
The Effect of CSR on Buyback Decisions with Brand Image Mediation and Credibilitys Merek: Case of Wardah Halal Cosmetics in Indonesia

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Abstract

Corporate social responsibility (CSR) is becoming one of the most critical challenges, where companies need to survive in an increasingly competitive business world. Therefore, the research conducted in this study is an investigation effort on the impact of customer CSR perception on repeat purchase intent, mediated by brand image and brand credibility, with the aim of uncovering the benefits of CSR values that have been applied within the company. This study used a purely quantitative approach, in collecting data on 290 people with female gender who had become customers of Wardah halal cosmetics, using questionnaires through online surveys. Smart PLS-SEM 4.0 software is used to analyze data. The results showed that perceptions from customers showed that the CSR activities produced by the company did not directly have a significant effect on the decision to repurchase its products. However, CSR significantly has a direct influence on its mediation variables, namely: (1) Brand Image; and (2) Brand Credibility. The results obtained provide an important reference for the academic world in terms of conducting empirical research on this subject, as well as benefits for marketers and company managers who want to develop their marketing strategies using CSR elements for the expected improvement of sustainable business development.

Keywords: Repurchase Decision, Brand Image, Brand Credibility, CSR, Wardah.

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Abstrak

Tanggung jawab sosial perusahaan (CSR) menjadi salah satu tantangan yang paling kritis, di mana perusahaan perlu bertahan hidup di dunia bisnis yang semakin kompetitif. Oleh karena itu penelitian yang dilakukan dalam penelitian ini merupakan upaya investigasi atas dampak persepsi CSR pelanggan terhadap niat pembelian ulang, dimediasi oleh citra merek dan kredibilitas merek, dengan tujuan untuk mengungkap manfaat nilai CSR yang telah diterapkan di dalam perusahaan. Penelitian ini menggunakan pendekatan kuantitatif murni, di dalam pengumpulan data terhadap 290 orang dengan gender perempuan yang telah menjadi pelanggan kosmetik halal Wardah, dengan menggunakan kuesioner melalui survey online. Perangkat lunak Smart PLS-SEM 4.0 digunakan untuk menganalisis data. Hasil penelitian menunjukkan bahwa persepsi dari pelanggan menunjukkan bahwa kegiatan CSR yang dihasilkan perusahaan, tidak secara langsung berpengaruh signifikan terhadap keputusan pembelian ulang produknya. Namun CSR secara signifikan memiliki pengaruh langsung terhadap variabel mediasinya, yaitu: (1) Citra Merek; dan (2) Kredibilitas Merek. Hasil yang didapatkan memberikan referensi penting bagi dunia akademisi dalam hal melakukan penelitian empiris atas subjek ini, termasuk juga kebermanfaatannya bagi para pemasar serta manajer perusahaan yang ingin mengembangkan strategi pemasarannya dengan menggunakan elemen CSR bagi peningkatan pengembangan bisnis yang berkelanjutan yang diharapkan.

Kata Kunci: *Membeli Kembali, Citra Merek, Kredibilitas Merek, Tanggung Jawab Sosial Perusahaan, Wardah*

1. Introduction

The halal cosmetics business has recently become more phenomenal, going hand in hand with the awareness of the Indonesian people about the guarantee of halal products from what they consume. At the beginning of the awareness of halal product guarantees, as recorded by the history of cosmetics in Indonesia, was carried out by a new brand, namely "Wardah", by a small cosmetics company that started from a household garage

with the registered company name PT. Mother's Tradition Heritage, owned by a husband and wife of the Subakat family. By using a marketing *tagline* "Beautiful from the Heart", at the beginning the marketing movement was targeting only the Indonesian Muslim market, but later in its development it finally also targeted all markets in Indonesia as well as outside Indonesia across religions. Various marketing strategies were tried by the second generation of the Subakat family, which

later changed its name from PT. Pusaka Tradition Ibu became PT. Paragon Technology and Innovation. Until they made a breakthrough marketing strategy through CSR (*corporate social responsibility*) activities, even from the sharia side, PT. Paragon Technology and Innovation has and never forgets to pay its ZIS+W (*zakat, infaq, sadaqoh, and waqf*).

