector. Conventional research often conceptualizes brand image as a monolithic, functional construct, emphasizing operational attributes such as service speed and product consistency (Wang, 2020). However, this study contends that in the hyper-competitive and emotionally charged landscape of the food industry, it is imperative to distinguish 'affective' (emotional) brand image from its purely functional components.

Even though CSR has been widely researched in relation to customer reactions and company image, prior research has not consistently explained how these connections lead to real consumer consequences. CSR generally has a positive effect on brand image (Brown & Dacin, 1997; Maignan & Ferrell, 2004), and brand image promotes consumer happiness and loyalty (Aaker & Moorman, 2023). However, the nature of the sector and the customer environment may affect the strength of these ties.

This relationship gets more complicated in the fast-food sector. Although consumers may view CSR programs favorably, functional factors such as flavor, cost, and service quality often have a greater impact on their satisfaction than sentimental brand perceptions. This leads to a "satisfaction paradox," in which a favorable brand image does not necessarily result in increased

consumer satisfaction. Particularly in low-involvement consumption situations, such as fast food, this discrepancy has received less attention in earlier CSR studies (Sen & Bhattacharya, 2001).

Furthermore, prior research has largely treated CSR effects as uniform across consumers, without adequately accounting for individual differences, such as environmental concern. However, consumers with higher environmental awareness tend to respond more strongly to CSR activities (Jalees et al., 2025). In addition, few studies have incorporated corporate capabilities as a moderating factor, despite evidence that firm capabilities significantly influence consumer evaluations of brand value (Berens et al., 2005).

LITERATURE REVIEW

Basic Theory

The research uses the framework put forward by Araújo et al. (2023), combined with Islam et al. (2021) as its theoretical foundation, which emphasizes CSR influence on customer attitudes and actions. The report argues that CSR initiatives significantly enhance brand image, thereby affecting consumer satisfaction and loyalty. This perspective is particularly relevant to this study, as it explains how CSR activities can foster positive associations in consumers' minds, leading to a stronger emotional connection with brands. Furthermore, Araújo et al. (2023) found that CSR influences customer satisfaction through mediating factors, such as brand image, rather than exerting a direct effect. Additionally, the study by Islam et al. (2021) examined the relationship between CSR and customer loyalty while accounting for consumer satisfaction.

Corporate Social Responsibility (CSR) Dimensions'

Nowadays, myriad definitions of CSR are put forward by experts. Regarding (Bian et al., 2021) and López-Concepción et al. (2022), CSR is an important concept for business sustainability, promoting a harmonious environment where everyone wins. The CSR program asserts that it is proof of efforts to improve the well-being of all stakeholders, in addition to the business's financial prosperity (Hediger, 2010). CSR is defined as a company's ongoing dedication to acting justly, morally, and responsibly while fostering economic success by enhancing the lives of staff members, their families, local communities, and society as a whole (Emmanuel & Priscilla, 2022). According to Dyck et al. (2019), CSR also encourages the creation of profitable, long-term opportunities, the adjustment of societal expectations and demands, the allocation of resources to social issues, moral commitment to socially responsible endeavors, the development of human and intellectual capital, and the maintenance of security and reputation. Overall, experts came to the conclusion that corporate social responsibility (CSR), which is fueled by organizational innovation and social performance, is crucial to a business's long-term sustainable growth and competitive advantage.

A concept of CSR itself is not limited. Previous literature by Popa et al. (2022b) separates CSR into four main integrated activities: Legal and Ethical (LE), Philanthropic and Community Services (PC), Respect for the Environment (RE), and Respect for Customers (RC). Meanwhile, in this study, the authors associate CSR with only three main factors: economic, social, and environmental. According to (Araújo et al., 2023), profitability variables affect the economic level of CSR, business sustainability, and the company's long-term performance. In this case, McDonald's Indonesia does this CSR seriously, as evidenced by every one million rupiah of McDonald's turnover will trigger 4.9 million rupiah of economic activity in other sectors; recorded that 86% of McDonald's supplier spending (Rp3.8 billion) flows to local partners &

domestic farmers; and 43% of employees are young people who start their professional careers at McD, which means that there are so many jobs that are opened to drive the economic and industrial sectors (Djailani, 2026).

On the other hand, in the social sector, Araújo et al. (2023) confirm that the community, employees, and social contribution are common goals that must be realized. This is evident from the Oxford study conducted from April 2024 to March 2025. Studies have shown that McDonald's Indonesia has donated more than Rp2.2 billion and distributed more than 72.000 portions of food to help orphanages, schools, and nursing homes. During the month of Community 2024, more than 2,900 social activities were held in 96 cities, totaling 881 hours of employee volunteer work. It is interesting to note that the Ronald McDonald House Charities Foundation (RMHC), a non-profit foundation with McDonald's as its founding partner, largest donor, and main supporter of its operations, is the most important. RMHC, which has helped 2,933 families, provides support for their children's medical care at the halfway house. More than 18.100 families have also received services through the "Family Room" program, and more than 557.000 children in 55 regions in Indonesia have received care through Care Mobile and Grant Immunization. In addition, there is an initiative, "Special Crew Friends of the Deaf", that allows people with disabilities to develop and get equal job opportunities at McDonald's Indonesia. The study also shows that McDonald's Indonesia has a strong level of gender equality: 40% of employees are women, and 44% of staff are women. McDonald's Indonesia also provides an equal opportunity to build a sustainable career path through regular technical and leadership training (Frederica, 2026; R. Hidayat, 2026; McDonald's Indonesia, 2026).

Continuing to the last aspect, namely the environment, which discusses sustainability and environmental impact (Araújo et al., 2023). McDonald's Indonesia fully supports the government's target towards zero carbon emissions by 2060 in various ways, including: installing Solar Power Plants (PLTS) in several restaurants as a renewable energy source; the application of LED lights in all McDonald's Indonesia restaurants for energy saving and environmental friendliness; installing water-saving sanitary fittings to cut down on water use; the provision of Public Electric Vehicle Charging Stations (EV charging) both motorcycles and cars in several restaurants to support the usage of eco-friendly automobiles; the effectiveness of raw material supply routes from suppliers to eateries in order to lower carbon emissions; even became the first restaurant in Indonesia to receive a Green Building certificate: McDonald's Ampera. In addition, McDonald's Indonesia also launched the "McD Care for the Environment" program in 2025. Three concrete actions took place simultaneously in different regions of Indonesia: the planting of 1.000 trees in various places in West Java; river cleaning in Makassar; and 'Ngosrek', or community service, in Purwakarta (Aulivia, 2024; McDonald's Indonesia, 2024, 2025). The initiatives described above show how McDonald's Indonesia is very committed to helping all structures and groups, ranging from economic and social to environmental, and not limited to certain groups of people.

Brand Image

Customers' perceptions of the company's operations (Walker, 2010) and their opinions on the same product or brand (Malmelin & Moisander, 2014) form the basis of brand image. The brand and its image are inextricably linked and reflect its strength and essence (Dong, 2016). Kennedy (1977) and Martinez-Conesa et al. (2017) discuss the brand image's emotional dimension, which is connected to the psychological aspect and manifests in attitudes and sentiments toward the business. Customers will favor a company's goods and services when it

participates in CSR to enhance the environment, society, and the condition living of its workers, as CSR efforts also affect a product or service's brand image (Araújo et al., 2023). Consequently, there is a discernible rise in brand image and retention, with customers expressing intentions to return, recommend, and be prepared to spend much more, according to Singh et al. (2023). Therefore, CSR enhances a brand image when a business understands how to cultivate a great reputation, inspire trust, and establish credibility (Maldonado-Guzman et al., 2017). To put it briefly, a company's concern for its stakeholders and its societal obligations are communicated through CSR. Consumers could interpret these signals as a positive signal of reputation (Arikan et al., 2016; Latif et al., 2020).

Customer Satisfaction

Additionally, the study will scrutinize how brand image affects consumer happiness. The Author has demonstrated how Vietnamese clothing businesses' perceptions affect customer satisfaction in the apparel sector (Cuong & Long, 2020). Accordingly, research on the food and beverage sector (Hsieh et al., 2018), in the catering sector concludes that high-quality services enhance customer satisfaction and brand image. The outcome suggests that brand image has a significant impact on customer satisfaction (Cuong, 2020). Therefore, Positive brand perceptions increase the likelihood that consumers will perceive a brand as providing high levels of satisfaction (Mohammed & Rashid, 2018; Zehra & Arshad, 2018). In the social media sphere, positive brand perception may also increase consumer satisfaction. Customer happiness and corporate social responsibility are impacted by brand image (Bianchi et al., 2019).

