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## Customer Trust through Green Corporate Image, Green Marketing Strategy, and Social Responsibility: A Case Study

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### **Abstract:**

**Purpose:** The aim of this research is to study the public awareness on the consumption of green products. It begins with the community's increased interest in the environment, arising from their desire to help in the reduction of the impact of environmental damage by becoming an intelligent consumer.

**Design/Methodology/Approach:** The research was conducted through a survey method using customers of Unilever. The sample result was determined by the purposive sampling of about 225 customers in Jakarta and its surrounding areas. Both programs succeeded simultaneously, helped with the building of a green corporate image, which shows the green marketing implementation, its marketing strategy and its corporate social responsibility program which is highly beneficial and memorable to the community.

**Findings:** The research was conducted within the available region and a limited sample from manufacturing firms to make it a little bit less unspecific to findings. More consumers and communities should be invited to care for the environment. They should also have the ability to prove and commit to the community in the implementation of their corporate social responsibility program in order to minimize the environmental impact of not just the corporate image of the company, but also their operational processes.

**Practical Implications:** Green marketing implementation into marketing strategy and corporate social responsibility program bring benefit, high imperative to the community, and positive value to the company's green image.

**Originality/Value:** The study would enable the company to become a key driver in green marketing initiatives, potentially leading to the creation of new economic growth, a green environment and help improve public health.

**Keywords:** Green marketing, CSR, customer trust, green corporate image.

**JEL Codes:** M31, M39.

**Paper type:** Research article.

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## **1. Introduction**

Globalization helps people obtain information about various problems such as environmental degradation and global warming. The Indonesian people also enjoy the benefits of globalization of information, especially those relating to health and environmental health issues. This is indicated by the high rank and scores obtained as stated in the Environmental Performance Index (EPI) of 65.85, ranked 107 out of 180 countries. This shows the low public awareness of maintaining environmental health and green products. Public awareness on the consumption of green products begins with a level of concerning to the environment which is indicated by their smart attitude to purchase green products selectively and their efforts to help reducing the impact of environmental degradation (Poltarykhin *et al.*, 2018).

The company as an entity that produces green products also contributes to the creation of green products, a healthy environment and the responsibility for a healthy, safe and green environment. Companies, as stated by Saxena & Khandelwal, (2012) must have green products and environmental health, and green philosophy in its practical ground. The company's responsibility in creating green products is the most pivotal role since it will help the companies supporting sustainable growth and gain a competitive advantage. Industries with a positive green attitude have taken actions and initiatives in achieving sustainable development for competitive advantage in a dynamic and challenge global market.

Environmental degradation has not been an integral part for many companies. Regarding this, the companies consider in a very limited sustainable responsibility and prefer to rely on eco-friendly marketing. Environmental turmoil has not been a serious concern for many companies (Rajput *et al.*, 2013), which means that the companies are not smart enough in responding the changes of environment and customers new preferences. Smart companies are indicated by their ability to see create environmental problems as opportunities rather than threats in order they can create more benefits in satisfying consumer needs (Silveira *et al.*, 2018). Introduction new concepts on the green products and green environment need an extra attention and maximum effort from the environment. They do not need to disseminate a new understanding on this subject matter to their customers only, but also regard this as their innovative way in responding to the changes of the customers' tastes and increasing awareness to the global warning problem.

Adoption new strategies, adaptation to new development issues help companies create more benefits through meeting their customers' satisfaction on green products and green environment (Yusuf *et al.*, 2014). Additionally, the companies that adopt issues on green products and environment directly or indirectly helped themselves caring environmental issues which lead them adjusting their marketing strategies and educating public to increase their awareness in loving green products, keeping environmental health and having good understanding on green products and its benefits. Green marketing activities involve the effort of the companies in

developing, differentiating, innovating and promoting products to meet customer needs and preferences without causing damage to the environment (Chen, 2010).

Consumer perception on environmentally friendly marketing activities is a crucial need in maintaining the company's image and reputation (Haery *et al.*, 2013). The reputation of green companies impacts to increasing the company's positive image in conducting its business and meeting its social responsibility (Susilo, 2014). Widyastuti & Santoso (2016) justifies that companies as producers carry out their business do not think to produce more benefit products in terms material profit only, but it must also take high care to environmental aspects in their production process, and research to a disposal of product waste.

