

The Influence of Service Quality, Corporate Social Responsibility and Corporate Reputation on Customer Satisfaction With the Government's Role as Moderator (Study on the company PT PLN Indonesia)

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Abstract: This study aims to analyze how the influence of Service Quality, Corporate Social Responsibility and Corporate Reputation on Customer Satisfaction with the Government's Role as moderating. The object of research used is the BlueChip Company Customer PT PLN Persero Indonesia. The sampling technique used was the Saturated Sampling technique. The data analysis used is the Structural Equation Model (SEM) method or Structural Equation Modeling with the WarpPLS approach. The results showed that: CSR (X1) has a significant positive effect on Customer Satisfaction (Y1). Company Reputation (X2) has no significant effect on Customer Satisfaction (Y1). Service Quality (X3) has a significant positive effect on Customer Satisfaction (Y1). The moderating effect of the government's role on the relationship between CSR and customer satisfaction is not significant. The moderating effect of the Government's role on the relationship between Company Reputation and Customer Satisfaction is not significant. The moderating effect of the Government's role on the relationship between Service Quality and Customer Satisfaction is significant. The originality of this research is the modeling of the customer satisfaction variable by involving CSR, Company Reputation, and Service Quality as independent variables and the Government Role variable as a moderating variable in monopolistic companies in Indonesia.

Key-Words: Service Quality, Corporate Social Responsibility, Company Reputation, Customer Satisfaction, Government Role

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1. Introduction

Tjiptono (2002) revealed that quality has a close relationship with customer satisfaction. Companies with a high level of customer satisfaction provide a high level of customer service as well (Tjiptono, 2000). Kotler (2002) explains that there is a close relationship between service quality, customer satisfaction, and company profitability. The higher the level of service quality, the higher the customer satisfaction. Therefore, quality improvement programs (QIPs) usually also increase profitability.

Engel et al. (1990) in Tjiptono (2000) states that customer satisfaction is a post-purchase evaluation where the chosen alternative is at least equal to or exceeds expectations, while dissatisfaction arises if the results do not meet expectations. Satisfaction/dissatisfaction occurs when customers evaluate expectations with the performance/results they receive. Several experts and the results of previous studies stated that the determining factor for customer satisfaction is service quality. The concept of customer satisfaction has attracted academic researchers and practitioners who see that customers are the main source of income for companies and as one of the important indicators to be monitored and

known from time to time. If a company has a high level of customer satisfaction, it is widely believed to be the best indicator to assess the company's future profits (Kotler 1991, p.19).

In general, prospective customers consciously or unconsciously will carry out a selection process in choosing the required product or service. Customer assessment of good service quality will be very decisive when making a decision to transact. Lovelock and Wirtz (2007) state that service is an economic activity between two parties who exchange value between sellers and buyers in the market. Furthermore, it is explained that service as a form of performance is generally time-based and the buyer needs service to meet his needs. Quality of service is increasingly recognized as an important component in winning the hearts of prospective customers because competition from the product side is getting tighter so that service quality is used as a differentiator to compete. In today's economic market, the service component has an important value like the value of goods (Eraghi & Atharinejad, 2012; Gronroos, 2008). Furthermore, the results of the next stage of research propose a service quality concept model and Parasuraman et al., (1985, 1988) put forward a service quality model for the first time

and state that service quality can be measured through functional quality dimensions which have components of Tangibility, Reliability, Responsiveness, Assurance and Empathy. This model is known as SERVQUAL.

A company has a choice in terms of managing its reputation, namely passively or actively. If managed passively, when the company is faced with a crisis situation, a team is usually formed to reduce the adverse effects of the crisis and then the team is immediately disbanded to return to work as usual. There is no active effort in managing the company's reputation in the long term. Meanwhile, reputation management actively carries out ongoing activities to maintain and improve reputation because reputation is managed like a company asset.

Conceptually, a company's reputation is a collective perception of past actions taken by an organization as well as an expectation of future action in order to take steps and actions against its main competitors (Rindova & Fombrun, 2001; Walker 2010). On this basis, customers see and observe the reputation of a company when interacting with the company. This is clearly seen in research in the stock investment sector, which often relies on reputation because they usually do not interact directly through the experience of purchasing products or services. Investors tend to assume that investment opportunities come from good companies that have a high reputation rating (Shefrin and Statman, 1995; Shefrin, 2001).

