MORFAI JOURNAL
Multidisciplinary Output Research For Actual and International Issue
INDEX COPERNICUS INTERNATIONAL
Multidisciplinary Output Research For Actual and International Issue (MORFAI Journal) ISSN (e): 2808-6635
Volumes 6 No. 5 (2026)

FROM CSR PROGRAM TO BRAND LOYALTY: SERIAL MEDIATION OF BRAND LEGITIMACY AND CUSTOMER ENGAGEMENT

Senam Agbetossou
Master's Program in Marketing Management
Faculty of Economics and Business Education (FPEB)
Universitas Pendidikan Indonesia, Bandung, Indonesia
Email: senamagbe0@gmail.com

Received:04/07/2026 | **Revised** : 10/07/2026 | **Accepted:** 27/07/2026 | **Published** :11/08/2026

Abstract

Corporate social responsibility (CSR) is increasingly used by consumer brands to build durable relationships, yet the mechanism through which perceptions of a CSR Program translate into brand loyalty remains insufficiently explained. This study examines whether brand legitimacy and customer engagement transmit the effect of consumers' perceptions of a CSR Program to brand loyalty in the global fast-food restaurant context. Data were obtained from 305 consumers in Bandung, Indonesia, who had purchased from McDonald's, KFC, or Burger King within the previous six months. The model was tested using partial least squares structural equation modeling (PLS-SEM). CSR Program strongly predicted brand legitimacy ($\beta = 0.714$, $p < 0.001$) and positively predicted customer engagement ($\beta = 0.307$, $p = 0.001$), while brand legitimacy positively influenced both customer engagement ($\beta = 0.537$, $p < 0.001$) and brand loyalty ($\beta = 0.455$, $p < 0.001$). Customer engagement also increased brand loyalty ($\beta = 0.455$, $p < 0.001$). In contrast, the direct CSR-brand loyalty path was not significant ($\beta = -0.088$, $p = 0.162$). However, the total CSR Program effect on brand loyalty was positive and significant ($\beta = 0.551$, $p < 0.001$), supported by significant indirect paths through brand legitimacy, customer engagement, and their serial mediation. The findings show that CSR Program becomes loyalty when consumers interpret CSR as evidence of brand legitimacy and subsequently deepen their engagement with the brand. The study advances CSR marketing research by identifying legitimacy and engagement as complementary relational mechanisms rather than assuming that CSR directly creates loyalty.

Keywords: brand legitimacy; brand loyalty; corporate social responsibility; customer engagement; fast-food restaurants

1. INTRODUCTION

Corporate social responsibility has shifted from a peripheral philanthropic activity to an increasingly visible part of brand strategy. In consumer markets, CSR initiatives can signal that a firm is attentive not only to economic goals but also to customers, communities, ethical conduct, and environmental concerns. This signaling function is especially important in food and restaurant markets, where consumers encounter brands frequently, evaluate them publicly, and increasingly connect consumption with broader expectations about responsible business behavior. Prior restaurant research indicates that CSR can strengthen brand attitude, service evaluations, satisfaction, and customer retention, while studies in food retail show that CSR can also contribute to consumer loyalty through psychological and relational mechanisms (Lee, Han, Radic, & Tariq, 2020; Fernández-Ferrín, Castro-González, & Bande, 2021).

However, the assumption that CSR automatically produces loyalty is theoretically incomplete. Consumers may recognize CSR activities without translating that recognition into repeat choice, advocacy, or resistance to switching. CSR Program can also be interpreted as symbolic or promotional when their sincerity or fit with the brand is unclear. Research on restaurant consumers emphasizes the importance of CSR authenticity, while more recent work shows that consumer skepticism can actively challenge the legitimacy claims companies attempt to build through CSR (Kim & Stepchenkova, 2020; Bagatini, Perin, & de Medeiros, 2026). Consequently, the effect of CSR on loyalty may depend on whether consumers first judge the brand as socially appropriate, responsible, and acceptable. This study introduces brand legitimacy as a central explanatory mechanism. Brand legitimacy refers to consumers' perception that a brand's presence and actions are appropriate and consistent with relevant social and market expectations. Legitimacy is particularly relevant to CSR because responsibility programs are not only evaluated for the benefits they provide but also for what they imply about whether a firm deserves social acceptance. Prior research has shown that CSR-related information cues can influence perceived corporate legitimacy, suggesting that consumers use responsibility signals to form broader judgments about organizational appropriateness (Lee, Yoon, & O'Donnell, 2018). In a fast-food context, where global brands face scrutiny regarding nutrition, labor practices, waste, environmental impacts, and community responsibility, legitimacy can therefore be an important bridge between CSR perceptions and relationship outcomes.

