

Beyond Good Deeds: Linking Hopebeat's CSR to Brand Loyalty via Corporate Image

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Abstract: In a time of increased social expectations and global interconnectedness, corporate social responsibility, or CSR, has become a crucial marketing tactic. Consumers today have a growing expectation that businesses will act with integrity and solve urgent social and environmental issues. CSR is now essential to brand positioning and differentiation, going beyond simple charitable actions. It enables businesses to maintain a competitive edge in a socially conscious market, enhance their reputation, and establish credibility. With a focus on the Hopebeat Program by Management and Science University, this study investigates the connection between Hopebeat's CSR and brand loyalty through consumer trust among university employees. This program utilizes volunteer-based food distribution to mitigate social marginalization in disadvantaged urban communities. Survey questionnaires were used to gather quantitative data from 120 participants who were chosen using a purposive sampling technique. The participants were intended to be media studies or communication majors. The results show that brand loyalty is positively and significantly impacted by both ethical accountability and social responsibility. On the other hand, there was no discernible impact from commercial responsibility. Additionally, the study demonstrated that brand image plays a crucial role in fostering stakeholder commitment by mediating the relationship between social responsibility and brand loyalty. By expanding the body of knowledge on CSR in higher education and volunteerism, this study adds to the theoretical landscape. Additionally, it offers organizations practical suggestions for enhancing brand value through effective CSR involvement. Since the limitation only looks at one institution, comparative studies across various educational contexts should be a part of future research.

Keywords: Corporate social responsibility, Brand loyalty, Corporate image, Hopebeat program, University social responsibility.

1. Introduction

The role of higher education institutions (HEIs) has fundamentally evolved beyond the traditional confines of knowledge creation and dissemination. In an era of heightened societal expectations, universities are increasingly viewed as pivotal corporate citizens with a profound capacity to influence social, economic, and environmental paradigms. This reconceptualization places university social responsibility at the forefront of institutional strategy, extending the principles of CSR to the academic sphere (Echezona, 2024). CSR within this context posits that an organization is accountable for addressing urgent social needs, a responsibility deeply embedded in the mission of universities, which are created to serve and advance society through education and innovation (Huo et al., 2022).

The imperative for university social responsibility is particularly acute in developing nations, where HEIs are critical engines for socioeconomic progress (Jeyapaul, 2024). By engaging in CSR, universities not only fulfil a moral obligation but also secure a distinct competitive advantage in a crowded educational market (Godonoga & Sporn, 2023). Developing a positive institutional reputation through tangible social contributions allows an HEI to differentiate itself, building resilience and demonstrating a commitment to public welfare that resonates with stakeholders, including prospective students, faculty, and community partners (Haski-Leventhal et al., 2017). Consequently, the implementation of a robust CSR strategy has become a powerful mechanism for achieving institutional goals, aligning the university's operations with the broader objectives of sustainable development (Dang et al 2023).

Initiatives like Management and Science University's (MSU) Hopebeat Program serve as prime examples of this strategic blending of institutional branding with social good. Such a program is an example of a multi-pronged corporate strategy. By offering educational opportunities and community support, it directly addresses the university's academic and social responsibilities and helps to develop human capital (Ahmad, 2017). On a

deeper level, the program serves as a tactical marketing instrument intended to foster Hopebeat brand loyalty. The initiative seeks to establish a strong, value-based bond with its audience by linking the brand to societally beneficial outcomes. The hallmark of contemporary CSR, where social contributions are becoming increasingly entwined with long-term corporate objectives, is this dual function that will benefit the community while enhancing brand equity (Alwi, 2016; Lin et al., 2024). Hopebeat represents MSU's contribution to the Sustainable Development Goals (SDGs) of the UN, especially SDG 11 Sustainable Cities and Communities, in addition to its institutional and branding aspects. To realize a vision that is closely related to the university's social mandate, this goal places a strong emphasis on building inclusive, safe, resilient, and sustainable communities. MSU aims to improve educational equity, social inclusion, and community well-being through Hopebeat with all of which are essential components of sustainable social and urban development that is sustainable. However, achieving these objectives depends on the internal dedication of university employees who carry out these programs as well as external community engagement. Programs like Hopebeat can either be symbolic acts of institutional branding or truly contribute to sustainable community transformation, depending on their perceptions, trust, and alignment with the university's CSR vision.

Programs like Hopebeat aim to achieve SDG 11-aligned positive external outcomes like brand loyalty and community resilience, but there is a lack of knowledge about the internal dynamics that drive these efforts. Consumer responses to corporate social responsibility (CSR) have been widely studied in the literature (Hicks, 2024). However, little is known about internal stakeholders' perspectives, particularly those of university staff and employees who are responsible for putting these programs into action. This omission is important because the attitudes and beliefs of the people delivering a CSR initiative often influence its efficacy and authenticity. A disconnect between the program's external messaging and the internal reality perceived by employees can undermine its objectives, leading to skepticism rather than trust (Vuong & Bui, 2023).