The reputation of the company can also be affected by the implementation of CSR by the company. To recognize consumer needs and improve product quality in business competition, companies must pay attention to the environment and the surrounding community which can be done by carrying out corporate social responsibility programs or often referred to as Corporate Social Responsibility (CSR). CSR (Corporate Social Responsibility) is one of the obligations that must be carried out by companies and limited liability companies. Kotler (2008) mentions several benefits that can be obtained by companies through the implementation of strategic CSR, namely increasing the company's reputation, and increasing the company's attractiveness in the eyes of investors and financial analysts. The company's reputation is highly dependent on the perception of stakeholder groups on the company's CSR. According to Unerman (2008), CSR has the power to influence stakeholder perceptions, thereby contributing to maximizing the company's reputation (Unerman, 2008). Husted & Allen (2007) explained that CSR positively affects the company's reputation.

Furthermore, the relationship between reputation and customer satisfaction has been positively stated by Anderson and Sullivan (1993) but empirical evidence of reputation on satisfaction is still scarce (Andreassen and Lindestad, 1998). Therefore, this study was conducted to provide additional empirical evidence about the relationship between reputation and customer satisfaction.

2. Problem Formulation

2.1 Service Quality

Payne (2007) defines Service Quality as the ability of an organization to provide services to meet or exceed customer expectations. According to Wyckoff (1984), Service Quality is an expected level of excellence. Wyckoff sees service quality not from the producer's point of view but from the perception of the person receiving the service. This is because consumers who feel and consume the services provided, so that consumers are able to assess and determine the quality of service. Thus, the quality of service is good or bad depending on the consistency of the producer's ability to meet the expectations of its consumers.

Research on service quality continues to develop until now, but one of the researchers who provides understanding and is often used by practitioners is Parasuraman et al. in 1985 brought the concept of Service Quality Model (SERVQUAL) which mapped the gaps or gaps that occurred between consumers and marketers.

2.2 Corporate Social Responsibility

According to (Widjaja & Yeremia, 2008) CSR is a form of cooperation between companies (not only limited liability companies) with all matters (stakeholders) who directly or indirectly interact with the company to ensure the existence and sustainability of the company's business (sustainability). This understanding is the same as Social and Environmental Responsibility, which is the Company's commitment to participate in sustainable economic development in order to improve the quality of life and the environment that is beneficial, both for the company itself, the local community, and society in general (Widjaja & Yani, 2006).

CSR is a form of corporate responsibility or concern for the environment and social care by protecting and contributing to the community where the company is located (Siregar, 2015).

2.3 Government Role

Role is a dynamic aspect of a person's position or status and occurs when a person carries out his

rights and obligations according to his position (Soekanto, 2004: 243). This shows that the role is said to have been carried out if a person with a certain position or status has carried out his obligations. Roles are also defined as structural requirements (norms, expectations, responsibilities, etc.). A role is a collection of behaviors, no matter how big or small, all these people play different roles. In essence, the role can also be expressed as a series of certain behaviors caused by certain positions.

Meanwhile, the term government in the Big Indonesian Dictionary is defined by: 1) the system of exercising authority and power to regulate the social, economic and political life of a country or its parts, 2) a group of people who jointly bear limited responsibility for the use of power, and 3.) ruler of a country.

By definition, government has a broad meaning and a narrow meaning. In a broad sense, government includes all organs of power in the state, namely the legislature, executive and judiciary. Even in this broad sense, the government is defined as carrying out the duties of all agencies and institutions entrusted with the authority to achieve state goals. In a broad sense, the government is often called Regering. But in a narrow sense the government (which is called Bestuur) only concerns the organization of functions that carry out government (executive) tasks that can be carried out by the cabinet and its apparatus from the central to the regional levels (Mahfud, 2001).

2.4 Corporate Reputation

Reputation is broadly linked to the value and identity of assets. Assets that have a good reputation can attract consumers, attract investors to invest, improve the company's financial performance, attract top management level employees, increase asset returns, increase product competition, and get positive assessments and analysis from analysts. exchange (Carmeli and Tishler, 2005; Davies et al., 2003; Fombrun and Gardberg, 2000; Fombrun and van Riel, 2004).