Customer Loyalty

Consumers who consistently use items from one brand without ever buying goods from other brands are said to have excellent customer loyalty, especially when the pricing, designs, or materials of those products vary (Afitama & Nasir, 2024). These devoted customers will find it challenging to switch brands, as they already have confidence that one brand will meet their expectations and needs (Purwianti et al., 2023). Customers who trust a brand are more likely to stick with it and are less likely to consider or be interested in other brands that offer similar products, according to Gultom et al. (2020). Numerous earlier studies confirmed the strong relationship between customer loyalty and brand image. Specifically, empirical evidence suggests that maintaining a positive reputation—whether at the brand or retail level—serves as a critical determinant in fostering long-term consumer loyalty (Anwar & Dastagir, 2019; Hsieh et al., 2018; Tu & Hsiao-Chien, 2012).

Environmental Concern

Concern for the environment is a reflection of a consumer's overall perspective about ecological preservation (Chen & Chai, 2010; De Canio et al., 2020; Wei et al., 2018a). Furthermore, individuals who demonstrate high levels of ecological concern and those who act morally are prone to choose great environmentally solutions (Mishra et al., 2021). This attitude serves as a cornerstone for pro-environmental consumption, acting as a primary catalyst that encourages individuals to embrace more sustainable lifestyles (Newton et al., 2015; Wei et al., 2018b). Notably, the COVID-19 outbreak had further heightened consumer sensitivity toward adopting greener purchasing habits (Qi & Ploeger, 2019). In the context of food choices, environmental awareness is a fundamental driver of intentions to purchase sustainable products (Hao et al., 2019; Tanner & Wölfiging Kast, 2003; Vermeir & Verbeke, 2006). This stems from

eco-conscious buyers' tendency to prefer products with a low environmental footprint (Taufique et al., 2019). From a strategic marketing standpoint, these environmental anxieties drive the market's growing demand for "green" products (Jalees et al., 2025). Similarly, we expect the relationship of brand image and corporate social responsibility to be stronger with a high Environmental Concern than with a low one.

Corporate Ability

Corporate abilities are defined by a firm's capacity for innovation and its proficiency in delivering high-quality products and services (Luo & Bhattacharya, 2006; Pérez et al., 2013; Rust et al., 2002). The interplay between these organizational capabilities and Corporate Social Responsibility (CSR) significantly shapes consumer perceptions of a brand's offerings (Pérez et al., 2013). Evidence suggests that when a company lacks core competencies—manifested through inferior quality or low innovation—it fails to foster consumer trust and loyalty (Islam et al., 2021a). Furthermore, CSR initiatives alone do not guarantee a positive corporate image if the firm's primary outputs are substandard; high social investment cannot compensate for poor product performance (Berens et al., 2005). Consequently, a synergistic balance between technical corporate capabilities and CSR efforts is essential to influence consumer evaluations positively (Islam et al., 2021b). Henceforth, the writers tried to look for the link of corporate social responsibility and brand image, finding it stronger with high Environmental Concern than with low Environmental Concern.

- H1: CSR (Economic, Social, Environmental) has a significant effect on Brand Image
- H2: The relationship between Corporate Social Responsibility and Brand Image is expected to be greater with a high Environmental Concern rather than a low one
- H3: The relationship between Corporate Social Responsibility and Brand Image is expected to be greater with a high Environmental Concern rather than a low one
- H4: Brand Image has a significant effect on Customer Satisfaction
- H5: Brand Image has a significant effect on Customer Loyalty

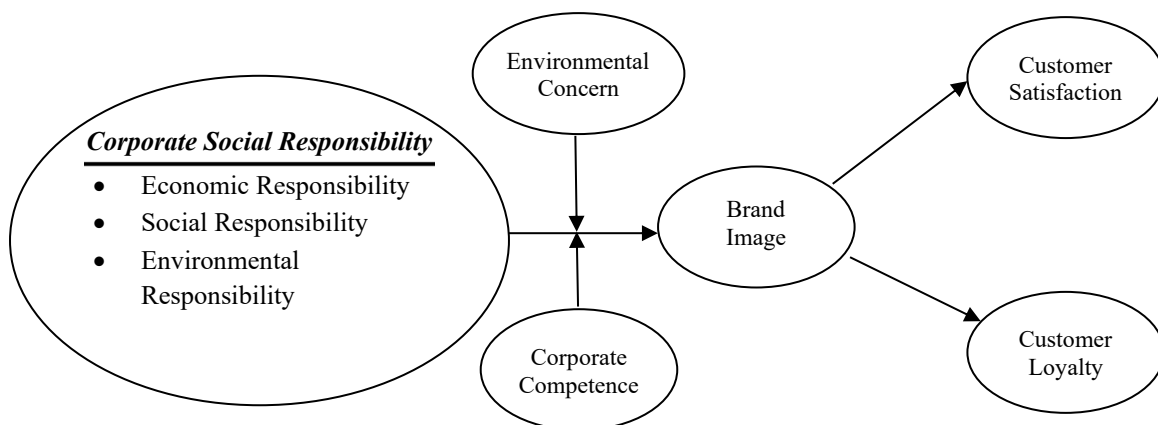


Figure 1. Research Framework
Source: Author 2026

This study looks at how CSR impacts brand image and customer happiness among McDonald's Indonesia customers using quantitative research methodologies and a causal research design. This study sought to ascertain the degree to which consumer views of corporate social responsibility (CSR) across economic, social, and environmental aspects impact brand image, customer happiness, and customer loyalty. Similarly, the study makes the implicit assumption that CSR has a significant influence on consumer psychology and sentiment when assessing McDonald's Indonesia and its initiatives to boost customer happiness and loyalty.

Customers of McDonald's Indonesia who reside in Jakarta, Indonesia, make up the target audience, especially those who are aware of or have been exposed to the company's CSR initiatives, such as the existence of McDonald's franchisees that help drive the growth of the trading ecosystem through job creation, economic turnaround and partnerships with local suppliers. Then supported by donations distributed to orphanages, schools, and nursing homes, the Ronald McDonald House Charities Foundation (RMHC), "Family Room", Care Mobile and Grant Immunization, "Special Crew Friends of the Deaf" job recruitment for people with disabilities, gender equality for women, and even leadership training for all employees. In addition, environmental action with the installation of Solar Power Plants (PLTS); LED lights in all McDonald's Indonesia restaurants; water-saving sanitary fixtures to reduce water consumption; Public Electric Vehicle Charging Stations (EV charging); efficiency of the delivery route of raw materials from suppliers to restaurants; becoming the first restaurant in Indonesia to obtain a Green Building certificate; as well as various other "McD Care for the Environment" actions.

Non-probability goal sampling was used to select respondents who were at least 18 years old, had purchased three McDonald's products in the past three months, had engaged in McDonald's Indonesia's CSR program in the past 3 months, and were aware of at least two of the company's CSR initiatives. With the assistance of local influencers, an online poll was utilized to spread the information via social media and WhatsApp groups.

A Likert-scale questionnaire evaluating opinions on CSR elements, brand image (affective), and customer satisfaction was used to collect the sample. This scale has five levels: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). SPSS version 22 will be used to verify the collected data. Only 315 respondents who completed the poll were qualified, according to the researchers.

RESULT AND DISCUSSION

Table 1. Respondent's Profile

No	Content	Frequency	Percentage
1	<i>Gender</i>		
	Male	131	41.6%
	Female	184	58.4%
2	<i>Age Group</i>		
	17-25	115	36.5%
	26-35	164	52.1%
	36-45	35	11.4%
3	<i>Education Level</i>		
	High School/Vocational School	96	30.5%
	Bachelor's Degree	102	32.4%
	Master's Degree	47	14.9%
	Doctoral Degree	8	2.5%

No	Content	Frequency	Percentage
4	<i>Occupation</i>		
	Students	121	38.4%
	Self-Employed	17	5.4%
	Employees	108	34.3%
	Civil Servants	69	21.9%

Source : Data Processed, 2026

The study's respondent profile summarizes the demographics of the 315 participants. Based on gender distribution, the majority of respondents are female (58.4%), whilst male respondents account for 41.6%. This indicates that female consumers dominate the sample, which may influence perceptions of CSR, brand image, and customer-related outcomes.