The challenge with the Hopebeat CSR program lies in the disconnect between its stated values and how it is perceived in practice across various responsibility dimensions. There is a significant concern regarding commercial responsibility, as employees play a vital role in assessing whether the Hopebeat Program is a sincere philanthropic initiative or merely a strategy to enhance profit margins. If employees view the program as an exploitative marketing tactic, it may lead to diminished morale and weaken their commitment to the organization. This perception is crucial; skepticism among employees can result in a lack of genuine advocacy for the program, which is essential for fostering consumer trust and loyalty in the brand (Ali, 2023).

Furthermore, the ethical dimension of CSR presents additional complexities. The integrity of a CSR initiative is often evaluated not just by its outcomes but also by the processes used to achieve those results. Employees may raise concerns over a lack of transparency, fairness, or consistency in the management of the Hopebeat Program (Smit & Bierman, 2017). When the organization promotes social values externally while neglecting ethical practices internally, it creates a double standard that undermines the program's credibility and integrity (Pulla et al., 2017). For CSR to resonate effectively, it must authentically reflect the organization's values, starting from within its workforce.

Lastly, the relationship between social responsibility and corporate impact is intricate and problematic. The effectiveness of the Hopebeat initiative hinges on its real social contributions. If employees perceive that the claimed social benefits are overstated or misaligned with genuine community needs, a credibility gap will emerge. This discrepancy between the program's marketing message and the reality recognized by staff can foster internal cynicism, ultimately weaken external communication, and damage the corporate image the initiative aims to uphold (Kiladze et al., 2023).

These potential disconnects can be theoretically framed through the lens of Social Identification Theory (Rui et al., 2021). Social Identification Theory specifically looks at how a person's perception of their affiliation with particular social groups contributes to their sense of self. The university and its related initiatives, such as Hopebeat, are a major "in-group" for its employees. When they work for a company that is seen as charitable and socially conscious, employees are more inclined to uphold a positive social identity (Vuong & Bui, 2023). Positive staff identification with the Hopebeat program's values is likely to increase commitment and trust. However, it can jeopardize the employee's positive social identity and erode their identification with the company if feelings of social inauthenticity, ethical failings, or commercial exploitation lead to a conflict between the organization's actions and their personal values (Rui et al., 2021). A CSR program like Hopebeat runs the risk of not achieving its ultimate strategic goal if it does not gain the confidence and recognition of its internal stakeholders.

As a result, it is imperative to investigate how university employees, who play a key role in carrying out CSR initiatives, view them and how this affects the desired result of brand loyalty. Through consumer brand trust among university employees, this paper seeks to ascertain the relationship between Hopebeat's CSR and brand loyalty. The study aims to fill this knowledge gap by offering empirical proof of how CSR programs can improve stakeholder corporate engagement in Malaysia's higher education industry. By (1) evaluating

empirically the effects of CSR factors on brand loyalty in a university context, (2) investigating the mediating role of corporations, and (3) providing useful advice for the administration of university-led CSR initiatives in Malaysia, this study adds to the body of literature.

The structure of this paper is as follows. The introduction and purpose of the study are given in Section 1. The study's hypotheses are presented in Section 2 along with a review of pertinent literature. The research methodology, including population, sampling, data collection, and analytical strategy, is described in detail in Section 3. The results of the measurement and structural models are shown in Section 4. These results are discussed in Section 5, considering previous studies. Finally, Section 6 concludes the paper by outlining its theoretical contributions, practical implications, limitations, and recommendations for future studies

2. Literature Review

2.1 Corporate Social Responsibility Education

Corporate Social Responsibility in education has evolved into a multifaceted concept, reflecting the growing recognition of higher education institutions as key drivers of sustainable development and social change. According to recent research, CSR in education includes incorporating sustainability and responsible management into research, institutional strategies, and curricula, rather than just philanthropic endeavours. Businesses, academic institutions, and society can all benefit from the adoption of CSR and sustainability courses in HEIs since they promote a culture of moral responsibility and match learning objectives with the Sustainable Development Goals of the United Nation (Gallardo-Vázquez et al., 2024). Systematic reviews reveal that the conceptualization of socially responsible universities has shifted from a moral duty to serve society toward a more strategic engagement with external stakeholders and a focus on measurable social impact. The successful implementation of CSR in HEIs is influenced by institutional policies, organizational strategies, and faculty commitment, requiring coherence between CSR strategies and internal structures to achieve meaningful transformation (Godonoga & Sporn, 2023).