Customer engagement constitutes a second relational mechanism. Engagement reflects consumers' cognitive attention, emotional connection, and behavioral involvement with a brand. The customer-engagement literature suggests that engaged consumers process brand information more actively, develop stronger emotional responses, and participate more deeply in brand-related interactions (Hollebeek, Glynn, & Brodie, 2014). In restaurant settings, engagement has been shown to contribute to brand loyalty and to transmit the effects of broader brand experiences (Huang & Chen, 2022). CSR may therefore build loyalty not by directly compelling repeat purchase but by making the brand more legitimate and worthy of attention, which then strengthens engagement.

The Indonesian fast-food market offers a useful setting for examining these mechanisms. Global fast-food brands such as McDonald's, KFC, and Burger King operate in a competitive environment in which functional product similarity makes relational and reputational differentiation increasingly important. Indonesian evidence already shows that brand-related psychological variables predict loyalty in the food-and-beverage sector, including fast-food restaurants (Keni & Japiana, 2022). Yet limited research has jointly modeled CSR, legitimacy, engagement, and loyalty in this market, and even less has tested whether legitimacy and engagement work sequentially.

Accordingly, this study asks a more specific question than whether a CSR Program affects loyalty: through what relational process do consumers' perceptions of a CSR Program translate into loyalty? The proposed model positions brand legitimacy and customer engagement as parallel and serial mediators between CSR Program and brand loyalty. This contributes to marketing theory by integrating legitimacy judgments with customer engagement in a consumer-level CSR model. Practically, it helps restaurant managers understand that CSR expenditure alone may not generate loyalty unless consumers interpret CSR as credible evidence that the brand deserves acceptance and then become more deeply engaged with the brand.

Hypothesis Development

CSR Program and brand legitimacy

CSR provides observable cues about whether a brand behaves consistently with societal expectations. When consumers perceive responsibility toward customers, communities, ethics, and the environment, these actions can increase judgments that the firm is appropriate and socially acceptable. Research on CSR communication shows that responsibility-related information can shape perceived legitimacy, while contemporary legitimacy research highlights the role of consumer evaluation and skepticism in validating or contesting corporate claims. Therefore, stronger perceived CSR should increase brand legitimacy.

H1: CSR Program has a positive effect on brand legitimacy.

CSR Program and customer engagement

CSR can also give consumers additional reasons to attend to, identify with, discuss, and emotionally connect with a brand. Prior work links CSR with customer engagement through mechanisms such as CSR credibility, customer-company identification, and satisfaction (Hur, Moon, & Kim, 2020; Agyei, Sun, Penney, Abrokwah, & Ofori-Boafo, 2021). Responsibility initiatives may therefore extend the consumer-brand relationship beyond transactions.

H2: CSR Program has a positive effect on customer engagement.

CSR Program and brand loyalty

CSR has frequently been associated with customer retention and loyalty because responsible behavior can strengthen favorable brand evaluations and relational commitment. Evidence from chain restaurants and food retailing supports positive CSR-related retention and loyalty effects, although prior studies also suggest that these effects often operate through intervening attitudes and relationship mechanisms (Lee et al., 2020; Fernández-Ferrín et al., 2021; Yuan, Shahzad, Waheed, & Wang, 2024). A direct relationship is therefore tested while allowing mediation mechanisms to explain the effect.