Long enough PT. Paragon Technology and Innovation has succeeded in dominating the market share or *market share* of cosmetics in Indonesia (Badan Pengawas Obat dan Makanan, 2015). At that time, the competitive condition of the cosmetics business in Indonesia developed very quickly. Even based on data from (Badan Pengawas Obat dan Makanan, 2015), it is stated that imports of cosmetic products reach 60 percent in the cosmetic market. Of the 60 percent of imported products, 5 percent came from ASEAN and the remaining 55 percent came from Europe, the United States, China and others. With Indonesia's population reaching 250 million people and 90 percent of whom are Muslim, cosmetic manufacturers in Indonesia should target people who are Muslim more aggressively to win business competition with brands from abroad. One of them is by prioritizing halal from the products sold. Because the religious awareness of the Indonesian people is increasing, so that people

become more observant in paying attention to the halal products consumed.

Along with the increasing development of the beauty industry and both halal in Indonesia, new companies have emerged, so that competitive competition makes it increasingly difficult for companies to increase the number of consumers. So (Yunaida, 2018) revealed that competitors in the market with all kinds of product advantages offered make it more difficult for companies to seize market share. The power of a brand also involves the emotion of consumer loyalty, and (Hurriyati, 2017) explains that loyalty is a commitment of customers to survive to subscribe or repurchase selected products or services consistently. (Bukhari & Isa, 2019) propose Islamic brand antecedents, namely religious observance, Islamic brand knowledge, and Islamic *Corporate Social Responsibility* (CSR).

The premise is that Islamic consumers are attracted to brands that align with their Islamic religious values. For local brands, CSR strategies are selected and prioritized on the basis of dominant values that apply to local stakeholders (Popoli, 2011). Halal cosmetics need to choose a CSR strategy that has Islamic value, as well as being considered important by the target market and other stakeholders. The alignment between Islamic CSR strategies and halal cosmetics brands is thought to affect brand credibility and brand image. In addition,

it is proven that religious observance affects the introduction of halal products and the interest in buying halal products (Nurhayati & Hendar, 2020). The alignment of Islamic CSR strategies with consumers' religious observance has the potential to influence buying interest as in the study. For consumers who have already purchased, it is suspected that this influence will be stronger because consumers are increasingly convinced of their buying decisions in the past, thus encouraging their interest in repurchasing in the future. Research on the influence of halal product CSR strategies on buyback decisions is still open. In addition to the allegations that CSR strategies can directly influence buyback decisions, it is also interesting to explore whether CSR strategies have an effect on brand credibility and positive brand image. The role of brand credibility and brand image as mediating variables between CSR strategy and buyback decision also needs to be explored further, to find out whether there is a mediating effect of these two variables on the influence of CSR strategy on buyback decisions.

2. Theoretical Framework and Hypothesis Development

CSR apart from being a form of corporate and brand responsibility to stakeholders, is proven to also strengthen brand image and brand loyalty (Lu et al., 2020), so that it is useful for brands to remain competitive in the

business arena.

CSR affects customer loyalty, where brand trust and reputation act as mediator variables (Osakwe and Yusuf, 2021). The role of brand image as a mediator variable between CSR and buying interest is also proven to be significant in Ramesh *et al research*. (2018), although consumers do not remember in detail about these CSR activities. Perceptions of CSR activities also influence buying interest through variables of brand credibility, brand reputation, and brand equity (Wang et al., 2021). The perception of activities significantly affects brand credibility, brand reputation, and brand equity; And those three variables also significantly affect buying interest.

The interest in buying halal products is proven by Nurhayati and Hendar (2020) influenced by *personal intrinsic religiosity* with the introduction of halal products (*halal product awareness*) as a mediator variable. The findings on the relationship between personal intrinsic religion and interest in buying halal products are interesting to be associated with CSR activities carried out by halal product producers. When CSR activities carried out are in harmony with consumer religion, it is suspected that it will affect consumer buying interest. Loyal consumers are repeat buyers of a product that has a different affinity with new consumers who are interested in buying a product for the first time. There is an

accumulation of higher confidence in the product for consumers who repurchase the product. In the context of halal products, there has not been much literature that examines the influence of CSR activities on buyback decisions. Based on this argument, there is still an opportunity to conduct research on the influence of CSR activities on repurchase decisions, especially in the context of halal products with consumers who have personal intrinsic religion so that there is concern for the harmony between CSR programs and religious values that consumers believe in.