Corporate Social Responsibility does not occur on a single line but it must be based on the triple bottom line since a single line will only reflect the financial condition of the company. Meanwhile, companies are not only demanded financial value interests only but also social and environmental values. Financial condition is not enough to guarantee the value of the company to growth sustainable (Chow & Chen, 2012). Companies must be directed to be a model that integrates social, economic and environmental dimensions in their business. The community will resist a company when it does not deem paying attention to social, economic and environmental aspects. Therefore, the implementation of CSR provides many benefits for the company, especially to maintain and improve the company's brand image (Wibisono, 2007). A company's reputation would be sabotaged by its way of producing a destructive products both in the form environmental careless, environmental degradation, and the rights of customers do not completely meet.

Additionally, companies that implement corporate social responsibility along with other products, are increasingly favored by consumers and investors. They tend to have more interest in their companies (Susanto, 2007). The companies meet these social responsibilities would consistently get support from community that impact to the increasing their benefits and positive performance.

PT. Unilever Indonesia Tbk is one of the fastest growing companies with well-known, branded and trusted products in the world, including Wall's, Lifebuoy, Vaseline, Pepsodent, Lux, Pond's, Sunlight, Rinso, Blue Band, Royco, Dove, Rexona, Clear, and others both household and individual products (home care, personal care, food and drinks). Unilever's business is to produce, market and distribute consumer goods including soap, detergents, margarine, milk-based foods, ice cream, cosmetic products, tea-based drinks, and fruit juice drinks. Unilever often conducts social and environmental care activities. This is intended as a marketing strategy and also a part of the commitment to implement social responsibility towards consumers and the environment. PT Unilever is committed to guaranteeing products with international standards and all Unilever factories have obtained ISO 14001 (environmental management) and ISO 9001 certificates (customer service and quality management standards).

This work intends to formulate the answer on several questions. First, how does green marketing influence customer trust? Second, how does CSR affect customer trust? Third, how does green marketing and CSR affect customers? Fourth, how the green marketing and corporate social responsibility influence the achievement of a green corporate image for Unilever's customer trust?

## **2. Literature Review**

### **2.1 Green Marketing**

The concept of green marketing strategy was founded in 1980 after conducting the first workshop on ecological marketing (Baumann *et al.*, 2002). The Marketing Association (AMA) defined green marketing as a marketing process for products assumed to be environmentally safe. It offers environmentally friendly products, production process, change of packaging, and product modification of marketing communications (Murthy, 2010) and provides ethical decision in their business process. Ethical decision in the marketing process is an important aspect that managers should consider. Ethics in green marketing contributes to minimise harmful impacts to the environment and satisfy consumers using the best ingredients from their limited resources.

Seth & Khan (2015) stated that green marketing is a blend of ethics and corporate CSR which helps businesses become a socially responsible entity. There are five important factors in the Green Marketing Orientation/GMO dimensions; the greening process, the green supply chain management, the green policy strategic initiatives, proactive energy conservation and the green marketing innovation. Additionally, Chow & Chen (2012) developed a sustainable enterprise framework modeled on dimensions integrating the dimensions in the social, economic and environmental development.

Hamid *et al.* (2012) found that most consumers are less ecologically sound which leads to the fact that there are no changes in green purchases. In absence of the basic facilities provided by the state, their level of confidence for green products is still under-developed making them less concerned with the benefits of conventional green products. With the vital role played by green energy, brand legitimacy would be able to enrich the brand's trust in green marketing and also for energy policy management (Guo *et al.*, 2017).

Eneizan *et al.* (2016) found that the lack of environmentally friendly marketing strategies reducing distribution significantly affected customer satisfaction in Jordan. Managers need to know the importance of environmentally friendly marketing strategies to increase customer satisfaction. Kumar & Ghode (2015), found that consumer purchasing decisions can be easily identified from environmental responsibility incentives, green product experience, corporate environmental friendliness, and social attractiveness. Saxena & Khandelwal (2012) also found that

generally, industries in India have a positive outlook in the practice of green philosophy. It enables them to have a competitive advantage and sustainable growth. Yang (2017) states that infrastructure information systems and green culture have a direct positive impact on the effectiveness of green innovation. The adoption of a green business strategy leads to a position of competitive advantage (Leonidou *et al.*, 2017). Thus, this study therefore formulates hypothesis as follows:

*H1: There is influence of green marketing toward customer trust.*

## **2.2 Corporate Social Responsibility**

The positive relationship between the CSR and its consumers' patronage has made managers aware of the fact that CSR is not only ideologically imperative but also an economic necessity in today's market (Bhattacharya & Sen, 2004; Jia & Zhang, 2014). CSR has a positive impact on the company's image as a positive image helps foster a good relationship between stakeholders, attracts investors, the company enjoys positive reviews from the media that increases company's brand credibility and reputation. Bohyeon (2014) states that CRS has a positive effect on trust, loyalty and WOM intent, but no significant impact on the company's identification and reputation. CSR contributes to the improvement of a competitive performance directly and indirectly, through the company's organizational ability to manage its stakeholders (Jesús *et al.*, 2016). CSR is related to the consumer's expectation that the company sponsoring the CSR activities, willing to fulfill its promise and responsibilities with honesty, goodwill, and opportunistic motives (Blomqvist, 1997).

Pivato *et al.* (2008) argued that consumer's confidence in the CSR activities is one immediate consequences of a corporate social performance and significantly affects the attitudes and actions of CSR. The manager believes the consumer provides the assessment of all CSR initiatives and views CSR as an economic service or as a reflection of genuine social concern (Drumwright, 1996). The CSR sponsors corporate marketing relationship, and its philanthropy that effects to attitudes of consumer towards corporate brands (Juan & Monle, 2012).

Kiessling, Seth & Khan (2015) found that current customers focus on CSR. It also found that high ranking firms in CSR are positively correlated to their performance, compatibility and capability as well as their interpersonal trust (Marin *et al.*, 2016). The consumers' behaviour positively associated with their support to green products (Romani, 2016). Furthermore, (Hsu, 2012) show that the policy perceptions of CSR has a positive effect on customer satisfaction, corporate reputation, and brand equity. Consumer perceptions has also a direct impact on the CSR (Ricks, 2005). The CSR strategy has influenced corporate identity positively and fundamentally (Subrat & Suvendu, 2015). This research proposes hypothesis as follows.

*H2: Corporate Social Responsibility impacts to customer's trust.*

### **2.3 Customer Trust**

Trust is a key element in relationships, therefore its role is very important in social exchange relationships. Liang & Wang (2008) explain that trust is seen as a dimension that describes the level at which each party in a business relationship sees it, depending on the promise of integrity offered. Storbacka & Lehtinen (2002) also explained that trust and commitment are important in ensuring long-term relationships and reducing the risk of perceived opportunistic behavior. Trust is the main foundation of interpersonal relationships. This is a requirement for services and a basis for stability in relationships in social institutions and marketing. What most consumers consider before building a relationship with a company is based on whether the company can be trusted or not (Griffin, 2003).

Extending interpersonal trust is an important means to test the validity of beliefs in terms of competence, virtue, and integrity (Ashraft, 2016). Wu *et al.* (2010) argue that trust is an important factor in achieving a successful marketing relationship. Jones *et al.* (2009) propose trust as a model for determining the main performance, linking all strategic marketing decisions with key value programs, which will help in improving relationships, trust, and profitability. Roca (2009) states that trust is another factor influencing consumers' online shopping behavior. Companies generally enhance their green trust based on three determinants: green perceived quality, perceived risk, and green satisfaction, so trust is a prerequisite and a key to successful marketing relations (Wu *et al.*, 2010). Consumer trust was a major prerequisite to build a market for green products which requires trust (Nuttavuthisit & Thøgersen, 2017). Brand loyalty is a moderate factor that can ease the trust crisis of green energy brand. The interaction and result qualities impact positively to the patient's trust in the hospital but has no significant effect to the environmental quality. Developing trust leads to a positive attitude and loyalty from the patients (Moreira & Silva, 2015). Trust acts as an intermediate in the relationship between satisfaction with service recovery, cumulative satisfaction, and relationship between positive emotions and loyalty. Many growing companies focus on their supplier prices, and other considerable factors in supplier relationships such as trust, virtue, satisfaction, communication and commitment, Gupta (2014). Hence, the hypothesis in this study is as following.