H3: CSR Program has a positive direct effect on brand loyalty.

Brand legitimacy, customer engagement, and brand loyalty

A legitimate brand is more likely to be viewed as credible, appropriate, and worthy of continued attention. Such judgments reduce relational uncertainty and can motivate consumers to interact more actively with the brand. Legitimacy should also support loyalty because consumers are more willing to maintain relationships with brands whose conduct they consider appropriate. At the same time, engaged customers are more likely to maintain brand preference, advocate for the brand, and resist switching. Restaurant research provides direct support for the engagement-loyalty relationship (Huang & Chen, 2022; Keni & Clarissa, 2024).

H4: Brand legitimacy has a positive effect on customer engagement.
H5: Brand legitimacy has a positive effect on brand loyalty.
H6: Customer engagement has a positive effect on brand loyalty.

Mediating mechanisms

If CSR is primarily an evaluative signal rather than an immediate behavioral trigger, its influence on loyalty should emerge through intervening consumer judgments and relationships. Brand legitimacy can translate CSR into social acceptance, while customer engagement can translate favorable evaluation into deeper relational involvement. The model therefore tests both separate mediation and serial mediation in which CSR strengthens legitimacy, legitimacy increases engagement, and engagement culminates in loyalty.

H7: Brand legitimacy mediates the effect of CSR Program on brand loyalty.
H8: Customer engagement mediates the effect of CSR Program on brand loyalty.
H9: Brand legitimacy and customer engagement serially mediate the effect of CSR Program on brand loyalty.
H10: Customer engagement mediates the effect of brand legitimacy on brand loyalty.

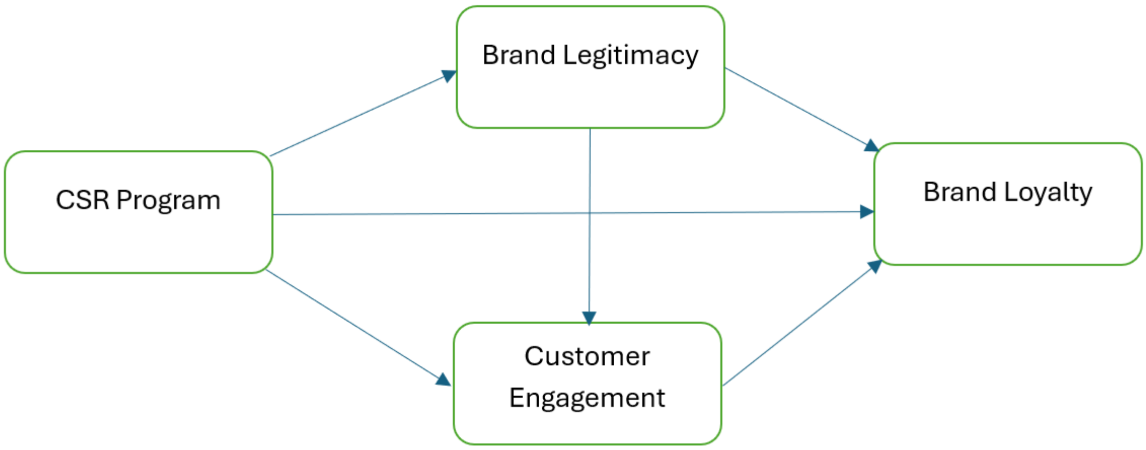

Figure 1. Theoretical Framework of the Study

Source: Developed for this study.

Note. The figure displays the direct structural paths. The indirect effects tested were: (H7) CSR Program → Brand Legitimacy → Brand Loyalty; (H8) CSR Program → Customer Engagement → Brand Loyalty; (H9) CSR Program → Brand Legitimacy → Customer Engagement → Brand Loyalty (serial mediation); and (H10) Brand Legitimacy → Customer Engagement → Brand Loyalty.