Referring to previous studies, the role of brands is proven to be significant as a mediator variable between CSR activities and buying interest. Continuing previous research, it was considered necessary to include the brand as a mediator variable. Intentionally determined two variables related to brands in this study, namely brand image and brand credibility. In the context of halal products, it is proven that consumers are interested in buying products that are in line with personal intrinsic religious values and their familiarity with the halal brand. This study discusses the decision to repurchase, so the relevance is not to brand recognition and knowledge about halal products as in Nurhayati and Hendar's (2020) research. CSR activities that align with consumers' religious beliefs for repurchase are allegedly relevant to brand image and brand

credibility. These two brand variables can be strengthened by CSR activities perceived by consumers in line with religious values on halal products.

Based on this description, it is felt that there is an opportunity to discuss the influence of CSR activities on the decision to repurchase as one of the characteristics of consumer loyalty. If in previous studies it is proven that the brand acts as a mediator variable, it still needs to be proven whether CSR activities can directly influence consumers repurchase decisions because it is considered that consumers already know the brand. In previous studies, the dependent variable studied was mostly buying interest, not buying back decisions as discussed in this study. It is interesting to explore, whether the variables of brand image and brand credibility still act as mediator variables on the dependent variables of repurchase decisions. This research is increasingly interesting with the context of halal products, where there are religious values that consumers believe in halal products. In this case, the novelty of this study is to explore the role of CSR activities as a trigger for the decision to repurchase halal products.

2.1 The Influence of CSR on Brand Image

When making their purchasing decisions, customers are influenced not only by tangible attributes such as price and quality, but also intangible characteristics such as brand image

(Cretu & Brodie, 2007). Brands that are based on emotional values are considered more durable from the erosion of competition. Therefore, CSR as an emotional aspect of brand image is an important source of sustainable competitive advantage as supported by research by Martinez et al. (2013). (Huang & Yen, 2014) also stated that CSR has a significant positive effect on company image, service quality and purchase intent.

H1: CSR affects brand image.

2.2 The Effect of CSR on Brand Credibility

Research conducted by (Alcañiz et al., 2010) suggests that there is a positive relationship between a company's credibility to social activities carried out called CBA (Caused-Brand Alliance) as the basis of persuasion mechanisms, where trustworthiness and expertise are the main foundations. The above hypothesis is also supported by research conducted by Tong & Wong (2015) which reveals the power of CSR that provides competitive advantage for many businesses. But the research of (Hur et al., 2013) also shows an insignificant relationship of CSR to the credibility of the company's brand and company reputation, therefore this hypothesis is interesting to re-examine.

H2: CSR affects brand credibility.

2.3 The Effect of CSR on Buyback Decisions

(Hayat et al., 2022) reveals that consumers with high ethical awareness who are aware of environmental and social issues tend to value goods and repurchase brands that support ethical practices. Research (Wang et al., 2021) also revealed brands should consider implementing CSR as a marketing tool as globally, the cosmetics industry witnessed the social success of Lush and The Body Shop brands and the failure of MAC Cosmetics due to lack of CSR. This hypothesis is interesting to review to see the significant relationship between the two.

H3: CSR influences buyback decisions.

2.4 The Influence of Brand Image on Buyback Decisions

Tamara's research (2017) shows a significant relationship between brand image variables and repurchase decisions of Energen products in Semarang City. Research Larasati et al. (2019) also shows a significant relationship between brand image and the decision to repurchase Cleo bottled water products in Surabaya.

H4: Brand image influences buyback decisions.

2.5 The Effect of Brand Credibility on Repurchase Decisions

(Bastaman & Royyansyah, 2017) revealed a significant relationship between the brand

credibility of the retail industry and brand reputation on the decision to repurchase the product. It is also supported by (Prader, 2021) in Austria which suggests a significant relationship between brand credibility and the credibility of KOLs (Key Opinion Leaders or influencers) on purchasing decisions.

H5: Brand credibility influences buyback decisions.

Figure 1 is a research model that shows the relationship between research variables and each hypothesis.