*H3: There is an effect of green marketing, Corporate Social Responsibility against customer's trust.*

### **2.4 Green Corporate Image**

Excellent consumer experience about the use of company products will lead to a good perception of the company's image and form a good image for the company. Harrison (2005) provides information about company image that includes four elements: personality, overall characteristics of the company's ability to understand public targets, their reputation, activities carried out by the company and public

beliefs based on personal experience or from other parties about the values of the company. Hassan, (2013) argues that companies' ability to understand the importance of social problems will create opportunities for them to improve their reputation. The creation of a corporate image is not only the result of real forms but also as a result of company actions and behavior.

In the era of public awareness formation on the environmental sustainability, the company pays more attention to green marketing in some industries (Chen, 2010). The growing awareness of the community has affected the tendency of companies to become more concerned about the protection of the environment as part of their social responsibility, (Dwyer, 2009). Company with green products tends to portray an environmentally friendly purchasing decisions would affect their customers to get lot of loyal customers. The public would readily believe the company runs an ethical and an environmentally friendly business. They would enable their customers making quick decision on the purchase of green products/services (Chen & Lee, 2015). Consumers purchase decisions are based on the products safety; do not endanger the environment (Do Pac & Ma'Rio, 2009). The study therefore proposes the following hypotheses below:

*H4: Green marketing impacts green corporate image.*

*H5: Corporate Social Responsibility impacts green corporate image.*

*H6: Green marketing, Corporate Social Responsibility affect green corporate image.*

*H7: Green marketing and Corporate Social Responsibility impact customer's trust.*

### **3. Methodology**

#### **3.1 Research Design**

To achieve the objectives of this study, a survey questionnaire was sent out to consumers to see their responses on the green corporate image of the Unilever due to the CSR information provided by Unilever through its official website. The Cronbach's  $\alpha$ -values of the studied variables were computed for an internal consistency reliability test. All the Cronbach's  $\alpha$ -values exceeded the recommended level of 0.7 (Nunnally, 1978): GM 0.94; CSR 0.96; CT 0.91; GCI 0.93. Hence, the consistency of all internally studied measurement construct has been achieved. The proposed hypotheses were tested using the data collected and applied partial least squares structural equation modeling (PLS-SEM) using Smart PLS (Ringle, et al, 2005). This approach has been used across a broad set of business research domains, including strategy, and marketing (Fornell and Bookstein, 1982).

#### **3.2 Questionnaire Design and Measures**

In the interest of consistency, a five-point Likert-type scale was used to respond to all survey items. The study hypothesizes; green marketing, CSR, customer trust and green corporate image are central intermediate points constructs in a latent structure model. The structural equation model, green marketing, and CSR are therefore an

exogenous construct, while customer trust and green corporate image are endogenous constructs (Figure 1). The instrument was composed of 40 measurement items and these items are related to the concept of green marketing, CSR, customer trust and green corporate image. The study used these items for effective measurement based on a high level of reliability and validity from the previous research. Modifications has however been made on certain measures so as to make them more appropriate for the context of this study. All constructs were put into operations using a multi-item measurement.