2. METHOD

This study used a quantitative, cross-sectional explanatory survey design. The target population consisted of consumers who were sufficiently familiar with one of three global fast-food restaurant brands operating in Bandung, Indonesia: McDonald's, KFC, or Burger King. Respondents were screened to ensure that they were at least 17 years old, lived in or regularly conducted activities in Bandung, had purchased or consumed one of the focal brands during the previous six months, and knew enough about the selected brand to evaluate its activities, public image, and their relationship with it. The initial survey produced 497 responses. Eligibility screening removed 177 responses, leaving 320 eligible cases. A subsequent response-quality check removed 15 exact straight-line responses across the 36 main Likert indicators. The final dataset therefore consisted of 305 valid responses.

Purposive sampling was used because the theoretical constructs required respondents with recent and brand-specific consumption experience. Each respondent selected a focal brand and answered all main questionnaire items with reference to that same brand. The final sample included 148 McDonald's consumers (48.5%), 116 KFC consumers (38.0%), and 41 Burger King consumers (13.4%). Female respondents accounted for 50.5% of the sample, males 41.6%, and 7.9% preferred not to state gender. Most respondents were 17-25 years old (70.8%) and 74.1% were students, reflecting a relatively young urban consumer sample.

All focal constructs were measured using seven-point Likert-type items. CSR Program was measured with 10 indicators covering customer welfare, fairness and transparency, ethical conduct, community contribution, environmental responsibility, meaningfulness, and sincerity. Brand Legitimacy was measured with six indicators addressing appropriateness, responsibility, social acceptance, and consistency with consumer and societal expectations. Customer Engagement was represented by 12 indicators capturing attention, interest, emotional connection, enthusiasm, interaction, participation, and continued involvement. Brand Loyalty was measured with eight indicators capturing repeat choice, preference, recommendation, positive word of mouth, and resistance to switching.

PLS-SEM was used to estimate the measurement and structural models because the study simultaneously examined multiple reflective latent constructs, direct effects, and several indirect pathways. The analysis followed established PLS-SEM reporting guidance (Hair, Risher, Sarstedt, & Ringle, 2019). Bootstrapping output from SmartPLS was used to assess path significance and indirect effects. The reflective measurement model was evaluated using indicator loadings, Cronbach's alpha, composite reliability (rho_A and rho_C), average variance extracted (AVE), the heterotrait-monotrait ratio (HTMT), and indicator-level variance inflation factors (VIF). Structural explanatory power was assessed using R-square and adjusted R-square. Mediation was interpreted from the significance of specific indirect effects together with the corresponding direct effect.

Table 1. Respondent Profile (n = 305)

Characteristic	Frequency	Percentage
Focal brand: McDonald's	148	48.5%
Focal brand: KFC	116	38.0%
Focal brand: Burger King	41	13.4%
Gender: Female	154	50.5%
Gender: Male	127	41.6%
Gender: Prefer not to say	24	7.9%
Age: 17-25	216	70.8%
Age: 26-30	49	16.1%
Age: 31 and above	40	13.1%
Status: Student	226	74.1%
Status: Employee/Entrepreneur	75	24.6%
Status: Other	4	1.3%

Source: Primary survey data, processed by the authors (2026).

3. RESULT AND DISCUSSION

Descriptive and measurement model assessment

The construct means were above the midpoint of the seven-point scale, with Brand Legitimacy recording the highest mean (M = 5.251), followed by Brand Loyalty (M = 5.220), Customer Engagement (M = 5.141), and CSR Program (M = 4.987). The measurement model showed strong indicator reliability: outer loadings ranged from 0.768 to 0.866 and all indicators were retained. Cronbach's alpha ranged from 0.903 to 0.952, rho_A from 0.905 to 0.953, and rho_C from 0.926 to 0.959.

Table 2. Construct Reliability and Convergent Validity

Construct	Cronbach's α	rho_A	rho_C	AVE
CSR Program	0.952	0.953	0.959	0.700
Brand Legitimacy	0.903	0.905	0.926	0.675
Customer Engagement	0.952	0.953	0.958	0.653
Brand Loyalty	0.937	0.938	0.948	0.694

Source: Primary survey data and PLS-SEM output, processed by the authors (2026).