Reputation is part of the evaluation of stakeholders to see how the organization or company shows the performance expected by the public based on previous experiences (Wartick, 1992). As part of the evaluation, reputation is associated with something that is liked or disliked, and the role of stakeholders in their respective groups can influence and be influenced by the company's behavior (Agle et al., 1999; Bryson, 2004) because reputation is built on company information provided by the company. obtained from among stakeholders (Fombrun and van Riel, 2004).

2.5 Customer Satisfaction

Customer satisfaction with high ratings is widely believed to be the best indicator for assessing a company's future profitability (Kotler 1991, p.19). More and more companies are using customer satisfaction as a criterion for diagnosing product and service performance and often linking customer satisfaction ratings to compensation to executives as well as employees. Satisfaction in general can be described as a post-purchase evaluation of the quality of a product or service based on pre-purchase or pre-purchase expectations (Kotler 1991).

Dulkies (2010) shows the factor of customer satisfaction through the provision of quality services, ease of access, ability to deliver, professionalism, information services, understanding of customers, friendliness of service, attitudes and behavior as well as attention and physical facilities. Several other variants were proposed by several researchers to strengthen the importance of customer satisfaction for the sustainability of the company or organization.

2.6 Research Approach

This research is an explanatory research. Explanatory research (Solimun & Nurjanah, 2017), namely research that intends to prove and explain research results both empirical meaning and practical meaning based on evidence obtained from test results, namely in testing the influence of Service Quality, Corporate Social Responsibility, Corporate Reputation, Customer Satisfaction and Government Role as moderating variables.

2.7 Research Location and Time

This research was conducted at PT. PLN (Persero) Indonesia which operates in DKI Jakarta. PT. PLN (Persero) was chosen as the research location with the consideration of PT. PLN (Persero) is one of the outstanding BUMN. The data collection for this research is sourced from surveys and questionnaires conducted over a period of 2-3 months, namely from June-August 2022 to all PT PLN customer companies that are registered and have been updated by the Indonesia Stock Exchange as blue chip companies in 2022 as many as 45 companies.

2.8 Population and Research Sample

The population of this research is all customer companies of PT PLN which are registered and have been updated by the Indonesia Stock Exchange as blue chip companies in 2022 (B2B) as many as 45 companies. The selection of the population is based on the variables studied which include CSR and Corporate Reputation by PT PLN. This study

involved the attitude variable towards PT PLN, so that to measure the variables used a research instrument in the form of a questionnaire. The process of collecting data by asking respondents to participate in filling out the questionnaire. Respondents in this study consisted of leaders of blue chip companies for 2022 PLN customers. The unit of analysis in this study is the Organization so that data analysis is carried out by averaging the scores of the President Director, Director of Operations and Director of Marketing at each company and then analyzed, n = 45.

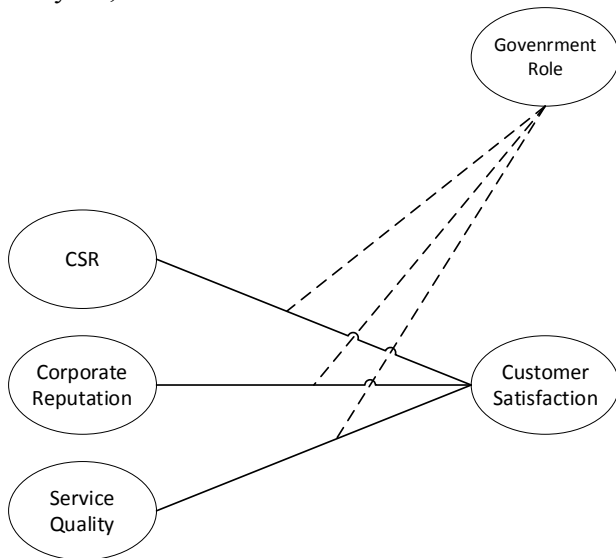


Fig. 1: Model Penelitian

- H1: CSR has a significant effect on Customer Satisfaction
- H2: Corporate Reputation has a significant effect on Customer Satisfaction
- H3: Service Quality has a significant effect on Customer Satisfaction
- H4: The Government's Role as CSR Moderation on Customer Satisfaction
- H5: The Government's Role as Moderation of Corporate Reputation on Customer Satisfaction
- H6: The Government's Role as Moderation of Service Quality on Customer Satisfaction

3. Problem Solution

3.1 Model Measurement

The following is a summary of the average indicator and outer loading of each indicator.