Furthermore, the literature underscores the importance of stakeholder involvement in legitimizing and sustaining CSR initiatives within educational settings. Universities are encouraged to embed social responsibility into their administrative and management processes, ensuring that teaching, education, and training activities reflect broader societal needs (Ahmad et al., 2017). Empirical studies demonstrate that CSR practices in education can enhance institutional reputation, competitiveness, and stakeholder trust, while also contributing to the personal and professional development of students and staff (Fatma & Khan, 2023). However, challenges remain in achieving uniformity and transparency in CSR efforts across departments and in measuring the long-term social impact of these initiatives. Theoretical frameworks suggest that CSR in education should be viewed as an ongoing process, requiring continuous adaptation to changing societal expectations and policy environments. As the field matures, future research is called to explore the integration of CSR in smaller educational institutions, the role of emerging technologies, and the development of robust metrics for evaluating social impact (Gallardo-Vázquez et al., 2024; Godonoga & Sporn, 2023).

2.2 Social Identification Theory

Social Identification Theory (SIT) provides a valuable framework for understanding how CSR initiatives in educational settings influence the attitudes and behaviours of organizational members. SIT posits that individuals derive part of their self-concept from their membership in social groups, such as educational institutions, and that alignment between personal and organizational values fosters stronger identification and positive outcomes (Rui et al., 2021). In higher education, CSR activities range from ethical instruction to sustainability initiatives. It can enhance organizational identification, which in turn mediates positive effects on work engagement, job satisfaction, and organizational citizenship behaviours among staff and students (Congmin & Mohamad, 2025; Winarno et al., 2024).

Empirical studies demonstrate that both internal and external CSR initiatives contribute to value congruence and extra-role behaviours, supporting sustainability in higher education (Winarno et al., 2024). Organizational identification has been shown to mediate the relationship between perceived CSR and outcomes such as reduced turnover intention, improved job performance, and increased helping behaviours, with moral identity further amplifying these effects (Mohamad et al., 2024; Roni et al., 2021). However, the explanatory power of SIT is not absolute; other mechanisms, such as organizational justice and meaningfulness, may also play significant roles (Paruzel et al., 2020). In educational contexts, CSR-oriented instruction and institutional culture foster students' ethical values and intentions, reinforcing the socialization process and promoting responsible management (Haski-Leventhal et al., 2020; Rodríguez-Gómez et al., 2022). The effectiveness of CSR in education is also shaped by cultural sensitivity, institutional environment, and stakeholder engagement, highlighting the need for context-specific approaches (Kim, 2024; Godonoga & Sporn, 2023). Overall,

integrating SIT with CSR in education underscores the importance of fostering identification and shared values to achieve sustainable and socially responsible educational environments.

Commercial Responsibility

The contemporary mandate for HEIs compels an active engagement with CSR, which ultimately serves a profound commercial function. By systematically implementing initiatives that promote social and environmental progress, the institution strategically positions itself as a proactive agent of change, thereby enhancing its competitive differentiation (Dapi & Phiri, 2015). The effective integration of CSR efforts has been empirically linked to the direct positive impact on brand loyalty, a vital asset for sustained institutional viability (Lu et al., 2020). Specific studies focusing on the private education sector, such as those in Malaysia, confirm a clear correlation where CSR actions, including ethical governance and community support, deepen the psychological commitment and allegiance of stakeholders to the institution (Rasoolimanesh et al., 2024). This strategic communication of social efforts improves the corporate image, directly reinforcing brand loyalty among an increasingly socially conscious consumer base (Ma et al., 2023). Ultimately, commercial responsibility is defined by the strategic adoption of social efforts to promote institutional endurance and market edge. Thus, this research makes the following hypothesis:

H1. Commercial responsibility has a significant influence on brand loyalty.

Ethical Responsibility

Ethical responsibility extends beyond mere legal compliance, establishing a non-negotiable commitment to fairness, honesty, and transparency within the institution's operations. For universities and colleges, acting ethically is not just a nice addition. It is the essential foundation of their reputation and trust. Research shows that when students, staff, and donors see an institution being transparent and acting with integrity, they are far more likely to develop a favorable opinion and feel a sense of brand loyalty (Martínez & Rodríguez del Bosque, 2013). This consistent ethical conduct builds a reservoir of trust, assuring stakeholders of the institution's reliability and strengthening their long-term commitment (Pérez & del Bosque, 2014). Ultimately, the ongoing practice of ethical factors like transparency and sustainability is fundamental in shaping stakeholder behavior and strengthening the brand relationship (Azman, et al., 2025; Hicks, 2024; Sarmah & Singh, 2024). Consequently, ethical fidelity is not simply a moral obligation; it is a strategic imperative that transforms general service satisfaction into unwavering institutional advocacy. Hence, the above discussion proposed the following hypothesis:

H2. Ethical responsibility has a significant influence on brand loyalty.