3. Research Method

Lately, because life in the world is also increasingly complex, many researchers conduct quantitative research using research models that are also complex. Where the complex model intended consists of many exogenous and endogenous variables, it also uses mediation or moderation effects. Meanwhile, many limitations are also faced by researchers in the field, such as the

achievement of the number of respondents who can only and are in the vicinity of 100 samples. With a small number of samples, and the need for research only emphasizes predictive relationships between variables, the choice of using PLS-SEM (Partial Least Square-Structural Equation Model) based on components is appropriate, because it does not demand many non-parametric assumptions (Ghozali, 2014).

PLS-SEM is best used when sample sizes are small (Reinartz, et al., 1987 and Hair et al., 2014). SEM estimation is described based on Covariance-Based which is based on a strong theory (confirmation model) with a consistent estimation coefficient (Chin, 2000), while PLS-SEM is Component-Based and flexible which means "prioritizing predictive results without requiring normal distribution assumptions". While the research conducted only wants to predict the results rather than the entire relationship between variables in

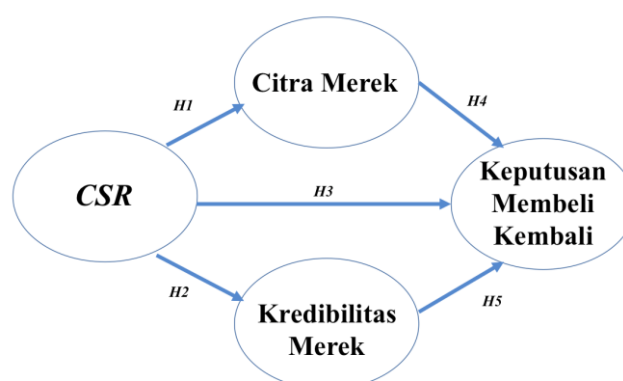


Figure 1. Research Framework

Source: Data processed (2022)

the research carried out.

To understand the dynamics in the realm of the SEM method or Structural Equation Modeling, it must be studied through the dynamics of the debate in it, such as in the minimum sample size SEM model used. Where Hoelter, J, W. (1983), argues that for applications in structural models a minimum sample of 200 observations is required, while Hair, et al., (2014) recommend a minimum sample size ranging from 100 to 150 only. Outside of the two groups of scientists above, Bentler and Chou (1987) recommend that the number of samples that must be met for SEM estimation is 5 times the parameter to be estimated. While (Chin, 2000) recommends that ideally for SEM model specification analysis between 200-800 sample size. However, Byrne B, M (2001), recommends that the minimum acceptable sample for SEM estimation is 100 samples. Although Kline R, B (2005), states that the number of samples used for ideal SEM estimation is >200 . Whereas on the other hand Hair, et al., (2014) suggested, that the minimum recommended sample size ranges from 100-300 in SEM estimation. Through valuable lessons related to sample size in this study, researchers who use PLS-SEM refer to: (1) orientation to prediction (Chin, 2000); (2) by variant (Chin, 2000); (3) no causal loops (Hair, et al., 2014); (4) consistent when the coefficient of guesswork, and the sample size increases

(Chin, 2000); (5) can be modeled formatively and reflectively (Chin, 2000); and (6) optimal for prediction accuracy (Chin, 2000).

This research uses Wardah brand halal cosmetics as the object of research. Currently the Wardah brand has the largest share for halal cosmetics. According to data quoted by indonesien.ahk.de (February 2, 2022), Wardah as a brand produced by PT Paragon Technology and Innovation is a pioneer of halal products for cosmetics and skin care which managed to get income of around Rp. 3.05 trillion in 2020 only from the Wardah brand.

The research question was in the form of a questionnaire, conducted with a structured online technique, to respondents who had purchased and used Wardah halal cosmetic products. In this study, test the hypothesis using the Partial Least Square (PLS) analysis technique with the Smart PLS 4.0 program. The population and sample in this study are women who have purchased Wardah halal cosmetics, where the instrument used in this study is a questionnaire distributed online, which is distributed during the grace period from September 14 to September 17, 2022. A total of 300 questionnaires were distributed, which were then returned after filling out a total of 290 questionnaires from respondents.

4. Result, Discussion, and Managerial Implication

4.1 Uji Convergent Validity dan Outer Loading Statistic

To check *convergent validity*, use *the outer loading* or load factor values. An indicator is said to be able to meet *convergent validity* or convergence validity with a value of either if the *outer loading* or *external load* value is greater than 0.7.