The majority of responders, about 36.5% of the sample, are between the ages of 17 and 25. Respondents between the ages of 26 and 35 (52.1%) and 36 and 45 (11.4%) come next. Younger respondents predominate, indicating that the survey mostly represents the viewpoints of Generation Z and young millennials, who are typically more conscious of social and environmental concerns, including CSR programs.

Regarding educational attainment, 32.4% of the sample have a bachelor's degree. In contrast, only 2.5% have a doctorate, 14.9% have a master's degree, and 30.5% have a high school or vocational school background. This suggests that the respondents had a somewhat high level of education, which may help them assess business actions critically, especially when distinguishing between genuine corporate social responsibility (CSR) initiatives and corporate image-building initiatives.

Regarding occupation, the largest group is students, who represent 38.4% of respondents. This is followed by employees at 34.3%, while both self-employed individuals and civil servants each account for 5.4% and 21.9%. These findings suggest that the sample is dominated by individuals at the early stages of their careers or still pursuing education.

Overall, the respondent profile highlights a sample that is predominantly young, female, and highly educated, offering valuable insights into how modern consumers perceive CSR and brand image, and how these perceptions affect satisfaction and loyalty.

This research aims to examine the effects of McDonald's Indonesia's CSR dimensions—economic, social, and environmental—on brand image and customer satisfaction. Before starting the primary analysis, the authors conduct a validity test to assess whether each measurement item captures the desired construct. The computed *r*-table value was 0.1103, based on 315 samples and a significance threshold of $\alpha = 0.05$.

Table 2. Validity Test

Variable	Dimensions	Item	Pearson Relation	Status
Corporate Social Responsibility (CSR)	Economy (E)	E1	0.683	Valid
		E2	0.732	Valid
		E3	0.732	Valid
		E4	0.618	Valid
	Social (S)	S1	0.701	Valid
		S2	0.779	Valid
		S3	0.768	Valid
		L1	0.769	Valid
	Environment (L)	L2	0.802	Valid
		L3	0.818	Valid
		L4	0.825	Valid
		EC1	0.636	Valid
Environmental Concern	EC2	0.627	Valid	
	EC3	0.668	Valid	
	EC4	0.675	Valid	
	CA1	0.617	Valid	
Corporate Ability	CA2	0.651	Valid	
	CA3	0.720	Valid	
	BI1	0.572	Valid	
Brand Image (BI)	BI2	0.875	Valid	
	BI3	0.807	Valid	
	CS1	0.855	Valid	
Customer Satisfaction (CS)	CS2	0.909	Valid	
	CS3	0.880	Valid	
	CL1	0.829	Valid	
Customer Loyalty (CL)	CL2	0.787	Valid	
	CL3	0.868	Valid	

Source: Data processed, 2026

According to the validity test findings, each variable indicator's estimated correlation value was higher than the 0.1103 r-table value (for $n = 315$). This hints that every metric used in the research is reliable for gauging the targeted building. The next stage is to conduct a reliability test following the validity test. The same sample size of 165 respondents was used for the overall reliability assessment.

Table 3. Reliability Tests

Variable	Dimensions	Cronbach's Alpha	Marked
Corporate Social Responsibility (CSR)	Economy (E)	0.637	Reliable
	Social (S)	0.610	Reliable
	Environment (L)	0.817	Reliable
Environmental Concern (EC)		0.803	Reliable
Corporate Ability (CA)		0.781	Reliable
Brand Image (BI)		0.624	Reliable
Customer Satisfaction (CS)		0.856	Reliable
Customer Loyalty (CL)		0.774	Reliable

Source: Data processed, 2026

Every variable indicator has an Alpha Cronbach value greater than 0.6, according to the reliability table. Ultimately, it may be said that all the study's variables are reliable.

Table 4. Goodness-of-Fit Measures of Overall Measurement and Structural Model

Fit Indices for Measurement	Recommended Criteria	Measurement Result	Structural Result
χ^2	$p > 0.05$	$p < 0.05$	$p < 0.05$
DF		467	59
χ^2/DF	<3	1.527	2.027
GFI	>0.90 (0.8~0.89)	0.879	0.940
AGFI	>0.90 (0.8~0.89)	0.854	0.908
RMSR	<0.05	0.023	0.022
RMSEA	<0.05	0.041	0.057
NFI	>0.90	0.909	0.953
IFI	>0.90	0.967	0.976
CFI	>0.90	0.966	0.976
PNFI	>0.50	0.804	0.721
PGFI	>0.50	0.731	0.609

Source: Data processed, 2026

The Chi-square test (χ^2), the Goodness of Fit Index (GFI), the Adjusted Goodness of Fit Index (AGFI), the Root Mean Square Residual (RSMR), and the Root Mean Square Error of Approximation (RMSEA) are among the indicators taken into account under absolute fit measurements. $DF = 467$, $\chi^2 / DF = 2.027$, $GFI = 0.940$, $AGFI = 0.908$, $RMSR = 0.022$, and $RMSEA = 0.057$ are these values of χ^2 . While the RMSR is greater than the indicated threshold, the GFI and AGFI are greater than the desired criteria (0.90). The Normed Fit Index (NFI), Incremental Fit Index (IFI), and Comparative Fit Index (CFI) are the indices that are employed in this study as incremental fit metrics. The NFI, IFI, and CFI for this study are 0.953, 0.976, and 0.976, respectively. All three exceed the suggested threshold of 0.90. The Parsimony Normed Fit Index (PNFI) and the Parsimony Goodness of Fit Index (PGFI) are two indicators in parsimonious fit measurements. The PNFI = 0.721 and the PGFI = 0.609 for this study are both higher than the suggested threshold of 0.50.

Table 5. Coefficient test and Hypothesis test/ t-Test

Model / Variable	Coefficients	Tsig	Hypothesis
CSR (E, S, L)*BI			
CSR	0.897	0.000	Accepted
BI *CS			
BI	0.462	0.000	Accepted
BI*CL			
BI	0.488	0.000	Accepted

Source: Data processed, 2026

The results of the t-test show the results of a hypothesis that states:

1. Corporate Social Responsibility (CSR), comprising Economic, Social, and Environmental dimensions, has a significant influence on Brand Image (BI) ($p < 0.000$) level. 0.05
2. Brand Image (BI) has a significant influence on Customer Satisfaction (CS), with a t-value of 0.111 ($p < 0.05$). 0,05
3. Brand Image (BI) has a significant influence on Customer Loyalty (CL), with a p-value of $0.000 < t \text{ sig. } 0,05$

Table 6. Process Model 1 Results for the Moderation Test Environmental Concern

Outcome	Coefficient	SE	t	p	
Brand Image					
Constant	4.733	0.261	18.170	0.000	
CSR	-0.042	0.105	-0.401	0.689	
Environmental Concern	-0.012	0.082	-0.149	0.882	
Interaction	-0.435	0.050	-8.634	0.000	
Gender	0.036	0.062	0.582	0.561	
Age Group	-0.005	0.034	-0.150	0.881	
Educational Degree	-0.023	0.036	-0.627	0.531	
Occupation	-0.027	0.019	-1.450	0.148	
<i>Moderating Effects</i>					
Environmental Concern Level	Effect	SE	p	Boot LLCI	Boot ULCI
Low Environmental Concern	0.115	0.094	0.222	-0.070	0.300
Medium Environmental Concern	-0.139	0.113	0.221	-0.362	0.084
High Environmental Concern	-0.224	0.121	0.065	-0.461	0.014

Source: Data processed, 2026

The outcome demonstrates a significant, negative impact of the interaction between environmental concern and CSR on brand image ($\beta = -0.435$, $p < 0.05$). Interestingly, the moderating effect of environmental concern in the relation between CSR and brand image for CSR to image for great environmental concern approached statistical significance ($\beta = -0.224$, $p = 0.065$, bootstrap CI = $[-0.461, 0.014]$). Whilst the moderating impact for low environmental concern ($\beta = 0.115$, $p = 0.222$, bootstrap CI = $[-0.070, 0.300]$), and medium environmental concern ($\beta = -0.139$, $p = 0.221$, bootstrap CI = $[-0.362, 0.084]$) using the bootstrapping procedure. Therefore, moderation exists only at a high level of environmental concern.