Table 1. Model Measurement

Variable	Indicator	Outer Loading/ Weigth	p-value
Corporate social responsibility	Economic Performance	0.832	<0.001
	Environmental Performance	0.758	<0.001

Variable	Indicator	Outer Loading/ Weigth	p-value
Service Quality 4.0	Social Performance	0.798	<0.001
	Reliability	0.281	0.017
	Responsiveness	0.235	0.038
	Assurance	0.371	0.005
	Empathy	0.283	0.026
Company Reputation	Tangible	0.274	0.022
	Customer Orientation	0.622	<0.001
	Good Employer	0.673	<0.001
	Reliable and financially strong company	0.756	<0.001
Customer Satisfaction	Social and Environmental Responsibility	0.854	<0.001
	Conformity of Expectations	0.623	<0.001
	Performance Perception	0.842	<0.001
	Customer Rating	0.767	<0.001
Government Role	Product quality	0.777	<0.001
	Regulator	0.812	<0.001
	Facilitator	0.727	<0.001
	Catalyst	0.852	<0.001

Corporate social responsibility has several indicators, including Economic Performance, Environmental Performance, and Social Performance. In the results of the study, it was found that the economic performance indicator had the highest loading value in the corporate social responsibility variable, which was 0.832. Indicates that the Economic Performance indicator is the indicator that best reflects the Corporate Social Responsibility variable. PLN's CSR programs have an impact on other companies, such as the

construction of power plants, where this is related to the response of blue chip companies that tend to look at economic benefits.

Furthermore, five indicators are used to measure service quality variables, namely: Reliability, Responsiveness, Assurance, Empathy, and Tangible. In the results of the study, it was found that the Assurance indicator had the highest weight value in the service quality variable, which was 0.371. Indicates that the Assurance indicator is the indicator that most forms the PLN Service Quality variable. The guarantee provided by PLN is indeed very important in improving the quality of service. Companies need a guarantee for PLN services. With this guarantee, companies that are closely related to PLN services (electricity) will put their trust in PLN services.

The company reputation variable in this study uses four indicators as its measurement, namely: Customer Orientation, Good Employer, Reliable and financially strong company, and Social and Environmental Responsibility. The results of the research show that Social and Environmental Responsibility has the highest outer loading value on the company's reputation variable, with an outer loading value of 0.854. This indicates that the Social and Environmental Responsibility indicator is the indicator that best reflects the company's reputation. Today's society and companies do view a company from how a company can carry out sustainable development activities by providing economic, social, and environmental benefits. These things are part of Social and Environmental Responsibility. So if PLN wants to want a good reputation against the views of the community or other companies, PLN must prioritize Social and Environmental Responsibility.

Next is an indicator model for customer satisfaction variables, customer satisfaction in this study is measured using four indicators, namely: Conformance of Expectations, Perceived Performance, Customer Ratings, and Product Quality. The results of the research show that Perceived Performance has the highest outer loading value on the customer satisfaction variable, with an outer loading value of 0.842. Thus, performance perception is the indicator that best reflects customer satisfaction with PT PLN. PT PLN's services are closely related to other companies because electricity is currently a basic need for all companies, especially large companies such as the LQ45 bluechip. Because PLN is a monopoly company, the public and companies rely heavily on PLN as the main source of electricity. Therefore, the performance of PLN is

really expected to provide the best so as to increase satisfaction at PT PLN.

The last is the discussion of the indicator model for the government's role variable, the government's role in this study is measured using three indicators, namely: Regulator, Facilitator and Catalyst. The government as a catalyst regarding matters related to the management of policies and regulations related to electricity with PLN. Of course, the government's role is highly reflected in its catalytic nature because PLN is a monopoly company that provides services in the electricity sector in Indonesia.