All AVE values exceeded 0.50, ranging from 0.653 for Customer Engagement to 0.700 for CSR Program, supporting convergent validity. Indicator VIF values ranged from 2.312 to 3.542, remaining below 5.0 and indicating no critical indicator-level collinearity. Discriminant validity was also satisfactory: all HTMT point estimates were below 0.85, with the highest value of 0.810 between Brand Legitimacy and Customer Engagement. The bootstrapped upper confidence limits also remained below 0.90.

Table 3. HTMT Discriminant Validity

Construct	CSR	BLG	CE	BLY
CSR	—	0.767	0.722	0.580
BLG		—	0.810	0.798
CE			—	0.777
BLY				—

Notes: CSR = CSR Program; BLG = Brand Legitimacy; CE = Customer Engagement; BLY = Brand Loyalty.

Structural model and hypothesis testing

The structural model explained 51.0% of the variance in brand legitimacy, 61.7% of the variance in customer engagement, and 62.2% of the variance in brand loyalty. Adjusted R-square values were very similar, indicating that explanatory power was not materially inflated by model complexity.

Table 4. Explanatory Power of Endogenous Constructs

Endogenous construct	R^2	Adjusted R^2
Brand Legitimacy	0.510	0.509
Customer Engagement	0.617	0.615
Brand Loyalty	0.622	0.618

Source: SmartPLS output, processed by the authors (2026).

The direct path results reveal a clear pattern. CSR Program strongly increased brand legitimacy ($\beta = 0.714$, $t = 16.447$, $p < 0.001$), supporting H1. CSR Program also increased customer engagement ($\beta = 0.307$, $t = 3.296$, $p = 0.001$), supporting H2. However, the direct effect of CSR Program on brand loyalty was negative and statistically non-significant ($\beta = -0.088$, $t = 1.398$, $p = 0.162$); therefore, H3 was not supported. Brand legitimacy positively influenced customer engagement ($\beta = 0.537$, $p < 0.001$) and brand loyalty ($\beta = 0.455$, $p < 0.001$), supporting H4 and H5. Customer engagement also had a positive effect on brand loyalty ($\beta = 0.455$, $p < 0.001$), supporting H6.

Table 5. Direct Effects and Hypothesis Decisions

Hyp.	Path	β	t	p	Decision
H1	CSR Program → Brand Legitimacy	0.714	16.447	<0.001	Supported
H2	CSR Program → Customer Engagement	0.307	3.296	0.001	Supported
H3	CSR Program → Brand Loyalty	-0.088	1.398	0.162	Not supported
H4	Brand Legitimacy → Customer Engagement	0.537	5.772	<0.001	Supported
H5	Brand Legitimacy → Brand Loyalty	0.455	5.996	<0.001	Supported
H6	Customer Engagement → Brand Loyalty	0.455	6.546	<0.001	Supported

Source: SmartPLS bootstrapping output, processed by the authors (2026).

Mediation analysis

The mediation results provide the central contribution of this study. Although CSR Program did not directly increase brand loyalty, all hypothesized indirect paths were positive and significant. CSR Program affected brand loyalty through brand legitimacy ($\beta = 0.325$, $p < 0.001$), through customer engagement ($\beta = 0.140$, $p = 0.001$), and through the serial path CSR Program → brand legitimacy → customer engagement → brand loyalty ($\beta = 0.174$, $p < 0.001$). Customer engagement also mediated the relationship between brand legitimacy and loyalty ($\beta = 0.244$, $p < 0.001$). Thus, H7-H10 were supported.

Table 6. Specific Indirect Effects

Hyp.	Indirect path	β	t	p	Decision
H7	CSR Program → Brand Legitimacy → Brand Loyalty	0.325	5.753	<0.001	Supported
H8	CSR Program → Customer Engagement → Brand Loyalty	0.140	3.187	0.001	Supported
H9	CSR Program → Brand Legitimacy → Customer Engagement → Brand Loyalty	0.174	3.992	<0.001	Supported
H10	Brand Legitimacy → Customer Engagement → Brand Loyalty	0.244	3.854	<0.001	Supported

Source: SmartPLS bootstrapping output, processed by the authors (2026).