Foreach research variable indicator, there are several research variables with *an outer loading* value of less than 0.6. According to Ghozali (2011) the value of external load or outer loading 0.5 to 0.6 is considered sufficient to meet the *convergent validity* requirements, so the author must eliminate several variables whose *outer loading* value is less than 0.5, including RD2 and RD6 variables. Then re-testing *the outer loading* by eliminating some of these variables with the results in Figure 2.

After the *convergent validity* test was carried out again, it was found that the value of each research variable indicator with many *outer loading* values was greater than 0.7. There are no more variable indicators with a load value of less than 0.5 so that all published indicators are feasible or valid for further study and analysis.

Discriminant validity of the measurement model with reflexive indicators, assessed based

on cross loading measurements with construct. If the correlation of the construct with the measurement is greater than the size of the other construct, then it shows that the latent construct will predict the size of the variable block better than the size of the other variable blocks. In the discriminant validity in Table 1, the recommended AVE value > 0.5 . In this study, all AVE scores > 0.5 , so it meets the criteria of discriminant validity.

4.2 Reliability Test

In addition to the convergent validity test, there are several criteria for evaluating the outer model, namely conducting construction reliability tests, one of which is measured by testing the average variant extracted (AVE). Ghozali (2011) says for each indicator, the required value must be greater than 0.5 for a good model.

Based on the data presented in Table 2, it is known that the AVE value of CSR, Brand Image, Brand Credibility, and Repurchase Decision variables is more than 0.5. Therefore, all variables have a good discriminant validity value. And everything is reliable because Cronbach's alpha value and composite reliability value are above 0.7.

4.3 Path Coefficient Test

Uji path coefficient is done to see the magnitude of the influence of the independent variable on the dependent variable.

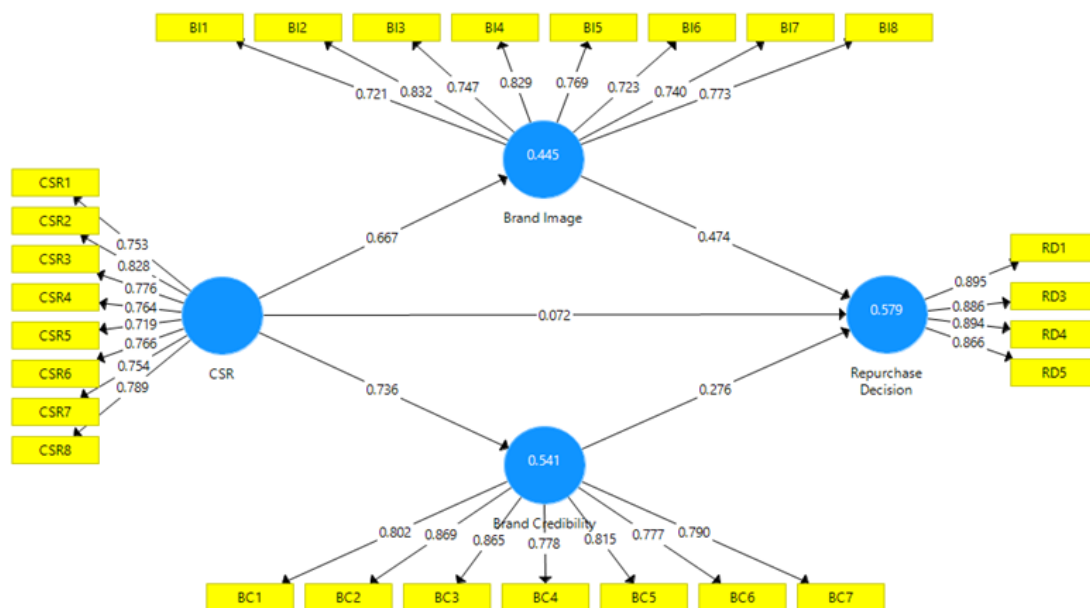


Figure 2. PLS Algorithm Outer Model Results Display

Source: Data processed (2022)

Based on the description of the data in Table 3, it can be seen that the largest path coefficient value is the influence of CSR on Brand Credibility of 0.736. Then the second biggest influence is the influence of CSR on Brand Image by 0.667. The influence of Brand Image on the Buyback Decision is 0.474, the influence of Brand Credibility on the repurchase Decision is 0.276, and finally the influence of CSR on the Repurchase Decision is 0.072. The results of the data processing above, it can be seen that all variables have positive values. Thus, the higher the value of the path coefficient on an independent variable against the dependent variable, the stronger the influence between independent variables on the dependent variable.