Social Responsibility

When a university actively demonstrates its social responsibility, it sends a powerful message about its values to the community. This commitment becomes a key part of its reputation and a direct driver of loyalty. Studies show that actions like community outreach and inclusive policies strengthen the emotional bond and dedication people feel toward an organization (Alwi et al., 2016). For these programs to build lasting loyalty, however, they cannot be standalone projects. They must be woven into the fabric of the institution and felt as a genuine expression of its culture, not as a temporary marketing campaign (Iglesias et al., 2011; Pomeroy & Dolnicar, 2009). The positive link between social responsibility and loyalty is well-documented, with consistent efforts significantly building a stronger brand by shaping positive perceptions (Pérez & Rodríguez del Bosque, 2014). This is especially true for private universities in Malaysia, where socially responsible conduct that is tailored to local needs has been shown to build crucial institutional credibility and reinforce the connection between community good and student loyalty (Ahmad et al., 2017). Hence, the above discussion proposed the following hypothesis:

H3. Social responsibility has a significant influence on brand loyalty.

The Role of Corporate Image

A visible commitment to social responsibility is a powerful sign of an institution's values and a crucial factor in building brand loyalty (Pérez & Rodríguez del Bosque, 2014). When people see a university engaged in valuable activities like community outreach or inclusive policies, it significantly deepens their emotional connection and dedication (Alwi et al., 2016). However, for these efforts to be successful, they must feel authentic. They need to be a seamless part of the institution's culture, not just isolated marketing campaigns (Iglesias et al., 2011; Pomeroy & Dolnicar, 2009). This is especially critical for private universities in Malaysia, where socially responsible actions tailored to local needs have proven to be essential for building institutional credibility (Ahmad et al., 2017). Ultimately, this genuine social commitment is what transforms public goodwill into lasting loyalty, making it a fundamental part of a strong brand. Hence, we hypothesize:

H4. Corporate image has a significant influence on brand loyalty.

For any higher education institution, even as a non-profit, being commercially responsible is essential. It means using resources wisely and maintaining financial health to ensure the organization can survive and continue its mission long into the future (Min et al., 2023). When stakeholders see that a university is strategically combining its social goals with solid economic management, it directly improves the institution's overall image (Khan & Fatma, 2023). This changes their perception of the brand from being just charitable to being seen as competent and well-managed, which builds a reputation for stability and effectiveness. In fact, when social initiatives are aligned with commercial objectives, stakeholders often see it as a mark of strong commitment and operational excellence, which further enhances the corporate image (Kong & Leong, 2024). Thus, this research makes the following hypothesis:

H5. Commercial responsibility has a significant influence on corporate image.

Ethical responsibility concerns the institution's voluntary adherence to moral principles of fairness, honesty, and transparency, often exceeding regulatory requirements. This dimension is fundamentally important in cultivating a positive corporate image because ethical behavior serves as a vital indicator of an organization's character and trustworthiness (Martínez & Rodríguez del Bosque, 2013). When stakeholders, particularly internal employees, perceive consistent ethical conduct in institutional governance and service delivery, it diminishes skepticism and fosters an image of integrity (Min et al., 2023). This alignment between stated values and actual practice strengthens the brand's symbolic capital and distinguishes it as a reliable and morally grounded entity in the competitive environment (Pérez et al., 2015). Hence, the above discussion proposed the following hypothesis:

H6. Ethical responsibility has a significant influence on corporate image.

Social responsibility involves the institution's direct commitment to community welfare, environmental sustainability, and societal betterment beyond its core educational offerings. This is perhaps the most visible and widely recognized component of CSR, and its active demonstration profoundly affects the corporate image (Nurhilalia & Saleh, 2020). By visibly contributing to public good, the institution generates positive public awareness and an image of civic benevolence. Studies confirm that CSR efforts significantly improve corporate image by shaping favorable attitudes and emotional connections (Pérez et al., 2015). This positive affective response transforms into a stronger, more attractive corporate image, positioning the organization as a caring and valuable community member whose activities extend far beyond transactional service provision (Galhoz et al., 2024). Accordingly, we propose the following hypothesis:

H7. Social responsibility has a significant influence on corporate image.

The proposed conceptual framework of our study is shown in Figure 1. According to the framework, commercial responsibility, ethical responsibility, and social responsibility are treated as independent variables, and brand loyalty is the dependent variable. The framework considers the mediating role of corporate image in the relationship between CSR factors and brand loyalty.