The magnitude of the total effects reinforces this interpretation. Once all indirect pathways are included, CSR Program has a substantial positive total effect on Brand Loyalty ($\beta = 0.551$, $t = 9.047$, $p < 0.001$), despite its non-significant direct coefficient. The total CSR Program effect on Customer Engagement is also large ($\beta = 0.690$, $p < 0.001$) because CSR influences engagement directly and indirectly through Brand Legitimacy. Because the indirect effects are significant while the direct CSR Program-to-loyalty effect is not, this pattern is consistent with indirect-only mediation (Zhao, Lynch, & Chen, 2010).

Table 7. Total Effects

Relationship	Total effect	t	p
Brand Legitimacy → Brand Loyalty	0.699	10.792	<0.001
Brand Legitimacy → Customer Engagement	0.537	5.772	<0.001
CSR Program → Brand Legitimacy	0.714	16.447	<0.001
CSR Program → Brand Loyalty	0.551	9.047	<0.001
CSR Program → Customer Engagement	0.690	13.850	<0.001
Customer Engagement → Brand Loyalty	0.455	6.546	<0.001

Source: SmartPLS bootstrapping output, processed by the authors (2026).

Discussion

The first important finding is that CSR Program is a powerful antecedent of brand legitimacy. The coefficient from CSR Program to brand legitimacy is the largest direct path in the model. This indicates that consumers interpret responsible programs as signals about whether a fast-food brand behaves in a way that is appropriate for its social environment. This result extends earlier work showing that CSR communication and social approval can shape perceived legitimacy. It also aligns with contemporary evidence that consumers actively validate or contest corporate legitimacy based on how credible they find CSR conduct (Bagatini et al., 2026). In practical terms, CSR appears to matter first as a reputational and normative signal.

Second, brand legitimacy substantially increases customer engagement. When consumers perceive the brand as appropriate, socially accepted, and responsible, they are more likely to notice its communications, feel emotionally connected, and sustain involvement. This result helps link legitimacy theory with customer-engagement research. Engagement is often studied as a consequence of experience, identification, or social media activity, yet the present results show that legitimacy itself can be an important relational foundation. A consumer may engage not only because brand content is entertaining but because the brand is perceived as deserving attention and support.

Third, both legitimacy and engagement independently increase brand loyalty with identical direct coefficients ($\beta = 0.455$). This suggests that loyalty in the fast-food context has both evaluative and relational roots. Legitimacy provides an evaluative reason to continue supporting the brand, while engagement provides a relational pathway through attention, emotional connection, interaction, and ongoing involvement. This complements restaurant evidence showing that customer engagement deepens brand loyalty (Huang & Chen, 2022) and Indonesian evidence that relational brand variables are significant predictors of fast-food loyalty (Keni & Japiana, 2022).

The most theoretically meaningful result is the absence of a significant direct CSR Program effect on loyalty once legitimacy and engagement are included. This does not mean CSR Program is ineffective. The significant total CSR Program effect on loyalty ($\beta = 0.551$) demonstrates the opposite. Rather, CSR Program is effective because it first changes brand legitimacy and engagement. This finding is consistent with restaurant and food-retail research showing that CSR frequently affects retention and loyalty through mediating attitudes, satisfaction, commitment, identification, or other relational mechanisms (Lee et al., 2020; Fernández-Ferrín et al., 2021). The present study adds brand legitimacy and customer engagement to this explanatory chain.

The serial indirect effect is particularly useful for marketing management. CSR Program → brand legitimacy → customer engagement → brand loyalty was positive and significant. This sequence suggests that managers cannot assume consumers will reward CSR merely because a program exists. Consumers first interpret whether the program indicates that the brand behaves appropriately and sincerely. If that legitimacy judgment is favorable, consumers become more willing to pay attention to and engage with the brand. Engagement then translates the favorable judgment into loyalty behaviors such as repeat choice, recommendation, positive word of mouth, and resistance to switching.