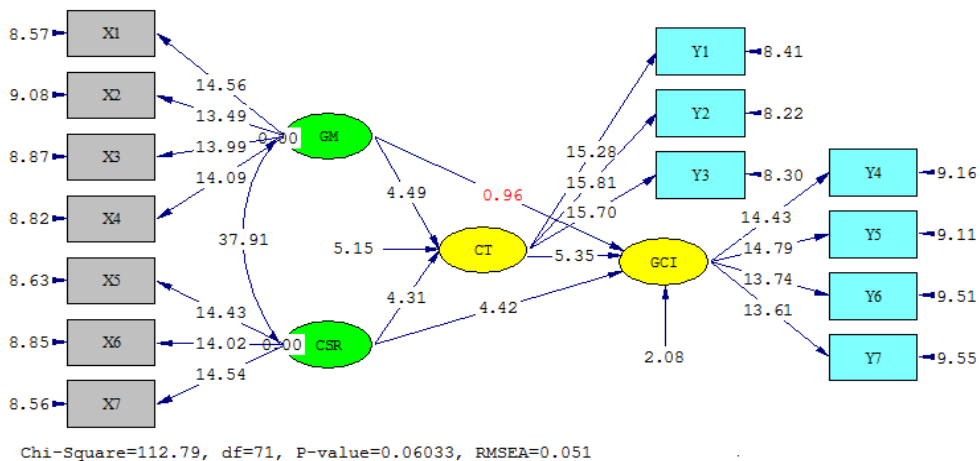
### 3.3 Data collection and sample

In order to reduce the influences of socio-demographics on the green corporate image variables, all subjects studied were selected from customers who were available for the various community service programs organized by purposive sampling customer of Unilever in Jakarta and its surrounding areas. A total of 250 customers participated in this study and only 225 self-reported questionnaires were found useful for the analysis after 25 incomplete responses were excluded, with a successful response rate of 90 percent. It had a percentage proportion of 66 female and 34 men, and 54 percent of most of these respondents were employees with the largest percentage of income as much as 47 percent of the average IDR 2.000,001 - IDR 5,000,000 per month.

## 4. Results and Discussion

Based on Figure 1, the entire size of the suitability obtained had an index measurement model as good (good fit). Chi-square = 11279, df = 71, P-value = 0.06033, and RMSEA = 0.051. The full model equations using the SEM program LISREL 8:80 trajectory diagram, obtained two models, i.e. standardised models and models of t-values. A model t-values is presented in the following figure.

Figure 1. The PLS t-Value Model



Source: Result of the research, 2017.



**Table 1. Model Suitability Measurement**

Indicator	Expected Measurement	Estimation Result	Conclusion
<b>GOF</b>			
Measurement <i>Absolute Fit</i>			
GFI	GFI > 0.90	0.91	Good Fit
RMSEA	RMSEA < 0.08	0.051	Good Fit
<i>Incremental Fit</i> Measurement			
NNFI	NNFI > 0.90	0,98	Good Fit
NFI	NFI > 0.90	0,97	Good Fit
AGFI	AGFI > 0.90	0,88	MarginalFit
RFI	RFI > 0.90	0,97	Good Fit
IFI	IFI > 0.90	0,98	Good Fit
CFI	CFI > 0.90	1.00	Good Fit

**Source:** Result of the research, 2017.

Based on Table 1 above, the seven conformity measures obtained have a good fit measurement on their suitability index (GFI, RMSEA, NNFI, NFI, RFI, IFI, and CFI). Only one other conformity measure has a suitability index of the marginal fit measurement model, (AGFI). The marginal fit is the conformity condition of the measurement model under an absolute fit, or an incremental fit, which could still be continued on further analysis, as it is close to the criterion of a good fit measure (Hair *et al.*, 2010).

**Table 2. Hypothesis Testing Results**

Hypothesis	Description	Std. Loading Factor	T value / F value	T Criteria/ F criteria	Test results	Statistics Conclusion
H <sub>1</sub>	There is influence between GM against CT	0.43	4.49	1.96	Significant	H <sub>1</sub> accepted
H <sub>2</sub>	There is influence between CSR against CT	0.40	4.31	1.96	Significant	H <sub>2</sub> accepted
H <sub>3</sub>	There is the effect of GM, CSR against CT	0.77	161.45	3.84	Significant	H <sub>3</sub> accepted
H <sub>4</sub>	There is influence between GM against GCI	0.16	0.96	1.96	Not Significant	H <sub>4</sub> rejected
H <sub>5</sub>	There is influence between CSR against GCI	0.41	4.42	1.96	Significant	H <sub>5</sub> accepted
H <sub>6</sub>	There is the effect of GM, CSR against GCI	0.54	44.93	3.84	Significant	H <sub>6</sub> accepted

H <sub>7</sub>	There is the effect of GM, CSR on CGI through CT	0.92	404.29	3.84	Significant	H <sub>7</sub> accepted
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*Source: Result of the research, 2017.*

**Table 3.** *The amount of Direct and Indirect Effect*

Direct Effect	The amount of Influence	Indirect Influence	The amount of Influence
GM → CT	0,43	GM → CT → CGI	0,20
CSR → CT	0,40	CSR → CT → CGI	0,18
GM & CSR → CT	0,77	GM & CSR → CT → CGI	0,38
GM → CGI	0,16		
CSR → CGI	0,41		
CT → CGI	0,46		
GM & CSR → CGI	0,54		
GM, CSR & CT → CGI	0,92		

*Source: Result of the research, 2017.*

**Hypothesis 1: GM influences CT**

Based on Table 2, the standard loading factor of +0.43 indicates that the GM variable (X1) has a positive influence on CT (Y) and if the t-statistic value > t then the regression coefficient would be significant. T value is 4.49 and t value with the test done on one side at 5% level is 1.96 so the value of t is greater than t (4.49 > 1.96), then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. That means, GM variable influences CT.