Table 7. Process Model 1 Results for the Moderation Test Corporate Ability

Outcome	Coefficient	SE	t	p	
Brand image					
Constant	4.737	0.257	18.426	0.000	
CSR	-0.725	0.098	-0.742	0.458	
Corporate Ability	0.271	0.049	0.5574	0.578	
Interaction	-0.427	0.045	-9.391	0.000	
Gender	-0.034	0.061	0.556	0.579	
Age Group	-0.016	0.033	-0.481	0.631	
Educational Degree	-0.030	0.026	-0.845	0.399	
Occupation	-0.023	0.018	-1.255	0.210	
<i>Moderating Effects</i>					
Corporate ability Level	Effect	SE	p	Boot LLCI	Boot ULCI
Low Corporate ability	-0.007	0.921	0.938	-0.188	0.174
Medium Corporate ability	-0.167	0.106	0.116	-0.376	0.042
High Corporate ability	-0.274	0.116	0.019	-0.502	-0.046

Source: Data processed, 2026

The findings indicate that there is a substantial and negative impact on brand image ($\beta = -0.427$, $p < 0.05$) from the interaction of corporate ability between CSR and brand image. Based on the bootstrapping procedure, the conditional moderating effects tests show that there is a

significant moderation for corporate ability in the relation of CSR on brand image for high corporate ability receivers ($\beta = -0.274$, $p = 0.019$, bootstrap CI = [-0.502, -0.046]). For low corporate ability ($\beta = -0.007$, $p = 0.938$, bootstrap CI = [-0.188, 0.174]) and medium corporate ability ($\beta = -0.167$, $p = 0.116$, bootstrap CI = [-0.376, 0.042]), the moderating impact at those levels does not reach statistical significance.

The results of moderation tests show the results:

4. The relationship between Corporate Social Responsibility and Brand Image is expected to be greater with a high Environmental Concern rather than a low one is supported.
5. The relationship between Corporate Social Responsibility and Brand Image is expected to be greater with a high Corporate Ability rather than a low one is supported.

The Effect of Corporate Social Responsibility on Brand Image

The original sample coefficient value of 0.897 (positive), a p-value of < 0.001 (< 0.05), and a t-statistic value exceeding the critical threshold all show that Corporate Social Responsibility (CSR) has a positive and significant impact on McDonald's Indonesia's brand image, according to the results of hypothesis testing (H1). This suggests that brand image is significantly impacted by CSR (H1 = supported). This analysis shows that the hypothesis has enough evidence to be supported. Put another way, consumers' perceptions of a brand are positively correlated with the effectiveness of CSR initiatives.

These results imply that how well McDonald's Indonesia executes its CSR programs directly affects how customers perceive the firm. CSR initiatives, especially those focused on the economy and environment—such as pursuing long-term business sustainability, enhancing financial performance, contributing to society beyond profit generation, and openly disclosing environmental policies—are crucial for establishing a favorable corporate image. McDonald's Indonesia is therefore more likely to be seen as a respectable, accountable, and reliable business that values both society and its patrons.

These findings align with earlier research by Ali et al. (2021), Araújo et al. (2023), and Islam et al. (2021a), which found that CSR significantly and favorably affects brand image, as customers tend to form positive opinions of businesses that exhibit strong social and environmental responsibility.

The Effect of Brand Image on Customer Satisfaction

The original sample coefficient of 0.462 (positive) and a p-value of less than 0.05 indicate that Brand Image has a positive and significant impact on Customer Satisfaction, as indicated by the hypothesis testing results (H2). This suggests that customer satisfaction is significantly impacted by brand image (H2 = supported). This analysis shows that the hypothesis has enough evidence to be supported. Put another way, higher levels of customer satisfaction are a direct result of a stronger, more positive brand image.

According to these results, consumers are generally happier when they have a favorable opinion of the brand, especially regarding trust, reputation, and overall credibility. Strong brand perception reduces ambiguity and boosts consumers' trust in the goods and services provided, ultimately leading to greater customer satisfaction. Additionally, respondents' demographics may be associated with this outcome. The majority of responders are female and between the ages of 26 and 35 (52.1%), a demographic that is often pickier and experience-focused when assessing businesses. Additionally, a sizable percentage of respondents are workers and students,

suggesting they are engaged consumers regularly exposed to brand content via social media and other digital platforms. Their educational background—predominantly high school/vocational and bachelor's degree holders—also points to a reasonably well-informed customer base that frequently assesses products based on perceived value and reputation. As a result, their happiness levels are greatly influenced by a favorable brand image. Consequently, satisfaction is not merely a result of the product itself but is significantly amplified by the brand's symbolic value. These results are consistent with the findings of Hsieh et al. (2018) and Cuong & Long (2020), reaffirming that a robust brand perception is a prerequisite for achieving long-term consumer fulfillment in the catering sector.

The Effect of Brand Image on Customer Loyalty

The original sample coefficient of 0.488 (positive) and the p-value of < 0.001 (< 0.05) indicate that Brand Image has a positive and substantial impact on Customer Loyalty, as indicated by the hypothesis testing results (H3). This suggests that customer loyalty is significantly impacted by brand image (H3 = supported). This analysis shows that the hypothesis has enough evidence to be supported. Put another way, higher levels of consumer loyalty are associated with a stronger, more positive brand image.

According to these results, consumers are more likely to form a lasting relationship with a brand when they believe it to be reliable, respectable, and consistent. This is evident in their propensity to make repeat purchases and to refer the brand to others. In addition to enhancing emotional attachment, a favorable brand image reduces the likelihood that consumers will defect to rival businesses.

Additionally, this outcome may be related to the respondents' demographics. The bulk of respondents are female and fall within the 26–35 age range, a demographic that values consistency in their consumption habits and brand trust. Additionally, a sizable percentage of respondents are workers and students, suggesting that they are engaged customers who often interact with companies online and offline. Their educational history, which mostly consists of high school/vocational and bachelor's degree holders, indicates that they are reasonably aware customers who take past experiences and brand reputation into account when making repeat purchases. Therefore, cultivating their loyalty requires a strong brand image. These results align with Anwar & Dastagir (2019) and Hsieh et al. (2018), demonstrating that in the digital age, a favorable corporate image is the most effective tool for maintaining customer retention amid high market volatility.

The Moderating Effect of Environmental Concern on CSR and Brand Image

The interaction impact coefficient of -0.435 in the hypothesis-testing findings indicates that Environmental Concern moderates the association between Corporate Social Responsibility (CSR) and Brand Image. This implies that the connection between CSR and brand image is moderated by environmental concern. This research shows that there is enough data to support the existence of a moderating impact.

Incredibly interesting to note that the negative coefficient suggests that the strength of the association between CSR and brand image varies with the degree of environmental concern. In particular, among consumers who are really concerned about the environment, the benefits of CSR on brand image become more noticeable. Conversely, CSR efforts do not significantly improve brand image among consumers with low to moderate levels of environmental concern.

Put another way, CSR initiatives have a greater impact on brand perceptions only when consumers are highly aware of social and environmental concerns.

The analysis suggests that consumer attributes, particularly environmental consciousness, influence the effectiveness of CSR activities. Businesses like McDonald's Indonesia may find it advantageous to align their CSR communication tactics with target audiences who show significant concern for the environment, as these consumers are more likely to respond favorably and translate CSR initiatives into positive brand perceptions.

These findings support earlier research by Brown & Dacin (1997) and Maignan & Ferrell (2004), which indicates a favorable correlation between CSR and outcomes associated with brands. However, this study adds to the literature by showing that these connections are driven by individual differences in environmental concern rather than being consistent across all customers. However, the results run counter to the study of Jalees et al. (2025), which found a distinct moderating pattern, suggesting that sample and contextual variations might explain the discrepancy in outcomes.

The Moderating Effect of Corporate Ability on CSR and Brand Image

The interaction effect value of -0.427 in the hypothesis test findings shows that Corporate Ability moderates the association between Brand Image and Perceived Value. This implies that the link between perceived value and brand image is moderated by corporate ability. This research shows that there is enough data to support the existence of a moderating impact.

The relationship's intensity varies with the degree of corporate ability, as indicated by the negative coefficient. In particular, at greater levels of corporate ability, the beneficial impact of brand image on perceived value becomes more noticeable. Put another way, customers are more likely to convert a favorable brand image into greater perceived value when they believe that a firm has excellent skills, such as operational excellence, product quality, and innovation. On the other hand, the impact of Brand Image on Perceived Value tends to diminish when Corporate Ability is viewed as poor.