These findings also help explain why CSR Program campaigns sometimes generate disappointing commercial returns. A program may receive exposure without increasing legitimacy, particularly if consumers perceive it as inconsistent, opportunistic, or merely promotional. Kim and Stepchenkova (2020) emphasize CSR authenticity in restaurant settings, while recent research demonstrates that skepticism can undermine legitimacy claims. Thus, CSR managers should not evaluate success only through reach, media impressions, or campaign participation. Measures of perceived sincerity, appropriateness, and social acceptance should be monitored because those judgments are closer to the mechanism through which loyalty is created.

Managerial implications

Fast-food managers should design the CSR Program as a legitimacy-building strategy rather than as a stand-alone promotional campaign. Programs should be visibly connected to issues consumers consider relevant to the brand's responsibilities, including customer welfare, ethical conduct, community contribution, waste, environmental impact, and transparent business practices.

CSR Program communication should emphasize evidence of consistency and sincerity. Because the direct CSR Program-to-loyalty path was not significant, simply increasing the quantity of CSR messages is unlikely to be sufficient. Managers should explain what the brand is doing, why it is doing it, and how the initiative connects with ongoing business practices. This can strengthen the legitimacy judgment that precedes loyalty.

Engagement should be intentionally designed into CSR Program. Consumers can be invited to participate, respond, share, volunteer, provide feedback, or follow measurable progress. Interactive CSR Program activities can help convert legitimacy into an active brand relationship. However, engagement mechanisms should remain substantive rather than gamifying social responsibility in ways that could reduce authenticity.

Managers should monitor a sequence of metrics: CSR Program perception → legitimacy → engagement → loyalty. This is more diagnostically useful than measuring only final purchase or retention outcomes. If CSR Program perception is high but legitimacy remains low, the problem may be credibility or fit. If legitimacy is high but engagement is weak, the brand may need more relevant communication and participation opportunities.

4. CONCLUSION

This study examined how CSR Program translates into brand loyalty through brand legitimacy and customer engagement among 305 consumers of McDonald's, KFC, and Burger King in Bandung. The findings demonstrate that CSR Program strongly increases brand legitimacy and also increases customer engagement, while legitimacy strengthens both engagement and loyalty. Customer engagement, in turn, has a positive effect on loyalty. The direct effect of CSR on brand loyalty is not significant; however, CSR Program has a strong positive total effect because the relationship is transmitted through legitimacy, engagement, and their serial mediation. The study therefore concludes that CSR Program does not automatically create loyalty. CSR becomes commercially relational when consumers interpret it as evidence that the brand is legitimate and subsequently develop stronger engagement with the brand.

Theoretical implication

The study integrates consumer-level legitimacy judgments with customer engagement to explain the CSR Program-to-loyalty mechanism. It demonstrates that legitimacy and engagement are complementary mediators and that a sequential legitimacy-to-engagement pathway provides a more precise explanation than a simple direct-effect model.

Limitations and future research

The study is cross-sectional and relies on self-reported consumer perceptions, so causal interpretation should remain cautious. The sample is geographically concentrated in Bandung and is dominated by younger consumers and students. The study also focuses on three global fast-food brands, which may limit generalizability to local restaurants, premium dining, or other service categories. Future research should use longitudinal or experimental designs, test brand-level differences, examine CSR authenticity and skepticism as moderators, and replicate the model across cities and age groups. Researchers could also investigate whether environmental, customer-oriented, ethical, and community CSR dimensions differ in their ability to build legitimacy and engagement.