**Hypothesis 2: CSR influences CT**

Based on Table 2, the standard loading factor of +0.40 indicates that the CSR variable (X2) has a positive influence on CT (Y) and if the t-statistic value > t then the regression coefficient would be significant. T value is 4.31 and t value with the test carried out on one side at 5% level is 1.96 so the value of t is greater than t (4.31 > 1.96), then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. That means, CSR variable significantly influences CT.

**Hypothesis 3: GM and CSR affect CT**

Based on Table 2, the standard loading factor of +0.77 indicates that GM (X1) and CSR variable (X2) has a positive influence on CT (Y) if the F-statistic value > F, then the regression coefficient becomes significant. F-statistic value is 161.45 and F with the test carried out on one side at 5% level is 3.84 so the value of F is greater than the F criterio (161.45 > 3.84), then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, meaning that GM and CSR variables would significantly influence CT. The test for H<sub>3</sub> hypothesis is done with the equation below:

$$CT = 0.43*GM + 0.40*CSR, \text{ Error.} = 0.41, R^2 = 0.59 \quad (1)$$

(0.096)	(0.095)	(0.079)
4.49	4.31	5.15

They both simultaneously have a positive influence and a significance of 59 percent, while the remaining 41 percent is influenced by other factors excluded in this study.

#### ***Hypothesis 4: GM influence GCI***

Based on Table 2, the standard loading factor of +0.16 indicates that the GM variable (X1) has a positive influence on GCI (Z) and if the t-statistic value > t criterio then the regression coefficient becomes significant. T value is 0.96 and the t criterio with the test done on one side at 5% level is 1.96 so the t value is smaller than the t criterio (0.96 < 1.96). H<sub>0</sub> is accepted and H<sub>1</sub> is rejected, meaning that the green marketing variable does not significantly influences the green corporate image.

#### ***Hypothesis 5: CSR influences GCI***

Based on Table 2, the standard loading factor of +0.41 indicates that CSR variable (X2) has a positive influence on GCI (Z) and if the t-statistic value > t criterio, then the regression coefficient becomes significant. T value is 4.42 and the t criterio with the test on one side at 5% level is worth 1.96 so that t value becomes greater than the t criteria (4.42 > 1.96), then H<sub>0</sub> rejected and H<sub>1</sub> accepted, meaning that CSR variable would significantly influences GCI.

#### ***Hypothesis 6: GM and CSR affect GCI***

Based on Table 2, the standard loading factor of +0.54 indicates that GM (X1) and CSR variable (X2) has a positive influence on GCI (Z). If the F-statistic value > F, then the regression coefficient becomes significant. F value is 44.93 and F criterio with the test done on one side at 5% is 3.84 so the F value is greater than the F criterio (44.93 > 3.84), then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, meaning that GM and CSR variable significantly influence GCI.

#### ***Hypothesis 7: GM and CSR affect GMI through CT***

Based on Table 2, the standard loading factor of +0.92 indicates that GM (X1) and CSR variable (X2) has a positive influence on GCI (Z) through CT (Y). If the F-statistic value > F criterio, then the regression coefficient would be significant. F value is 404.29 and F criterio with the test done on one side at 5% level is 3.84 so F value is greater than the F criterio (404.29 > 3.84), then H<sub>0</sub> is rejected and H<sub>1</sub> is accepted, meaning that GM and CSR variables significantly influence GMI through CT. The test of H<sub>7</sub> hypothesis is solved with the equation below:

$$GCI = 0.46*CT + 0.16*GM + 0.41*CSR, \text{ Errorvar.} = 0.15, R^2 = 0.85 \quad (2)$$

(0.086)	(0.17)	(0.093)	(0.-72)
5.35	0.96	4.42	2.08

They both simultaneously have a positive and significant influence at 85 percent, while the remaining 15 percent is influenced by other factors excluded from this study. The third variable is influential in the development of a green corporate image.