After explaining the results of the research indicator model, the next step is an explanation of the results of the inner research model. The results of the inner research model for direct and moderating effects are shown in the table below.

Table 2. Hasil analisis SEM (Inner Model)

Variable Effect	Path Coefficient	p-value	Conclusion
CSR on Satisfaction	0.546	<0.001	Significant
Reputation for customer satisfaction.	0.089	0.266	Not Significant
Service Quality on Customer Satisfaction	0.301	0.014	Significant
The Government's Role as CSR Moderation on Customer Satisfaction	0.114	0.197	Not Significant
The Government's Role as Moderation	-0.040	0.328	Not Significant

Variable Effect	Path Coefficient	p-value	Conclusion
of the Company's Reputation on Customer Satisfaction.			
The Government's Role as Moderation of Service Quality on Customer Satisfaction	0.313	0.020	Significant

H1: CSR Toward Satisfaction

In this study it was found that CSR (X1) had a significant positive effect on Customer Satisfaction (Y1). Seen in the results of the analysis of the coefficient value of 0.546 and p-value <0.001. The coefficient obtained shows a positive value. That is, the better CSR (X1) it will increase Customer Satisfaction (Y1). It can be concluded that hypothesis 1 in this study is accepted.

The results of this study are in line with the research of Loureiro et al. (2011) on The effect of corporate social responsibility on consumer satisfaction and perceived value: the case of the automobile industry sector in Portugal. Research by Loureiro et al. (2011) demonstrated the importance of corporate social responsibility for consumer satisfaction by showing that in the automotive industry, corporate social responsibility not only contributes to better financial performance by directly reducing costs and increasing productivity but can also contribute indirectly by increasing consumer satisfaction. McDonald & Rundle-Thiele (2007) research on Corporate social responsibility and bank customer satisfaction also shows that customer satisfaction is better on corporate social responsibility initiatives. It can be concluded that the results of this study support the results of previous studies regarding the effect of CSR on customer satisfaction.

PLN runs several CSR programs that involve developing understanding through communication

and information to related parties, several activities carried out by PLN include community services and community empowering that have an impact on the interests of the community and the public interest. CSR activities carried out by PT PLN are able to create a positive impression on the community or other companies so as to increase customer satisfaction even though PLN is basically a monopoly company in Indonesia.

H2: Company's Reputation on Customer Satisfaction

In this study it was found that the Company's Reputation (X2) had no significant effect on Customer Satisfaction (Y1). Seen in the results of the analysis of the coefficient value of 0.089 and p-value of 0.266. That is, the high and low Company Reputation (X2) will not affect the level of Customer Satisfaction (Y1). It can be concluded that hypothesis 3 in this study is rejected.

The results of this study are not in line with Gul's (2014) research on The Relationship between Reputation, Customer Satisfaction, Trust and Loyalty. Where this research states that the survey was conducted by taking 150 users of certain products and found positive results between Reputation and Customer Satisfaction. Another study by Helm (2006) on Exploring the Impact of Corporate Reputation on Consumer Satisfaction and Loyalty which concluded that the importance of the strategic role of reputation as a keeper of consumer loyalty which is one of the important success factors of the company is also not in line with the results in this study.

The different research results are caused because the object in this study is different from the object in previous studies. The object of this research is taken from the PLN company which incidentally is a monopoly company in Indonesia. Monopoly companies tend not to need a reputation to influence customer satisfaction because there is only one company that provides electricity.

H3: Service Quality on Customer Satisfaction

In this study it was found that Service Quality (X3) had a significant positive effect on Customer Satisfaction (Y1). Seen in the results of the analysis of the coefficient value of 0.301 and p-value of 0.014. The coefficient obtained shows a positive value. That is, the better the Service Quality (X3), the higher the Customer Satisfaction (Y1). It can be concluded that hypothesis 3 in this study is accepted.

The results of this study are in line with Chou et al. (2012) regarding the Effects of service quality and customer satisfaction on customer loyalty in high-speed rail services in Taiwan. The research of Chou

et al. (2012) revealed that service quality has a positive effect on customer satisfaction and customer loyalty, while customer satisfaction has a positive effect on customer loyalty. Another study by Agyapong (2010) on The Effect of Service Quality on Customer Satisfaction in the Utility Industry – A Case of Vodafone (Ghana) also gave the same result, namely that overall service quality is a good predictor of customer satisfaction. It can be concluded that the results of this study support the results of previous studies regarding the effect of Service Quality on Customer Satisfaction.