REFERENCES

Agyei, J., Sun, S., Penney, E. K., Abrokwah, E., & Ofori-Boafo, R. (2021). Linking CSR and customer engagement: The role of customer-brand identification and customer satisfaction. SAGE Open, 11(3). https://doi.org/10.1177/21582440211040113

Astuti, L. I., & Rodhiyah. (2018). The influence of corporate social responsibility and corporate image against a loyalty customers: Case study on fast-food restaurant McDonald's Indonesia Semarang. Jurnal Administrasi Bisnis, 6(2), 96-101. https://doi.org/10.14710/jab.v6i2.16610

Bagatini, F. Z., Perin, M. G., & de Medeiros, J. F. (2026). How consumers contest legitimacy: Skepticism toward corporate social responsibility. Corporate Social Responsibility and Environmental Management, 1-18. https://doi.org/10.1002/csr.70532

Cuesta-Valiño, P., Kazakov, S., Penelas-Leguía, A., & Gutiérrez-Rodríguez, P. (2024). The impact of corporate social responsibility on customer loyalty in hospitality business. Quality & Quantity, 58, 2163-2181. https://doi.org/10.1007/s11135-023-01749-x

Fernández-Ferrín, P., Castro-González, S., & Bande, B. (2021). Corporate social responsibility, emotions, and consumer loyalty in the food retail context: Exploring the moderating effect of regional identity. Corporate Social Responsibility and Environmental Management, 28, 648-666. https://doi.org/10.1002/csr.2077

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, 31(1), 2-24. https://doi.org/10.1108/EBR-11-2018-0203

Hollebeek, L. D., Glynn, M. S., & Brodie, R. J. (2014). Consumer brand engagement in social media: Conceptualization, scale development and validation. Journal of Interactive Marketing, 28(2), 149-165. https://doi.org/10.1016/j.intmar.2013.12.002

Huang, C.-C., & Chen, S.-E. (2022). Establishing and deepening brand loyalty through brand experience and customer engagement: Evidence from Taiwan's chain restaurants. Journal of Quality Assurance in Hospitality & Tourism, 23(1), 217-239. https://doi.org/10.1080/1528008X.2020.1864565

Hur, W.-M., Moon, T.-W., & Kim, H. (2020). When and how does customer engagement in CSR initiatives lead to greater CSR participation? The role of CSR credibility and customer-company identification. Corporate Social Responsibility and Environmental Management, 27, 1878-1891. https://doi.org/10.1002/csr.1933

Keni, K., & Clarissa, S. (2024). Factors affecting brand loyalty at hotpot restaurant in Jakarta. Jurnal Manajemen, 28(2). https://doi.org/10.24912/jm.v28i2.1783

Keni, K., & Japiana, M. (2022). Factor influencing brand loyalty in the Indonesian food and beverage sector. Jurnal Manajemen, 26(2), 277-295. https://doi.org/10.24912/jm.v26i2.980

Kim, M., & Stepchenkova, S. (2020). Corporate social responsibility authenticity from the perspective of restaurant consumers. The Service Industries Journal, 40(15-16), 1140-1166. https://doi.org/10.1080/02642069.2020.1760249

Lee, S., Han, H., Radic, A., & Tariq, B. (2020). Corporate social responsibility (CSR) as a customer satisfaction and retention strategy in the chain restaurant sector. Journal of Hospitality and Tourism Management, 45, 348-358. https://doi.org/10.1016/j.jhtm.2020.09.002

Lee, Y.-J., Yoon, H. J., & O'Donnell, N. H. (2018). The effects of information cues on perceived legitimacy of companies that promote corporate social responsibility initiatives on social networking sites. Journal of Business Research, 83, 202-214. https://doi.org/10.1016/j.jbusres.2017.09.039

Noh, Y., & Liu, P. (2024). Exploring how consumers' perceptions of corporate social responsibility impact dining intentions in times of crisis: An application of the social identity theory and theory of perceived risk. Journal of Risk and Financial Management, 17(2), 44. https://doi.org/10.3390/jrfm17020044

Yuan, J., Shahzad, M. F., Waheed, A., & Wang, W. (2024). Sustainable development in brand loyalty: Exploring the dynamics of corporate social responsibility, customer attitudes, and emotional contagion. Corporate Social Responsibility and Environmental Management, 31(2), 1042-1051. https://doi.org/10.1002/csr.2621

Zhao, X., Lynch, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. Journal of Consumer Research, 37(2), 197-206. https://doi.org/10.1086/651257