**Table 4.** *Direct and Indirect Effects on GCI through CT*

Influence	Direct (D)	Indirect (ID) through CT	Conclusion
<b>GM → CGI</b>	$(0,16)^2 = 0,0256$	$(0,43 \times 0,46) = 0,1978$	D < ID
<b>CSR → CGI</b>	$(0,41)^2 = 0,1681$	$(0,40 \times 0,46) = 0,1840$	D < ID

*Source:* Result of the research, 2017.

Table 4 above shows the direct and indirect GM effect on CGI through CT. The direct effect of GM on CGI is 0.0256, while the indirect effect of GM on CGI via CT is = 0.1978. This indicates that the GM can increase the CGI indirectly through CT with an effect of 0.1978, CGI will therefore be increased so that the GM is done to improve CT. Soon the effects of GM on CGI on CT variables are full mediating variables (Little *et al.*, 2007). The direct influence and indirect influence of CSR to CGI is through CT. The direct influence of CSR on CGI is 0.1681, while the indirect effect of CSR on CGI through CT is 0.1840. This shows that the CSR can increase CGI directly or indirectly through CT. However, the indirect effects are more dominant, so CGI must be increased if CSR is able to increase CT so that the influence of CSR on CGI and CT variable is partially mediating (Little *et al.*, 2007).

## 5. Discussion

In running the green marketing program, Unilever and its CSR programs has been able to influence customer's trust. This finding is in line with Kumar & Ghode's (2015) research. The encouragements on environmental responsibility, green product experience, corporate environmental friendliness and social appeal was discovered also in lines with (Chen, 2010) which emphasize that trust is an important factor in the development of green brands, customers confidence (Pivato *et al.*, 2008) with the CSR activity significantly affects their attitude and actions. In harmony with the finding, Bohyeon (2014) also states that CRS has a huge positive effect on trust and loyalty while green marketing has no significant effect on Unilever's green corporate image. This shows that Unilever's green marketing program could not get to the point of convincing its customers, they have not been able to fully enter the era of community awareness on environmental sustainability, (Chen, 2010). Their green advertisements portraying an eco-friendly image and their CSR have not been able to build a green image for Unilever as a company.

Unilever's CSR program has furthermore been able to shape the company's green image. Their CSR program is beneficial to the community as it adds a positive value to their green image. This fact is in line with Juan *et al.* (2014) who asserted that

social responsibility be an effective tool to increase investment and a company's position in commercial marketing campaigns and corporate image. In line with the Rosario *et al.* (2015), CSR plays a role in creating a positive image. Unilever's green marketing and its CSR program have jointly been able to create a green company image. They run a green marketing strategy and CSR together in order to improve their green corporate image in the customer's view.

This finding is related to Chen & Chang's (2013) that the companies were increasing their customer's belief on green corporate based on three determinants: the perception of their green quality, their perception risk, and satisfaction. Regarding this, Wu *et al.* (2010) believed that trust can help education of uncertainties. In the process of running their green marketing and CSR programs, Unilever can convince its customers and make them believe and ultimately enable them building their company's green image. This finding confirms Sen & Bhattacharya (2001) and Graham & Fearn (2005) that green image has a positive influence corporate social responsibility and corporate reputation.

## **6. Conclusions, Implications and Limitations**

Implementing the green marketing process into its marketing strategy, Unilever has successfully built a green corporate image and a good green corporate image among the community. Both programs simultaneously succeeded in helping them achieve a green corporate image. This fact shows that the green marketing implementation into Unilever's marketing strategy and corporate social responsibility program bring benefit, high imperative to the community, and positive value to the company's green image. Unilever implemented CSR in form of community development programs on education, health, and other social issues. Unilever continuously conduct more useful corporate social responsibility programs to the community which provides a positive value for customer trust and develop the company's green corporate image.

Unilever should be able to provide more objective information to the consumers in order they exactly understand the green marketing programs, their benefits, and impact to the environment, and publicly educate the society members, especially, its consumers who used Unilever products to increase their intimacy with the Unilever's green products. The Unilever should be able to get more consumers and to increase their awareness on the environment. This study is limited to only one company, further research suggested to extend their research objective in the area such as using the manufacturing sector as well as the private sector or state-owned enterprises and explore the reputations formed by CSR activities of the companies in relations to customers behavioral factors and customer loyalty. Further research suggested to develop research variables on the affecting factors to the green marketing, corporate social responsibility, and mostly related to the company's competitive advantage and sustainability in a long-term.

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