This accomplishment suggests that corporate ability improves the extent to which brand-related perceptions influence customer assessments. The relationship between brand image and perceived value is strengthened when consumers are aware of a company's strong capabilities and feel more confident that the brand can provide the promised value. The resource-based approach, which highlights that companies with better resources and skills may gain a lasting competitive advantage, is theoretically consistent with this outcome. Strong corporate capabilities position businesses to leverage their CSR initiatives and brand image to enhance consumer value (Zameer et al., 2022). Likewise, these results align with earlier research by Sen et al. (2006) and (Berens et al., 2005), which shows that organizational competencies enhance the link between CSR and customer-related outcomes, such as loyalty. By demonstrating that Corporate Ability also influences how Brand Image translates into Perceived Value, this study adds to the literature. It underscores the significance of corporate capabilities in optimizing the impact of marketing and CSR activities.

CONCLUSION

According to the study's findings, brand image is strongly influenced by corporate social responsibility (CSR), which, in turn, significantly impacts customer satisfaction and loyalty. Customers' trust is strengthened by a strong, favorable brand image, which raises satisfaction levels and encourages enduring loyalty. However, not every customer finds CSR programs to be

equally beneficial. Customers with a high level of environmental awareness are more affected by CSR initiatives. In contrast, those with lower levels of environmental concern are less affected, as indicated by the moderating effect of environmental concern. In a similar vein, Corporate Ability strengthens the link between Perceived Value and Brand Image, especially when customers believe the business is highly capable of delivering quality and innovation.

Findings indicate that, in addition to investing in CSR initiatives, businesses also need to ensure their efforts are well communicated and consistent with the values of their target market. Brand impression can be greatly improved by segmenting consumers by their level of environmental care and tailoring CSR messaging accordingly. To optimize the value derived from a favorable brand image, it is also crucial to enhance the company's competencies, such as product quality, service excellence, and innovation.

From a management standpoint, businesses like McDonald's Indonesia are urged to establish an integrated strategy that incorporates targeted communication, capability development, and CSR implementation. Developing sustainability-focused advertising for eco-aware consumers, increasing transparency in CSR reporting, and consistently improving operational performance to enhance business reputation are practical strategies. Social media and digital channels may be used to engage younger, more engaged customer segments and spread CSR messaging.

This study further underscores the importance of external stakeholder support. By providing clear criteria, incentives, and recognition programs for socially conscious businesses, government and regulatory authorities may promote sustainable business practices. Academic institutions may support CSR implementation through research and innovation in sustainable practices, while industry groups and commercial networks can help with information exchange and teamwork. To ensure that CSR programs not only improve brand image but also provide long-term value for both enterprises and the broader community, such cooperative efforts among businesses, regulators, and society may benefit the entire business ecosystem.

Author Statement on AI Use

The authors note that this publication was prepared using artificial intelligence (AI) methods. ChatGPT was used to help with idea generation, writing flow organization, and manuscript development clarity. QuillBot was also used to improve paraphrasing and language, enhancing coherence and readability. These technologies were only used for language development and writing support. The authors' original research concepts, data analysis, interpretations, and results are all included in this paper. The content's correctness, uniqueness, and integrity are entirely the writers' responsibility. To ensure academic quality and ethical norms, the final version of the paper has been carefully examined, amended, and approved by all authors.

REFERENCES

- Adhari, I. Z. (2021). *Kepuasan Pelanggan & Pencapaian Brand Trust (Vol. 1)*. CV. Penerbit Qiara Media.
- Afiftama, I., & Nasir, M. (2024). The Effect of Brand Image, Brand Trust and Customer Experience on Brand Loyalty. *Jurnal Ilmiah Manajemen Kesatuan*, 12(1), 191–202. <https://doi.org/10.37641/jimkes.v12i1.2403>

- Ali, W., Danni, Y., Latif, B., Kouser, R., & Baqader, S. (2021). Corporate social responsibility and customer loyalty in food chains—mediating role of customer satisfaction and corporate reputation. *Sustainability (Switzerland)*, 13(16). <https://doi.org/10.3390/su13168681>
- Andri. (2025, November 17). *JUNK FOOD MENJADI TREN BARU DI KALANGAN REMAJA? KEREN ATAU BERBAHAYA YA?* Fakultas Kesehatan Masyarakat Universitas Airlangga.
- Anugrah, B. P., Salsabella, D., Koma, M., Anisa, N., Fitri, A., Widiyanti, S. K., & Fitriani, S. (2025, June 21). Literature Review: Peran Etika Bisnis Dalam Membangun Citra Perusahaan Yang Positif. *SENMAVIS 2025 – Seminar Nasional Manajemen Dan Bisnis*. <https://senmavis.nusaputra.ac.id/>
- Anwar, S. , M. L., & Dastagir, G. (2019). Effect of service quality, brand image, perceived value on customer satisfaction and loyalty in the Chinese banking industry. *International Journal of Business, Economics and Management Works*, 6(3), 24-30. *International Journal of Business, Economics and Management Works*, 6(3), 24–30.
- Araújo, J., Pereira, I. V., & Santos, J. D. (2023). The Effect of Corporate Social Responsibility on Brand Image and Brand Equity and Its Impact on Consumer Satisfaction. *Administrative Sciences*, 13(5). <https://doi.org/10.3390/admsci13050118>
- Arikan, E., Kantur, D., Maden, C., & Telci, E. E. (2016). Investigating the mediating role of corporate reputation on the relationship between corporate social responsibility and multiple stakeholder outcomes. *Quality and Quantity*, 50(1), 129–149. <https://doi.org/10.1007/s11135-014-0141-5>
- Asiah, N. (2025). *Mengoptimalkan Peluang Limbah Pangan Perkotaan*. . Gagasan Akademisi Maroon untuk Negeri.
- Aulivia, A. (2024, August 1). Dorong Pembangunan Berkelanjutan, McDonald’s Indonesia Raih Sertifikat Bangunan Gedung Hijau. *SWA*. <https://swa.co.id/read/449152/dorong-pembangunan-berkelanjutan-mcdonalds-indonesia-raih-sertifikat-bangunan-gedung-hijau>
- Berens, G., van Riel, C. B. M., & van Bruggen, G. H. (2005). Corporate Associations and Consumer Product Responses: The Moderating Role of Corporate Brand Dominance. *Journal of Marketing*, 69(3), 35–48. <https://doi.org/10.1509/jmkg.69.3.35.66357>
- Bian, J., Liao, Y., Wang, Y.-Y., & Tao, F. (2021). Analysis of firm CSR strategies. *European Journal of Operational Research*, 290(3), 914–926. <https://doi.org/10.1016/j.ejor.2020.03.046>
- Bianchi, E., Bruno, J. M., & Sarabia-Sanchez, F. J. (2019). The impact of perceived CSR on corporate reputation and purchase intention. *European Journal of Management and Business Economics*, 28(3), 206–221. <https://doi.org/10.1108/EJMBE-12-2017-0068>
- Brown, T. J., & Dacin, P. A. (1997). The Company and the Product: Corporate Associations and Consumer Product Responses. *Journal of Marketing*, 61(1), 68–84. <https://doi.org/10.1177/002224299706100106>
- Cachero-Martínez, S., García-Rodríguez, N., & Salido-Andrés, N. (2024). Because I’m happy: exploring the happiness of shopping in social enterprises and its effect on customer satisfaction and loyalty. *Management Decision*, 62(2), 492–512. <https://doi.org/10.1108/MD-11-2022-1536>
- Cahyaningtyas, M. N., Puruwita, D., & Lutfia, A. (2024). Pengaruh Corporate Social Responsibility (CSR) dan Kualitas Pelayanan Terhadap Citra Perusahaan. *Jurnal Bisnis, Manajemen, Dan Keuangan*, 5(1).
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39–48. [https://doi.org/10.1016/0007-6813\(91\)90005-G](https://doi.org/10.1016/0007-6813(91)90005-G)
- Chen, T. B., & Chai, L. T. (2010). Attitude towards the environment and green products: consumers’ perspective. *Management Science and Engineering*, 4(2).
- CNN Indonesia. (2021, May 13). Alasan Mengapa Fast Food Tak Sehat untuk Tubuh. *CNN Indonesia* .