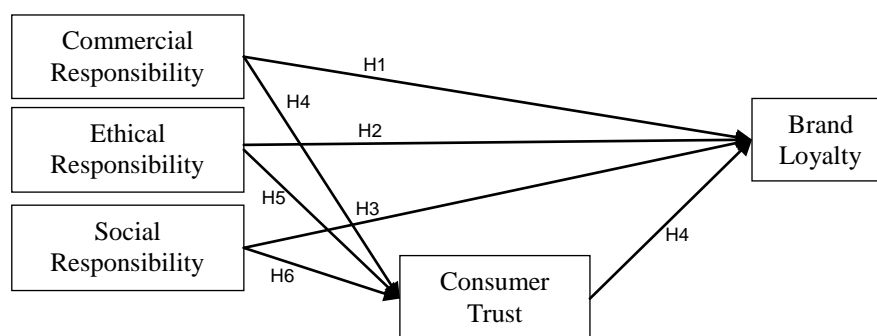


Figure 1: Research Framework

3. Methodology

This study used a quantitative survey to investigate how social responsibility efforts influenced staff loyalty toward the Hopebeat program at MSU. The research specifically aimed to understand the internal perceptions of the university's own academic and administrative staff. To gather the most relevant insights, we used a targeted sampling approach. We specifically invited staff members who had direct experience managing

or working on the Hopebeat program, as their firsthand knowledge was crucial for the study's goals (Etikan et al., 2016). Data acquisition utilized a web-based survey instrument deployed through dedicated internal staff communication channels (such as WhatsApp groups) between September 1, 2024, and February 28, 2025. From an initial distribution target of 700 survey invitations, 368 completed questionnaires were returned, yielding a gross response rate of 52.6%. Following the stringent purposive selection criterion, the final analytical sample was refined to consist of 270 qualified respondents, all of whom confirmed their engagement in the Hopebeat initiative.

Table 1: Demographic information of survey respondents

Items	Details	Frequency (N=270)	Percentage (%)
Gender	Male	77	28.5
	Female	193	71.5
Age	From 25 to 34 years	49	18.1
	From 35 to 44 years	121	44.8
	From 45 to 54 years	65	24.1
	From 55 to 64 years	35	13
Education	Diploma	18	6.7
	Bachelor's degree	49	18.1
	Master's degree	146	54.1
	PhD	57	21.1
Position	Administrative	26	9.6
	Lecturer	110	40.7
	Senior lecturer	106	39.3
	Associate professor	28	10.4
Did you know about the Hopebeat program?	Yes	270	100
	No	0	0

Table 1 provides a summary of the 270 participants' demographic profile. There was a gender disparity in the sample, with women accounting for the majority (71.5%) and men for 28.5%. Most respondents (44.8%) were between the ages of 35 and 44, followed by those between the ages of 45 and 54 (24.1%), 25 and 34 (18.1%), and 55 and 64 (13%). In terms of educational background, the majority had a master's degree (54.1%), followed by those with a PhD (21.1%), a bachelor's degree (18.1%), and a diploma (6.7%). Lecturers made up the largest group in terms of position (40.7%), closely followed by associate professors (10.4%), senior lecturers (39.3%), and administrative staff (9.6%). Every respondent (100%) said they knew about the Hopebeat initiative.

Instrumentation and Measurement

A self-developed survey instrument that was carefully designed to gather thorough and trustworthy data served as the main piece of equipment for this empirical investigation. There were two separate sections to this instrument. The primary goal of the first section was to record the organizational position and key demographic characteristics of the institutional staff members that were sampled. The measurement tool's following section focused on operationalizing the latent constructs, which linked the institutional staff's perception of brand loyalty to the Hopebeat program to the CSR dimensions. All the latent variables' item statements were modified from previously published, thoroughly validated studies on related topics. To create standardized, interval-level data appropriate for further inferential analysis, the respondent's evaluation of these items was recorded using a five-point Likert-type scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree."

Particularly, the measurement models listed below were used. With its conceptualization based on the most important studies addressing the economic aspects of CSR (Martínez & Rodríguez del Bosque, 2013), commercial responsibility was measured using five indicators. Four modified indicators were then used to capture ethical responsibility, utilizing the existing frameworks that emphasize just and honest business practices (Mittal et al., 2022). The Social Responsibility construct used a more targeted assessment, based on three cited metrics from research on voluntary contributions to society (Salam et al., 2022). Consumer trust needed to be thoroughly captured, so it was combined into eight indicators using the foundational works that define trust in terms of dependability and honesty. Lastly, eight indicators that describe the organization's general reputation and perception were used to operationalize corporate image. These indicators were mostly taken from the conceptualizations put forth by Aydin et al. (2004) and (Mittal et al., (2022).

4. Result and Analysis

The core data analysis was executed using Partial Least Squares Structural Equation Modeling (PLS-SEM). This technique was preferred over covariance-based Structural Equation Modeling (SEM) due to its inherent strengths in prediction and its suitability for data that may not adhere strictly to multivariate normality assumptions (Memon et al., 2020, 2021). The goal of this phase was to test the measurement and structural models developed for the research.