4.4 Goodness of Fit Test

The coefficient of determination (adjusted R-squared) is used to express the magnitude of the influence of the influencing variable on the affected variable.

Based on Table 4 the total value of the adjusted *R-square* is 1.557 where the average value is 0.519. According to Ghazali (2014) the *adjusted R Square* results of 0.67 and above indicate exogenous variables against endogenous variables in the good category, while 0.33 to 0.67 are in the medium category, while 0.19 to 0.33 are weak. So the research design this time is included in the medium category with a value of 0.519.

The *R square Adjusted* value of the Brand

Table 1. Average Variance Extracted (AVE)

	<i>Average Variance Extracted (AVE)</i>
<i>Brand Credibility</i>	0.663
<i>Brand Image</i>	0.589
CSR	0.592
<i>Repurchase Decision</i>	0.783

Source: Data processed (2022)

Table 2. Cronbach's Alpha and Composite Reliability

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Kesimpulan
<i>Brand Credibility</i>	0.915	0.932	Reliabel
<i>Brand Image</i>	0.900	0.920	Reliabel
CSR	0.901	0.921	Reliabel
<i>Repurchase Decision</i>	0.908	0.935	Reliabel

Source: Data processed (2022)

Table 3. Path Coefficient Test

	Brand Credibility	Brand Image	Repurchase Decision
Brand Credibility			0.276
Brand Image			0.474
CSR	0.736	0.667	0.072

Source: Data processed (2022)

Table 4. Evaluation of the Inner Structural Model

	<i>R Square</i>	<i>R Square Adjusted</i>
Brand Credibility	0.541	0.54
Brand Image	0.445	0.443
Repurchase Decision	0.579	0.574
TOTAL		1,557
Average		0.519

Source: Data processed (2022)

Table 5. Construct Relationships Between Variables (*Path Coefficient*)

	<i>Original Sample</i>	<i>Sample Mean</i>	<i>Standard Deviation</i>	<i>T Statistics</i>	<i>P Values</i>	Conclusion
CSR □ Brand Image	0.667	0.668	0.037	18.115	0.000	Data Supported
CSR □ Brand Credibility	0.736	0.739	0.027	26.997	0.000	Data Supported
CSR □ Repurchase Decision	0.072	0.075	0.067	1.085	0.278	Not Supported Data
Brand Image □ Repurchase Decision	0.474	0.475	0.064	7.351	0.000	Data Supported
Brand Credibility □ Repurchase Decision	0.276	0.273	0.073	3.792	0.000	Data Supported

Source: Data processed (2022)

Credibility equation from the table above 0.54 shows that 54% of the Brand Credibility variance can be explained by changes from CSR variables, while the other 46% is due to other factors outside the model.

The *R square Adjusted* value of the Brand Image equation from the table above of 0.443 shows that 44.3% of the Brand Image variance can be explained by changes from CSR variables, while the other 55.7% is due to other factors outside the model.

The *R square Adjusted* value of the Repurchase Decision equation from the table above 0.574 shows that 57.4% of the repurchase decision variance can be explained by changes in CSR Brand Image, and Brand Credibility variables. Another 33.6% was due to factors outside the model.

4.5 Hypothesis Testing

Based on the data that has been done, the

results can be used to answer the hypothesis in this study. Test the hypothesis in this study by looking at the value of T-Statistics and the value of P-Values. The research hypothesis can be declared accepted if the P-Values value < 0.05. The results of the hypothesis test obtained in this study through the inner model can be seen in Table 5 and Figure 3.

4.6 Hypothesis Testing

CSR to brand image gets a t-statistic value of 18,115 more than 1.96, while a *p-value* is below 0.05. It can be concluded that hypothesis 1 is accepted. This means that CSR has a significant effect on brand image. These results are in line with previous research conducted by Hardiani (2016) on the influence of CSR on brand image or corporate image, a study at PT. Bank BRI Tbk (Persero) Makassar branch. In the study, CSR has a positive and significant effect on the company's image. In this regard, Wardah's various CSR activities and the 4

pillars of the "Wardah Inspiring Movement" that are carried out consistently will continue to strengthen Wardah's brand image to be positive.