- Cuong, D. T. (2020). The Impact of Customer Satisfaction, Brand Image on Brand Love and Brand Loyalty. *Jour of Adv Research in Dynamical & Control Systems*, 12. <https://doi.org/10.5373/JARDCS/V12I6/S20201280>
- Cuong, D. T., & Long, N. T. (2020). The impact of Service Quality and Brand Image on Customer Satisfaction and Behavioral Intention in Vietnam Fashion Market. *TEST Engineering and Management*, 83, 389–398.
- De Canio, F., Martinelli, E., & Endrighi, E. (2020). Enhancing consumers' pro-environmental purchase intentions: the moderating role of environmental concern. *International Journal of Retail and Distribution Management*, 49(9), 1312–1329. <https://doi.org/10.1108/IJRDM-08-2020-0301>
- Djailani, M. F. (2026, March 7). Studi Oxford Economics Ungkap Dampak Bisnis McDonalds di Indonesia. *Suara.Com*. <https://www.suara.com/bisnis/2026/03/07/080606/studi-oxford-economics-ungkap-dampak-bisnis-mcdonalds-di-indonesia>
- Dong, Y. (2016). Whom Your Brand Is More Like? Analysis of Brand Image and Brand Personality. *Proceedings of the 2016 International Conference on Contemporary Education, Social Sciences and Humanities*. <https://doi.org/10.2991/iccsh-16.2016.95>
- Dyck, A., Lins, K. V., Roth, L., & Wagner, H. F. (2019). Do institutional investors drive corporate social responsibility? International evidence. *Journal of Financial Economics*, 131(3), 693–714. <https://doi.org/10.1016/j.jfineco.2018.08.013>
- Emmanuel, B., & Priscilla, O.-A. (2022). A Review of Corporate Social Responsibility and Its Relationship with Customer Satisfaction and Corporate Image. *Open Journal of Business and Management*, 10(02), 715–728. <https://doi.org/10.4236/ojbm.2022.102040>
- Fitria, A. M., & Sisdianto, E. (2024). BEYOND PROFIT: MEMBANGUN MASA DEPAN DENGAN AKUNTANSI SOSIAL DAN LINGKUNGAN. *Jurnal Media Akademik (JMA)*, 2(12).
- Frederica, N. (2026, March 3). Oxford Economics Catat Kontribusi McDonald s Indonesia ke Tenaga Kerja dan UMKM. *KOMPASTV*. <https://www.kompas.tv/advertorial/654176/oxford-economics-catat-kontribusi-mcdonald-s-indonesia-ke-tenaga-kerja-dan-umkm>
- Gultom, D. K., Arif, M., & Fahmi, M. (2020). Determinasi Kepuasan Pelanggan Terhadap Loyalitas Pelanggan Melalui Kepercayaan. *MANEGGGIO: Jurnal Ilmiah Magister Manajemen*, 3(2), 171–180. <https://doi.org/10.30596/maneggio.v3i2.5290>
- Hao, Y., Liu, H., Chen, H., Sha, Y., Ji, H., & Fan, J. (2019). What affect consumers' willingness to pay for green packaging? Evidence from China. *Resources, Conservation and Recycling*, 141, 21–29. <https://doi.org/10.1016/j.resconrec.2018.10.001>
- Haro, A., Judijanto, L., Jumiono, A., Harto, B., & Marlina, R. (2026). *Green Halal Marketing: Jalan Baru Menuju Ekonomi Halal Berkelanjutan*. PT. Sonpedia Publishing Indonesia.
- Hartono, A. W., Faried, A. A., Dina, N., & Dara, S. D. (2025). Peran dan Implementasi Etika Bisnis dalam Membangun Kepercayaan dan Kepuasan Konsumen di Era Persaingan Usaha Modern. *EMBISS*, 5(4), 326–332. <https://embiss.com/index.php/embiss/article/view/332>
- Hediger, W. (2010). Welfare and capital-theoretic foundations of corporate social responsibility and corporate sustainability. *The Journal of Socio-Economics*, 39(4), 518–526. <https://doi.org/10.1016/j.socec.2010.02.001>
- Hidayah, N., Alfina Putri Nada, S., & Sufi Nasution, A. (2025). ULTRA PROCESSED FOODS DAN IMPLIKASINYA TERHADAP KESEHATAN DAN LINGKUNGAN: LITERATUR REVIEW ULTRA-PROCESSED FOODS AND THEIR IMPLICATIONS FOR HEALTH AND THE ENVIRONMENT: A LITERATURE REVIEW. *JGMI: The Journal of Indonesian Community Nutrition*, 14(2).
- Hidayat, N. (2025). ANALISIS HUBUNGAN ANTARA EMOTIONAL BRANDING, BRAND IMAGE, DAN KEPUTUSAN PEMBELIAN PRODUK F&B PREMIUM. *Journal of Information Systems Management and Digital Business (JISMDB)*, 2(2), 157.
- Hidayat, R. (2026, March 6). Oxford Economics Study: McDonald's Indonesia Generates Triple Employment Impact Across Sectors. *JakartaDaily*. <https://www.jakartadaily.id/market->

- finance/16216828577/oxford-economics-study-mcdonalds-indonesia-generates-triple-employment-impact-across-sectors?page=3
- Ho, K. S., & Chu, L. M. (2019). Characterization of food waste from different sources in Hong Kong. *Journal of the Air & Waste Management Association*, 69(3), 277–288. <https://doi.org/10.1080/10962247.2018.1526138>
- Hsieh, S.-W., Lu, C.-C., & Lu, Y.-H. (2018). A Study on the Relationship Among Brand Image, Service Quality, Customer Satisfaction, and Customer Loyalty – Taking ‘the Bao Wei Zhen Catering Team’ As an Empirical Study. *KnE Social Sciences*, 3(10). <https://doi.org/10.18502/kss.v3i10.3512>
- Inayatussa’adah, & Sisdianto, E. (2024). PENGARUH CORPORATE SOCIAL RESPONSIBILITY (CSR) DALAM MENINGKATKAN CITRA PERUSAHAAN PADA PT. UNILEVER INDONESIA (PERSERO). *Jurnal Ilmiah Ekonomi Manajemen Bisnis Dan Akuntansi*, 1(4), 359–372. <https://doi.org/10.61722/jemba.v1i4.525>
- Islam, T., Islam, R., Pitafi, A. H., Xiaobei, L., Rehmani, M., Irfan, M., & Mubarak, M. S. (2021a). The impact of corporate social responsibility on customer loyalty: The mediating role of corporate reputation, customer satisfaction, and trust. *Sustainable Production and Consumption*, 25, 123–135. <https://doi.org/10.1016/j.spc.2020.07.019>
- Islam, T., Islam, R., Pitafi, A. H., Xiaobei, L., Rehmani, M., Irfan, M., & Mubarak, M. S. (2021b). The impact of corporate social responsibility on customer loyalty: The mediating role of corporate reputation, customer satisfaction, and trust. *Sustainable Production and Consumption*, 25, 123–135. <https://doi.org/10.1016/j.spc.2020.07.019>
- Jalees, T., Asad Hussain, S., Israr, A., Aziz, A., & Muhammad Salman, S. (2025). Antecedents of Brand Image: A Moderated Model of Price Perception, CSR, Advertising, and Product Quality. *The Critical Review of Social Sciences Studies*, 3. <https://thecrsss.com/index.php/Journal/about>
- Junaedi, Farady Marta, R., Olivia, H., Sudarsono, A. B., & Dwijayanti, R. I. (2025). MARKETING PUBLIC RELATIONS SUBWAY INDONESIA MENGAMPANYEKAN PRODUK RAMAH LINGKUNGAN. *Jurnal Nomosleca*, 11(2), 245–259. <http://jurnal.unmer.ac.id/index.php/n>
- Kencono, D. S., Sinaga, D. H., Hidayat, M. F., & Agustiyara. (2025). Developing Green Jakarta: Challenges and Opportunities for Sustainable Development. *IOP Conference Series: Earth and Environmental Science*, 1475(1), 012025. <https://doi.org/10.1088/1755-1315/1475/1/012025>
- Kennedy, S. H. (1977). Nurturing Corporate Images. *European Journal of Marketing*, 11(3), 119–164. <https://doi.org/10.1108/EUM0000000005007>
- Khalidah, N., Mahmudah, R. A., Dewi Yulistiadi, C. A., & Cinantya, C. (2025). KEPUASAN PELANGGAN: INDIKATOR MUTU PENDIDIKAN. *Cerdika: Jurnal Ilmiah Indonesia*, 5(2).
- Khan, I., & Fatma, M. (2023). CSR Influence on Brand Image and Consumer Word of Mouth: Mediating Role of Brand Trust. *Sustainability (Switzerland)*, 15(4). <https://doi.org/10.3390/su15043409>
- Latif, K. F., Pérez, A., & Sahibzada, U. F. (2020). Corporate social responsibility (CSR) and customer loyalty in the hotel industry: A cross-country study. *International Journal of Hospitality Management*, 89, 102565. <https://doi.org/10.1016/j.ijhm.2020.102565>
- López-Concepción, A., Gil-Lacruz, A. I., & Saz-Gil, I. (2022). Stakeholder engagement, Csr development and Sdgs compliance: A systematic review from 2015 to 2021. *Corporate Social Responsibility and Environmental Management*, 29(1), 19–31. <https://doi.org/10.1002/csr.2170>
- Lungguran, U. K. (2022). PENGARUH IMPLEMENTASI SUSTAINABILITY (PROFIT, PEOPLE, PLANET) TERHADAP KINERJA KEUANGAN PERUSAHAAN DALAM INDEKS SRI-KEHATI THE INFLUENCE OF SUSTAINABILITY IMPLEMENTATION (PROFIT, PEOPLE, PLANET) ON FINANCIAL PERFORMANCE OF COMPANIES IN