Table 2: Full Collinearity Testing

Variable	Brand Loyalty	Corporate Image	Commercial Responsibility	Social Responsibility	Ethical Responsibility
VIF	1.556	3.265	3.574	3.812	4.885

A key concern in research where data is collected via self-reported questionnaires and where both predictor and criterion variables are obtained from the same source is the potential issue of Common Method Bias or same source bias (Memon et al., 2023). To address this, the study utilized the full collinearity test as suggested by Kock and Lynn (2012) and Kock (2015). This method involves regressing all the variables against a common variable to check for excessive collinearity. The criterion for determining the absence of serious bias is that the Variance Inflation Factor (VIF) for all variables should be less than or equal to 5 (Kock and Lynn, 2012). The analysis confirmed that single-source bias was not a serious issue with the collected data. The VIF values for all tested variables were substantially below the threshold of 5 (as presented in Table 2). Since the VIF values were all less than 5, the analysis concluded that Common Method Bias stemming from the single data source was not a serious concern in this study.

Measurement Model

We followed the suggestions of Anderson and Gerbing (1988) to test the model developed using a 2-step approach. First, we tested the measurement model to test the validity and reliability of the instruments used, following the guidelines of Hair et al. (2022) and Ramayah et al. (2018), and then we ran the structural model to test the hypothesis developed.

For the measurement model, we assessed the loadings, average variance extracted (AVE), and the composite reliability (CR). The values of loadings should be ≥ 0.5 , the AVE should be ≥ 0.5 , and the CR should be ≥ 0.7 . As shown in Table 3, the AVEs are all higher than 0.5, and the CRs are all higher than 0.7. The loadings were also acceptable, with only one loading less than 0.734 (Hair et al., 2022), convergence reliability is not an issue.

Then, we assessed the discriminant validity using the HTMT criterion suggested by Henseler et al. (2015) and updated by Franke and Sarstedt (2019). The HTMT values should be ≤ 0.85 , the stricter criterion, and the more lenient criterion is that it should be ≤ 0.90 . As shown in Table 4, the values of HTMT were all lower than the stricter criterion of ≤ 0.85 ; as such, we can conclude that the respondents understood that the 5 constructs are distinct. Taken together, both these validity tests have shown that the measurement items are both valid and reliable.

Table 3: Measurement Model

Variables	Items	Loadings	CR	AVE
Brand loyalty	BL1	0.934	0.964	0.818
	BL2	0.944		
	BL3	0.930		
	BL4	0.929		
	BL5	0.938		
	BL6	0.734		
Corporate image	CI1	0.795	0.941	0.664
	CI2	0.773		
	CI3	0.788		
	CI4	0.837		
	CI5	0.841		

Commercial Responsibility	CI6	0.828	0.944	0.770
	CI7	0.834		
	CI8	0.822		
	CR1	0.847		
	CR2	0.871		
Ethical Responsibility	CR3	0.891	0.922	0.799
	CR4	0.893		
	CR5	0.884		
	ER1	0.801		
	ER2	0.938		
Social Responsibility	ER3	0.936	0.943	0.804
	SR1	0.875		
	SR2	0.900		
	SR3	0.906		
	SR4	0.906		

Table 4: Discriminant Validity (HTMT)

Construct	Brand Loyalty	Corporate Image	Commercial Responsibility	Ethical Responsibility	Social Responsibility
Brand Loyalty					
Corporate Image	0.587				
Commercial Responsibility	0.515	0.656			
Ethical Responsibility	0.522	0.832	0.644		
Social Responsibility	0.461	0.709	0.910	0.846	

Structural Model

Before analyzing the structural model, the data's distributional properties were assessed by examining multivariate skewness and kurtosis, as suggested by best practices (Hair et al., 2022; Cain et al., 2017). The results indicated that the data were not multivariate normal, with Mardia's multivariate skewness ($\beta=1.85$, $p>0.01$) and Mardia's multivariate kurtosis ($\beta=38.63$, $p>0.01$) confirming a departure from normality. Consequently, the study followed recommendations to employ the non-parametric bootstrapping procedure for hypothesis testing (Becker et al., 2023; Ramayah et al., 2018). Descriptive statistics for the latent variables (Mean, Standard Deviation, Excess Kurtosis, and Skewness) are provided in Table 5.