CSR to brand credibility gets a t-statistic value of 26,997 more than 1.96, while a *p-value* is below 0.05. It can be concluded that hypothesis 2 is accepted. This means that CSR has a significant effect on brand credibility. These results are in line with previous research conducted by (Alcañiz et al., 2010) on the positive relationship of a company's credibility to social activities carried out as the basis of persuasion mechanisms, where *trustworthiness* and *expertise* are the main foundations. In this regard, to Wardah by delivering what they promise, being themselves (Wardah), and conveying product claims convincingly, consumer experiences with Wardah will generate trust.

CSR to the buyback decision gets a t-statistic value of 1,085 below 1.96, while a *p-value* is above 0.05. So the relationship between CSR and buyback decisions is not significant. It can be concluded that hypothesis 3 is not accepted. H3 is insignificant and therefore does not support the hypothesis proposed. This result is not in line with research conducted by Poulouse (2019) which states that CSR driven by morality has a positive influence on consumer purchase intentions. This means that if they want to entice consumers to rebuy, they

need something other than creating a campaign that has moral value.

Brand image to buyback decision gets a t-statistic value of 7,351 over 1.96, while a *p-value* below 0.05. It can be concluded that hypothesis 4 is accepted. This means that brand image has a significant effect on buying back decisions. This is in line with research conducted by (Nyein, 2019) on Garnier products in Thailand which states most consumers have brand associations with Garnier skincare products because they have a positive image related to the brand and the belief that the product feels confident in a personal lifestyle. Although Garnier is a low-cost product, they maintain product quality. In this regard, currently most respondents are willing to make repurchases and recommend Wardah products. The competition is becoming more intense and Wardah needs to continue to differentiate its products in order to survive the onslaught of competition.

Brand credibility to the buyback decision gets a t-statistic value of 3,792 more than 1.96, while a *p-value* is below 0.05. It can be concluded that hypothesis 5 is accepted. This means that brand credibility has a significant effect on repurchase decisions. This is in line with research conducted by (Prader, 2021) which states that there is an attachment between the credibility of a brand and fostering

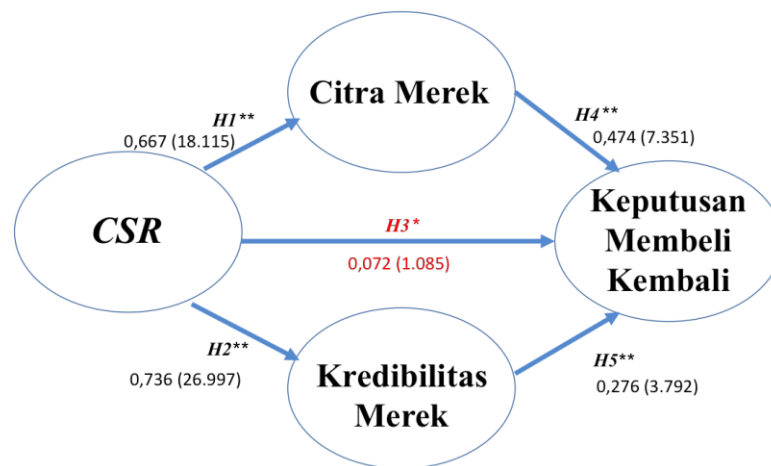


Figure 3. Display Results from Research Model

Source: Data processed (2022)

the desire to repurchase a product related to product quality and influencers who actively promote their products. In this regard, Wardah currently collaborates with 8 brand *ambassadors*, dozens of *spokes persons*, and hundreds of *influencers* who are active in fields of kindness that are in line with Wardah's values, to maintain the credibility of their brand while continuing to improve product quality.

4.7 Managerial Implication

The discussion of the results obtained in this study has implications, both for the company studied, as well as for the academic scope.

Where in accordance with the explanation in the introduction, this study is expected to determine the influence of CSR variables, brand image, and brand credibility on the decision to repurchase, because when the decision to repurchase occurs, *sustainable*

business management will occur. Based on the primary data obtained, the greatest value in the brand image dimension is that Wardah is considered to play an important role in the halal cosmetics industry (79.3% answered "strongly agree"). This highest dimension of brand image needs to be improved so that it can be a differentiator from other brands and become one of the main strengths. If the brand image is good, then *sustainable repurchase* will be higher.