- SRI-KEHATI INDEX. *JURNAL AKUNTANSI*, 16(1), 88–120.
<https://doi.org/10.25170/jara.v16i1.2871>
- Luo, X., & Bhattacharya, C. B. (2006). Corporate Social Responsibility, Customer Satisfaction, and Market Value. *Journal of Marketing*, 70(4), 1–18.
<https://doi.org/10.1509/jmkg.70.4.001>
- Luy, L. P. T., Macaibay, E. F., II, R. N. R., Neri, M., Fuentes, J., & Odchigue, A. X. L. R. (2024). *The Role of Corporate Social Responsibility Initiatives and Corporate Communication in Shaping Consumer Perception of Fast-Food Chains in Cagayan de Oro City*. Xavier University.
- Maignan, I., & Ferrell, O. C. (2004). Corporate Social Responsibility and Marketing: An Integrative Framework. *Journal of the Academy of Marketing Science*, 32(1), 3–19.
<https://doi.org/10.1177/0092070303258971>
- Maldonado-Guzman, G., Pinzón-Castro, S. Y., & Leana-Morales, C. (2017). Corporate Social Responsibility, Brand Image and Firm Reputation in Mexican Small Business. *Journal of Management and Sustainability*, 7(3), 38. <https://doi.org/10.5539/jms.v7n3p38>
- Malmelin, N., & Moisaner, J. (2014). Brands and Branding in Media Management—Toward a Research Agenda. *International Journal on Media Management*, 16(1), 9–25.
<https://doi.org/10.1080/14241277.2014.898149>
- Martinez-Conesa, I., Soto-Acosta, P., & Palacios-Manzano, M. (2017). Corporate social responsibility and its effect on innovation and firm performance: An empirical research in SMEs. *Journal of Cleaner Production*, 142, 2374–2383.
<https://doi.org/10.1016/j.jclepro.2016.11.038>
- McDonald's Indonesia. (2022, January 30). *McDonald's Indonesia Serahkan Donasi 44.000 Masker untuk Kota Surabaya*. McDonald's Indonesia.
<https://www.mcdonalds.co.id/csr/detail/donasi-44000-masker-di-kota-surabaya>
- McDonald's Indonesia. (2024, August 1). *McDonald's Indonesia Hadirkan Inovasi Baru untuk Perkuat Komitmen terhadap Tujuan Pembangunan Berkelanjutan*. McDonald's Indonesia.
<https://www.mcdonalds.co.id/newsroom/press-release/mcdonalds-indonesia-hadirkan-inovasi-baru-untuk-perkuat-komitmen-terhadap-tujuan-pembangunan-berkelanjutan>
- McDonald's Indonesia. (2025, May 5). *McDonald's Indonesia Peringati Hari Bumi dengan Penanaman 1.000 Pohon dan Gelar Aksi Bersih Lingkungan*. McDonald's Indonesia.
<https://www.mcdonalds.co.id/newsroom/press-release/mcdonalds-indonesia-peringati-hari-bumi-dengan-penanaman-1000-pohon-dan-gelar-aksi-bersih-lingkungan>
- McDonald's Indonesia. (2026, February 28). *Studi Oxford Economics 2026: McDonald's Indonesia Mendukung Peluang Lapangan Kerja Lintas Sektor Tumbuh Lebih dari Tiga Kali Lipat di Indonesia*. Studi Oxford Economics 2026: McDonald's Indonesia Mendukung Peluang Lapangan Kerja Lintas Sektor Tumbuh Lebih Dari Tiga Kali Lipat Di Indonesia.
<https://www.mcdonalds.co.id/newsroom/press-release/studi-oxford-economics-2026-mcdonalds-indonesia-mendukung-peluang-lapangan-kerja-lintas-sektor-tumbuh-lebih-dari-tiga-kali-lipat-di-indonesia>
- McWilliams, A., & Siegel, D. (2001). Corporate Social Responsibility: A Theory of the Firm Perspective. *The Academy of Management Review*, 26(1), 117.
<https://doi.org/10.2307/259398>
- Mishra, B., Kumar, P., Saraswat, C., Chakraborty, S., & Gautam, A. (2021). Water Security in a Changing Environment: Concept, Challenges and Solutions. *Water*, 13(4), 490.
<https://doi.org/10.3390/w13040490>
- Mohammed, A., & Rashid, B. (2018). A conceptual model of corporate social responsibility dimensions, brand image, and customer satisfaction in Malaysian hotel industry. *Kasetsart Journal of Social Sciences*, 39(2), 358–364. <https://doi.org/10.1016/j.kjss.2018.04.001>
- Mubarak, F., & Muyasaroh, S. (2025). Analisis Semiotika Tagline “Beli Semua Di Shopee” Dalam Membentuk Branding Shopee. *Jurnal Al-Qolamuna: Jurnal Komunikasi Dan Penyiaran Islam*, 2(3), 371–385. <https://doi.org/10.30868/im.v4i02.3616>

- Newton, J. D., Tsarenko, Y., Ferraro, C., & Sands, S. (2015). Environmental concern and environmental purchase intentions: The mediating role of learning strategy. *Journal of Business Research*, 68(9), 1974–1981. <https://doi.org/10.1016/j.jbusres.2015.01.007>
- Nurozi, K., & Sisdianto, E. (2024). PERAN CORPORATE SOCIAL RESPONSIBILITY (CSR) DALAM MENINGKATKAN KESEJAHTERAAN MASYARAKAT: ANALISIS DAMPAK SOSIAL DAN EKONOMI. *Jurnal Ilmiah Ekonomi Dan Manajemen*, 2(11).
- Octaviani, F., Raharjo, S. T., & Resnawaty, R. (2022). Strategi Komunikasi dalam Corporate Social Responsibility Perusahaan Sebagai Upaya Pemberdayaan Masyarakat. *Jurnal Ilmu Kesejahteraan Sosial "Humanitas" Fisip Unpas*, IV(1).
- Pérez, A., del Mar García de los Salmones, M., & Rodríguez del Bosque, I. (2013). The effect of corporate associations on consumer behaviour. *European Journal of Marketing*, 47(1/2), 218–238. <https://doi.org/10.1108/03090561311285529>
- Popa, I., Nicolescu, L., Ştefan, S. C., & Popa, Ştefan C. (2022a). The Effects of Corporate Social Responsibility (CSR) on Consumer Behaviour in Online Commerce: The Case of Cosmetics during the COVID-19 Pandemics. *Electronics*, 11(15), 2442. <https://doi.org/10.3390/electronics11152442>
- Popa, I., Nicolescu, L., Ştefan, S. C., & Popa, Ştefan C. (2022b). The Effects of Corporate Social Responsibility (CSR) on Consumer Behaviour in Online Commerce: The Case of Cosmetics during the COVID-19 Pandemics. *Electronics (Switzerland)*, 11(15). <https://doi.org/10.3390/electronics11152442>
- Purwianti, L., Rusiana, N., & Fahlevi, R. (2023). Pengaruh Brand Satisfaction Terhadap Brand Loyalty Dengan Mediasi Brand Preference, Brand Trust, Dan Brand Love Pada Generasi Z Dikota Batam. *Jurnal Administrasi Dan Manajemen*, 13(3), 228–241. <http://ejournal.urindo.ac.id/index.php/administrasimanajemen/index>
- Qi, X., & Ploeger, A. (2019). Explaining consumers' intentions towards purchasing green food in Qingdao, China: The amendment and extension of the theory of planned behavior. *Appetite*, 133, 414–422. <https://doi.org/10.1016/j.appet.2018.12.004>
- Rachmawati, E. I. (2024). Analisis Dampak Corporate Social Responsibility (CSR) Terhadap Reputasi Perusahaan. *INNOVATIVE: Journal Of Social Science Research*, 4(3), 10429–10445. <https://j-innovative.org/index.php/Innovative>
- Ramadani, M. (2025). PENGARUH CORPORATE SOCIAL RESPONSIBILITY (CSR) DAN LOYALITAS NASABAH TERHADAP CITRA PRODUK SYARIAH BANK SULSELBAR. INSTITUT AGAMA ISLAM NEGERI PAREPARE.
- Rust, R. T., Moorman, C., & Dickson, P. R. (2002). Getting Return on Quality: Revenue Expansion, Cost Reduction, or Both? *Journal of Marketing*, 66(4), 7–24. <https://doi.org/10.1509/jmkg.66.4.7.18515>
- Safeer, A. A., & Liu, H. (2023). Role of corporate social responsibility authenticity in developing perceived brand loyalty: a consumer perceptions paradigm. *Journal of Product & Brand Management*, 32(2), 330–342. <https://doi.org/10.1108/JPBM-01-2022-3807>
- Safri. (2024). Policy Analysis of Sustainable Waste Management in DKI Jakarta: Public Health and Environmental Implications. *Administratio: Jurnal Ilmiah Administrasi Publik Dan Pembangunan*, 15(2), 29–49. <https://doi.org/10.23960/administratio.v15i2.428>
- Santoso, M. B., & Raharjo, S. T. (2022). DISKURSUS CORPORATE SOCIAL RESPONSIBILITY (CSR) DALAM MEWUJUDKAN SUSTAINABLE DEVELOPMENT GOALS (SDGs). *Share: Social Work Journal*, 11(2), 100. <https://doi.org/10.24198/share.v11i2.37076>
- Saras, T. (2023). *Menggali dampak junk food: Membedah realitas dan mencari solusi*. Tiram Media.
- Schlosser, E. (2026, January 6). Hard to digest: we still live in Fast Food Nation. *The Guardian*.
- Sen, S., & Bhattacharya, C. B. (2001). Does doing good always lead to doing better? Consumer reactions to corporate social responsibility. *Journal of Marketing Research*, 38(2), 225–243.