Table 5: Descriptive Analysis

Variable	Mean	Standard Deviation	Excess Kurtosis	Skewness
Brand Loyalty	3.077	1.128	-1.219	-0.069
Corporate Image	3.09	0.977	-0.802	-0.138
Commercial Responsibility	3.207	1.071	-1.037	-0.197
Social Responsibility	3.035	1.085	-1.035	-0.12
Ethical Responsibility	3.063	1.087	-1.02	-0.159

Then, the effect of the 4 predictors on brand loyalty, the R^2 was 0.358, which shows that all 4 predictors explained 35.8% of the variance in brand loyalty. As shown in Table 6, the direct drivers of brand loyalty (H1 and H4): commercial responsibility ($\beta=0.368$, $p<.001$) and corporate image ($\beta=0.359$, $p<.001$) were found to be significant positive predictors of brand loyalty. Conversely, the direct effects of social responsibility ($\beta=-0.227$,

p=0.067) and ethical responsibility ($\beta=0.156$, $p=0.114$) on brand loyalty were not statistically significant at the conventional $p<0.05$ level, meaning H2 and H3 were not supported.

Table 6: Hypothesis Testing Direct Effects

Hyp	Relationship	Std. Beta	Std. Dev.	t-values	p-value	PCI LL	PCI UL	f ²
H1	Commercial responsibility →Brand loyalty	0.368	0.106	3.487	$p < .001$	0.197	0.513	0.065
H2	Social responsibility →Brand loyalty	-0.227	0.124	1.835	$p > 0.067$	0.196	0.542	0.063
H3	Ethical responsibility →Brand loyalty	0.156	0.099	1.581	$p > 0.114$	0.175	0.398	0.080
H4	Corporate image →Brand loyalty	0.359	0.096	3.727	$p < .001$	-0.010	0.318	0.010
H5	Commercial responsibility →Corporate image	0.285	0.067	4.246	$p < .001$	0.608	0.775	0.641
H6	Social responsibility →Corporate image	-0.079	0.081	0.974	$p > 0.330$	-0.423	-0.018	0.017
H7	Ethical responsibility →Corporate image	0.694	0.051	13.603	$p < .001$	-0.216	0.050	0.004

Furthermore, the three predictors collectively accounted for 67.4% of the variance in corporate image, as indicated by an R^2 value of 0.674. Drivers of corporate image (H5-H7): ethical responsibility emerged as the most powerful predictor of corporate image, showing a very strong, highly significant relationship ($\beta=0.694$, $p<.001$). Commercial responsibility also positively and significantly influenced corporate image ($\beta=0.285$, $p<.001$). However, the relationship between social responsibility and corporate image was not significant ($\beta=-0.079$, $p=0.330$), leading to the rejection of H6. The effect size (f^2) for the path from Commercial responsibility to corporate image was notably large (0.641).

Table 6: PLS-Predict

Items	Q ² _predict	PLS	LM	IA	PLS-LM	PLS-IA
CI1	0.696	0.675	0.501	1.223	0.174	-0.548
CI2	0.652	0.694	0.578	1.176	0.116	-0.482
CI3	0.646	0.731	0.639	1.229	0.092	-0.498
CI4	0.255	1.036	1.001	1.201	0.035	-0.165
CI5	0.228	1.07	1.051	1.218	0.019	-0.148
CI6	0.221	1.096	1.083	1.242	0.013	-0.146
CI7	0.258	1.018	0.984	1.182	0.034	-0.164
CI8	0.238	1.054	1.024	1.208	0.03	-0.154
BL1	0.26	1.113	1.122	1.294	-0.009	-0.181
BL2	0.267	1.095	1.099	1.279	-0.004	-0.184
BL3	0.23	1.067	1.087	1.216	-0.02	-0.149
BL4	0.209	1.158	1.182	1.301	-0.024	-0.143
BL5	0.212	1.099	1.116	1.238	-0.017	-0.139
BL6	0.253	1.064	1.071	1.231	-0.007	-0.167

Further to that, as suggested by Shmueli et al. (2019) proposed PLSpredict, a holdout sample-based procedure that generates case-level predictions on an item or a construct level using the PLS-Predict with a 10-fold procedure to check for predictive relevance. Shmueli et al. (2019) suggested that if all the item differences (PLS-LM and PLS-IA) were lower than zero, there is strong predictive power; if all are higher than zero,

predictive relevance is not confirmed, while if the majority are lower than zero, there is moderate predictive power, and if a minority are then there is low predictive power.

5. Discussion

The analysis of the structural model reveals that several dimensions of corporate social responsibility (CSR) significantly influence brand loyalty among institutional personnel. The model accounts for a substantial amount of variance in brand loyalty, indicating that it captures critical psychological drivers of allegiance. A key insight from the findings is that perceived commercial responsibility of the organization acts as a significant positive predictor of brand loyalty. This suggests that employees' loyalty is bolstered when they perceive the institution as operationally sound and adaptable in its economic functions. It's supported by previous study (e.g., Ahmad & Akbar, 2022; Gu, 2023), which emphasizes the role of operational effectiveness in fostering loyalty.