The path coefficient obtained in this study is 0.301, which means it is quite small for the relationship between variables. Many theories and previous studies have stated that service quality does affect customer satisfaction in various areas of the company. In this case, the research object is PLN, which is a monopoly company in Indonesia. Even though it is called a monopoly company, it still creates a stimulus that PLN must continue to improve its services to obtain customer satisfaction.

H4: The Government's Role as CSR Moderation on Customer Satisfaction

The results of the research for hypothesis 4 obtained a path coefficient value of 0.114 with a p-value of 0.197 (not significant). This means that the moderating effect of the Government's role on the relationship between CSR and customer satisfaction is not significant. It can be concluded that the role of the government does not strengthen or weaken the relationship between CSR variables and customer satisfaction. Therefore, hypothesis 5 in this study was rejected.

The results of this study are not in line with the research of Pérez & Del Bosque (2015) on Corporate social responsibility and customer loyalty: Exploring the role of identification, satisfaction and type of company. The results of this study indicate that customer-centered CSR images are very relevant to generate identification and satisfaction among savings bank customers and commercial bank customers.

Research on the role of government as moderating of CSR on customer satisfaction is still very difficult to find, therefore this research can find a new concept regarding the role of government as moderating of CSR on customer satisfaction. Empirically, CSR is an internal company activity related to the company's customer satisfaction. CSR programs carried out by PLN are often unrelated to the government's role in policy and regulatory management.

H5: The Government's Role as Moderating Company Reputation on Customer Satisfaction

The results of the research for hypothesis 5 obtained a path coefficient value of -0.040 with a p-value of 0.328 (not significant). This means that the moderating effect of the Government's role on the relationship between Company Reputation and Customer Satisfaction is not significant. It can be concluded that the Government's role does not strengthen or weaken the relationship of the Company's Reputation variable to Customer Satisfaction. Therefore, hypothesis 5 in this study was rejected.

There has been no research on the effect of corporate reputation on customer satisfaction by moderating the role of the government. This can be indicated as one of the novelties in this study. Empirically, monopoly companies such as PLN tend not to need a reputation to influence customer satisfaction because there is only one company providing electricity, so the role of the government is not too influential on the relationship between the two variables.

H6: The Government's Role as Moderation of Service Quality on Customer Satisfaction

The results of the research for hypothesis 6 obtained a path coefficient value of 0.313 with a p-value of 0.020 (significant). This means that the moderating effect of the Government's role on the relationship between Service Quality and Customer Satisfaction is significant. It can be concluded that the Government's role strengthens the relationship between the variables of Service Quality and Customer Satisfaction. Therefore, hypothesis 6 in this study is accepted.

This research is in line with research by Narteh (2018) regarding Service quality and customer satisfaction in Ghanaian retail banks: the moderating role of price. The result of Narteh's research (2018) is to provide an expanded model to measure retail bank service quality as seven of the eight latent constructs emerge as service quality dimensions when moderated by price. The price, if associated with this research, is the government's policy in regulating the electricity price of PLN as a monopoly company. Policies set by the government related to PLN services certainly greatly affect the quality of service and customer satisfaction. Considering PLN as a monopoly company, so that the public or other companies that need electricity services feel helped by the government's role, for example in setting electricity price policies.

4. Conclusion

The conclusions obtained in this study are:

1. CSR (X1) has a significant positive effect on Customer Satisfaction (Y1)
2. Company Reputation (X2) has no significant effect on Customer Satisfaction (Y1)
3. Service Quality (X3) has a significant positive effect on Customer Satisfaction (Y1).
4. The moderating effect of the government's role on the relationship between CSR and customer satisfaction is not significant
5. The moderating effect of the Government's role on the relationship between Company Reputation and Customer Satisfaction is not significant
6. The moderating effect of the Government's role on the relationship between Service Quality and Customer Satisfaction is significant

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The authors have no conflicts of interest to declare that are relevant to the content of this article.

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