- Sen, S., Bhattacharya, C. B., & Korschun, D. (2006). The Role of Corporate Social Responsibility in Strengthening Multiple Stakeholder Relationships: A Field Experiment. *Journal of the Academy of Marketing Science*, 34(2), 158–166. <https://doi.org/10.1177/0092070305284978>
- Simbolon, Y. N. B., Malau, G. N., Naibaho, R. E., Silalahi, P., & Harahap, L. M. (2025). PERAN ETIKA MANAJEMEN DALAM PENGUATAN PRAKTIK CORPORATE SOCIAL RESPONSIBILITY (CSR) PADA UMKM KULINER: STUDI KASUS KEBAB Universitas Negeri Medan. *JURNAL ORGANISASI DAN MANAJEMEN INDONESIA*, 3(3), 151–160.
- Singh, V., Kathuria, S., Puri, D., & Kapoor, B. (2023). Corporate social responsibility and behavioral intentions: A mediating mechanism of Brand Recognition. *Corporate Social Responsibility and Environmental Management*, 30(4), 1698–1711. <https://doi.org/10.1002/csr.2445>
- Subirin, D. A. (n.d.). *Konsep Dasar Perubahan dan Perubahan Organisasi*. Retrieved March 18, 2026, from <https://repository.ut.ac.id/4840/1/EKMA4565-M1.pdf>
- Sofiyani, A., Suryasuciramadhan, A., Nurjanah, F. N., Zhafira, H., & Putri, Y. F. (2025). Efektivitas Penggunaan Jargon Dalam Iklan Produk Indomie. *Misterius: Publikasi Ilmu Seni Dan Desain Komunikasi Visual*, 2(2), 25–34. <https://doi.org/10.62383/misterius.v2i2.633>
- Soulthoni, H. P., & Itasari, M. (2024). Upaya Pengelolaan Limbah Kemasan Dalam Program Tanggung Jawab Sosial : Studi Kasus Di Industri Makanan Dan Minuman Tahun 2021-2023. *Jurnal Ilmu Kesejahteraan Sosial*, 25(1). <https://doi.org/10.7454/jurnalkessos.v25i1.1001>
- Stobierski, T. (2021, June 15). *15 Eye-Opening Corporate Social Responsibility Statistics*. Harvard Business School. <https://online.hbs.edu/blog/post/corporate-social-responsibility-statistics>
- Suandana, N., Rahyuda, K., & Yasa, N. (2016). Pengaruh Pengalaman Membeli Produk Fashion Terhadap Niat Membeli Kembali Melalui Kepuasan Dan Kepercayaan Pelanggan. *Matrik: Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 10(1), 85–97.
- Sumiyati, Y., Hendar, J., & Wiyanti, D. (2023). PENGATURAN CSR DALAM RANGKA PERCEPATAN PEMBANGUNAN SOSIAL DAN LINGKUNGAN DI INDONESIA. *Anterior Jurnal*, 22(11). <http://journal.umpalangka.ac.id/index.php/anterior>
- Syavina, V. (2025). *PENGARUH BRAND IMAGE DAN CUSTOMER SATISFACTION TERHADAP CUSTOMER LOYALTY MELALUI CUSTOMER ENGAGEMENT SEBAGAI VARIABEL MEDIASI (Studi pada Pengunjung Pulau Pahawang Lampung)*. UNIVERSITAS LAMPUNG.
- Tanner, C., & Wölfling Kast, S. (2003). Promoting sustainable consumption: Determinants of green purchases by Swiss consumers. *Psychology & Marketing*, 20(10), 883–902. <https://doi.org/10.1002/mar.10101>
- Taufique, K. M. R., Polonsky, M. J., Vocino, A., & Siwar, C. (2019). Measuring consumer understanding and perception of eco-labelling: Item selection and scale validation. *International Journal of Consumer Studies*, 43(3), 298–314. <https://doi.org/10.1111/ijcs.12510>
- Tu, Y.-T., & Hsiao-Chien, C. (2012). Corporate Brand Image and Customer Satisfaction on Loyalty: An Empirical Study of Starbucks Coffee in Taiwan. *Journal of Social and Development Sciences*, 3(1), 24–32. <https://doi.org/10.22610/jsds.v3i1.682>
- Vermeir, I., & Verbeke, W. (2006). Sustainable Food Consumption: Exploring the Consumer “Attitude – Behavioral Intention” Gap. *Journal of Agricultural and Environmental Ethics*, 19(2), 169–194. <https://doi.org/10.1007/s10806-005-5485-3>
- Wang, C.-C. (2020). Corporate social responsibility on customer behaviour: the mediating role of corporate image and customer satisfaction. *Total Quality Management & Business Excellence*, 31(7–8), 742–760. <https://doi.org/10.1080/14783363.2018.1444985>

- Wei, S., Ang, T., & Jancenelle, V. E. (2018a). Willingness to pay more for green products: The interplay of consumer characteristics and customer participation. *Journal of Retailing and Consumer Services*, 45, 230–238. <https://doi.org/10.1016/j.jretconser.2018.08.015>
- Wei, S., Ang, T., & Jancenelle, V. E. (2018b). Willingness to pay more for green products: The interplay of consumer characteristics and customer participation. *Journal of Retailing and Consumer Services*, 45, 230–238. <https://doi.org/10.1016/j.jretconser.2018.08.015>
- Wijaya, N. V., Dahliah, D., & Pancawati, E. (2024). Dampak Kebiasaan Mengonsumsi Junk Food Terhadap Berat Badan. *MAHESA : Malahayati Health Student Journal*, 4(2), 455–464. <https://doi.org/10.33024/mahesa.v4i2.13133>
- Zameer, H., Wang, Y., Yasmeen, H., & Mubarak, S. (2022). Green innovation as a mediator in the impact of business analytics and environmental orientation on green competitive advantage. *Management Decision*, 60(2), 488–507. <https://doi.org/10.1108/MD-01-2020-0065>
- Zehra, S. J., & Arshad, U. (2018). BRAND TRUST AND IMAGE: EFFECT ON CUSTOMERS' SATISFACTION. *Journal of Marketing and Logistics*, 1.
- Zulfikar, A., & Sisdianto, E. (2025). STRATEGI CSR BERKELANJUTAN: MEMBANGUN HARMONI ANTARA PROFIT, PEOPLE, DAN PLANET. *Jurnal Ilmiah Ekonomi Bisnis Dan Akuntansi*, 2(1). <https://doi.org/DOI:https://doi.org/10.61722/jemba.v2i1.554>