Furthermore, the institution's corporate image is established as a highly significant positive predictor of brand loyalty, reinforcing the notion that a favourable corporate reputation is essential for internal stakeholder allegiance. This supports previous assertions that organizational reputation serves as a measure of identification and attachment (Gunawan et al. 2020). Conversely, the direct relationships hypothesized between social responsibility and ethical responsibility indicate both significant elements of CSR; however, they did not exhibit statistical significance in predicting brand loyalty. This suggests that while philanthropic efforts and ethical considerations are critical, they may not alone effectively motivate core brand loyalty among staff, aligning with research findings from Gunawan et al. (2020) and Ahmad and Akbar (2022), which show that operational stability and institutional reputation could play more dominant roles.

In analysing the diverse impacts of CSR dimensions on the formation of corporate image, ethical responsibility emerges as a strong factor, displaying a significant correlation with corporate image. This aligns with Singh et al. (2025), who position integrity and fairness as foundational pillars for organizational reputation. Within the internal context of the institution, the ethical character of the organization serves as a crucial basis for a positive corporate image. Additionally, while commercial responsibility positively influences corporate image, findings indicate that social responsibility does not hold the same weight in forming the overall image from an internal perspective. This implies a prioritization of ethical and commercial success in reputation assessment among personnel.

Social identification theory explains that both commercial and ethical responsibilities positively influence brand loyalty, with corporate image serving as a key link between them. Although the direct effect of social responsibility is not strongly supported, previous studies suggest that ethical behavior and community engagement create a sense of belonging among consumers, which strengthens brand loyalty (Sarfraz et al., 2022). Similarly, research by Chikazhe et al. (2020) shows that CSR initiatives build long-term loyalty by going beyond simple business transactions.

In essence, while ethical and social responsibilities are important aspects of CSR, their impact on brand loyalty mainly occurs indirectly through corporate image. Therefore, organizations aiming to enhance brand loyalty should focus on developing strong ethical practices and operational excellence, ensuring that these values are clearly reflected in their corporate image and communications.

6. Conclusion

The current study offers significant theoretical and practical insights into the dynamics of brand loyalty within institutional contexts. It reinforces the notion that an organization's ethical foundations and commercial success play crucial roles in influencing employee loyalty toward internal initiatives such as Hopebeat. Empirical evidence from the research clearly demonstrates that Ethical Responsibility emerges as a primary catalyst for cultivating a robust Corporate Image, which in turn serves as a key predictor of Brand Loyalty. This aligns with existing literature suggesting that a strong corporate reputation, significantly shaped by ethical practices, is essential for transforming brand reputation into equity, underpinning the critical nature of integrity in reputation management.

From a theoretical standpoint, this study expands the application of social identification concepts to the often-overlooked internal personnel segment, confirming that employee loyalty is substantially influenced by their perceptions of an organization's ethical and commercial characteristics. The emphasis placed on Ethical Responsibility as a pivotal factor in Corporate Image enhances the understanding of CSR relevance within internal settings, suggesting that trustworthiness should be regarded as a fundamental prerequisite for building a good reputation. Methodologically, the study employs the PLS Predict algorithm effectively, validating the model's strong predictive capabilities and enhancing the robustness of the findings, paralleling similar approaches in contemporary research.

Practically, the findings provide strategic recommendations for institutional leaders aiming to bolster brand loyalty towards crucial initiatives. Management should prioritize fairness and transparency in their

operations, given that Ethical Responsibility is identified as the foremost driver of corporate image. Balancing resources to sustain effective commercial performance is equally vital, as it directly influences employee loyalty. Interestingly, the study indicates that while investments in social responsibility initiatives are important, an overemphasis on social causes can lead to diminishing returns if ethical and commercial integrity is not consistently maintained. This insight is essential for institutional leaders, as it outlines the imperative of prioritizing ethical standards over social initiatives to enhance internal brand loyalty. This research not only aligns with but also enriches the ongoing discourse on brand loyalty by emphasizing the necessity for institutions to cultivate a sound ethical base and prioritize ethical considerations to foster employee loyalty and enhance overall organizational performance

As with any empirical inquiry, this study is not without limitations. The adoption of a cross-sectional design restricts the ability to ascertain causality or capture shifts in loyalty over time, making a longitudinal approach advisable for future investigations. The study's reliance on a specialized sample of staff involved in the Hopebeat program also warrants cautious generalization. Future research should focus on two key areas. First, subsequent studies should utilize qualitative methods to deeply explore the unexpectedly non-significant influence of social responsibility, seeking to understand whether this is due to low internal awareness of the initiatives or a failure of the staff to integrate these activities into the institutional image. Second, exploring the role of additional psychological variables, such as employee organizational identification or perceived organizational support, as potential mediators is recommended to build a more comprehensive model of staff brand loyalty.

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