There are several hypotheses that turned out not to be in accordance with the author's expectations, but other hypotheses are empirically proven from the results of data processing. CSR has a significant effect on brand image and brand credibility, while brand image and brand credibility have a significant effect on buyback decisions.

However, there is an interesting thing, namely from the main focus that starts from CSR which was previously predicted to be one of the factors that influence buybacks, but it turns out that the results obtained, show a relationship that does not directly affect the decision to repurchase. Even if in fact, CSR activities that have been carried out, have an impact on the strength of brand image and brand credibility, which actually and should be able to influence the decision to repurchase.

However, various kindness and humanitarian events that have been carried out by Wardah's brand management team or brand, are not in vain, because they have a very significant influence on: (1) brand image; and (2) brand credibility. Which means that, all steps and efforts to do good through various CSR programs, need other new breakthroughs. For example, benchmarking, to cosmetic companies from abroad branded or brand "The Body Shop" which is known to be very *attached* to the 3Ps principle, namely: *people – planet – profit*. Because in the present time where there is very massive *global warming* and *global climate change*, efforts to do good, it is not enough just to think about the elements of "*people*" alone.

So far, in the observation of researchers, that even though the Wardah brand or brand does good things for a sustainable environment, it only seems to 'only' stick to a few communities

such as mangrove planting activities in Thousand Islands and several other CSR activities, so it has not been carried out holistically and continuously, as the current issue of planet earth with the term "*sustainable development goals*" and "*agenda 30*."

There is a term "*good packaging protect the brand*" embraced by *brands*. But it is increasingly irrelevant when considering the deteriorating condition of the earth, and the sturdy packaging is only used once to protect the product (until it reaches consumers properly), but after that it will certainly add to the pile of industrial waste, which is very difficult to decompose, so it can be ascertained that it will definitely have a bad impact on the environment on this earth.

It must be realized, if you see a shift in marketing style from "product centric", then to "consumer centric" and now to "humanities centric", where products are competing to not only think about the benefits of products for consumers alone, but also for society or *society* as a whole. So that it is no longer just thinking about the functional alone, but also including the benefits holistically-sustainably which emotionally and sociably will cause positive energy. A good product character that has emotional attributes, will have a good personality that at the same time can also reflect the user. So that the right "through brand image" is expected to be a "catalyst that

leverages the brand, so that in the end it can have a significant influence on the decision to repurchase Wardah-branded products.

5. Conclusions, Suggestions, and Limitations

The results of the analysis using the *Structural Equation Model (SEM)* method using the Partial Least Square (PLS) analysis technique with the Smart PLS 4.0 program show that from the five hypotheses, it turns out that CSR does not have a direct effect on the decision to repurchase, while CSR has a direct effect on brand image and brand credibility, and brand image and brand credibility have a significant effect on the decision to repurchase.

The research conducted was honestly filled with various limitations, because the researcher did initially limit this research itself, for example for the mediation element only focused on brand image and brand credibility. The limitations of the study also existed in the dominant profile of respondents at the age of 17-35 years. It is hoped that the next researcher can expand the profile of respondents so that the results of their research become more thorough. It is also suspected that one of the things that makes H3 unsupported is the non-involvement of respondents in Wardah's CSR activities.

Future research can consider *Communication Quality* on *e-commerce portals*. Online sales are increasingly rife and

communication quality is one of the main things which is an important factor that makes consumers decide to repurchase because of the hospitality and speed in responding to consumers. How to maintain *customer relations* plays an important role in the success of transactions in *e-commerce*. e-WOM (word of mouth), because from doing *electronic word of mouth*, there will be trust between products and consumers. More and more decide to buy an item by looking at *reviews* and comments that discuss the product first, because consumers who are satisfied in using a product will do *word of mouth*. This will build trust in potential customers related to the products offered. The principle of reuse – *reuse – recycle – refill*. With regard to the current issues of planet earth, "*sustainable development goals*" and "agenda 30", consumers with high ethical awareness and aware of environmental and social issues tend to be loyal to brands or brands that they value to live up to these principles.

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