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January 2022

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Hartini, Sri; Kurniawati, Masmira; Sulistiawan, Jovi; and Ihwanudin, Muhammad, "How to Attract The Library Visitors? The Role of CSR at The Library, Library Image, Customer Value, and Loyalty to The Library: Evidence from Indonesia" (2022). *Library Philosophy and Practice (e-journal)*. 6769. <https://digitalcommons.unl.edu/libphilprac/6769>

# How to Attract The Library Visitors? The Role of CSR at The Library, Library Image, Customer Value, and Loyalty to The Library: Evidence from Indonesia

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## Abstract

This study focuses on the impact of CSR on the library's performance in collaboration with CSR programs. Using the purposive sampling method, the sample was 350 library service users in Indonesia. Data was collected through a Google Form questionnaire distributed on social media. SEM-PLS was used to analyze five hypotheses, which were accepted. This study indicates that CSR in the library is significantly positively related to library image, customer value, and loyalty. In addition, library image and customer value are positively related to library visitor loyalty. Currently, the social responsibility literature is only limited to the customer perspective, and not many have examined CSR effectiveness from the perspective of corporate partners, such as libraries. Managerial implication can be proposed that CSR programs effectively and empirically positively impact library performance.

## Keywords

customer loyalty, corporate social responsibility, customer value, library, library image

## 1. Introduction

Currently, libraries are experiencing many challenges and problems, including facilities, infrastructure, adequate stock of book collections, minimal professional resources, and limited budget support (Majni, 2021). The library is an institution that plays a vital role in providing quality information that needs good financial support. Libraries can cooperate with other institutions through the company's corporate social responsibility (CSR) program. The program has several forms, such as improving facilities and equipment, training of librarians, financial, and the latest books support (Istiqomah, 2019). It can create a symbiotic mutualism, both for libraries and companies. CSR activities were perceived to increase customer value (Green and Peloza, 2011; Mohammed and Al-Swidi, 2019; Hartini et al., 2021), corporate image, and customer loyalty (Gunawan et al., 2020). According to Srirahayu et al. (2020), CSR activities in libraries can improve service quality that increases satisfaction, a positive image, and the customer's perceived value towards the library. Also, the library services quality positively impacts consumer loyalty. Gunawan et al. (2020) state that authentic CSR impacts corporate image and customer loyalty. Therefore, this study tries to analyze the library user behaviour in responding to the company's CSR programs. Social responsibility literature still focuses on the customer perspective (e.g., Gunawan et al., 2020; Mohammed and Al-Swidi, 2019), and the implementation of social responsibility from the perspective of company partners is still limited. This study aims to analyze and answer the research gap that focuses on the impact of CSR on corporate partners, the library. Customers perceive that CSR programs are not purely for social activities but a disguised promotional program to attract consumer sympathy (Gunawan et al., 2020).

Kotler and Keller (2016) state that one of the four components that characterize holistic marketing is marketing performance. Companies must focus on promotion and marketing programs that solve social and environmental problems. Companies with high social responsibility will be able to improve the reputation and image of the company in the minds of customers (Gunawan et al., 2020). Companies and libraries are integrated units to support the success of CSR programs. Libraries as recipients and implementers of CSR programs will have a direct positive impact, for example, library image and customer value perceived by users.

The company's concern for social and environmental issues will increase consumers' perceived emotional and functional value (Hartini et al., 2021; Green and Peloza, 2011). Consumers will feel proud and happy when they contribute to social activities for environmental sustainability. In addition, consumers also feel that their social status will increase when they play an active role, behave well, and care about the environment. CSR programs increase customer loyalty (Gunawan et al., 2020; Mohammed and Al-Swidi, 2019). However, other studies have found that customers are less concerned with social issues when making purchase decisions (Dimitriadis and Zilakaki, 2019; Paulík et al., 2015). It raises an interesting research gap to be studied more deeply about the relationship between CSR programs and customer loyalty. This study also proposes research

contributions: first, adding a study of library strategies in building collaboration with companies in implementing CSR programs. Second, this study also clarifies the research gap on the impact of CSR on library customer loyalty.

## 2. Literature review

### 2.1 CSR activity at the library

Because it is context-dependent, social responsibility may be defined in various ways. It “means various things in different locations to different individuals at different times” (Campbell, 2007; Kolk, 2016). There is no universal agreement on its precise definition since it is confounded by the emergence and overlap of other terminologies. For this study, the definition of Social Responsibility (SR) is a corporate strategy applied to positively impact marketing performance (Green and Peloza, 2011; Kotler and Keller, 2016; Hartini et al., 2021). In addition, philanthropy affects customer value and loyalty (Green and Peloza, 2011).

Cooperation between the library and the company will be a mutually beneficial relationship. Libraries will get budget, systems, and brand new book support. At the same time, readers will be more interested in coming and spending their time studying in the library. It plays a vital role in building a culture of literacy and intellectuality in the community. Likewise, the company will gain public attention because it cares about social issues by providing many benefits to the library. The company has also actively participated in revitalizing the passion of the library. It has complied with CSR rules in a country (e.g., Law No. 40 of 2007 concerning Limited Liability Companies).

On the other hand, CSR activities can become a promotional tool and build a positive image because of the enthusiasm of visitors who come and see the company’s goodness (Komariah, 2009). In Indonesia, there are many CSR programs carried out in libraries. The community library program in collaboration with PT. HM. Sampoerna in Pasuruan and Surabaya, was given the name *Taman Belajar Masyarakat* (Community Learning Park). Also, PT Pertamina (Persero) with *Pertamax Reading Corner* is a modern reading room concept that looks like an oasis that attracts reading interest. Lastly, the mobile library program, PT HM Sampoerna Tbk, and the Indonesian Library Development Foundation provide services to all social elements to remote areas, called the *Stop Over* (STO) program (Nurchahyo, 2010). This CSR at the library program is essential to improve library performance and community literacy culture. The CSR at Library program can be an alternative solution to classic library problems, such as minimal facilities, obsolete book stocks, low professional resources, and inadequate budgets.

### 2.2 Library image

The total impression produced on the public’s minds about a company is its corporate image (Barich and Kotler, 1991; Dichter, 1985; Kotler, 1982). It is connected to the firm’s many physical and behavioural qualities, such as corporate name, architecture, range of products or services, tradition, philosophy, and the quality impression transmitted by each individual dealing with its clientele. As a result, the corporate image includes two major components: functional and emotional (Kennedy, 1977). The functional component is connected with measurable features, whereas the emotional component is concerned with psychological aspects shown through sentiments and attitudes about a corporation. These emotions are produced through personal interactions with a company and information processing on the features that comprise functional indicators of an image. Consequently, corporate image is the product of an aggregate process in which the public analyzes and contrasts the many features of the organization.

Corporate image is a unique intangible asset of a company that is easy to recognize but difficult to imitate (Omoregie and Coffie, 2019). Corporate image is a set of meanings in which customers remember, describe, and relate the results of their experiences into beliefs, memories, feelings, and knowledge (Giovanis et al., 2016). Corporate image is defined as institutional attributes or intangible goods functionally described as experience and knowledge. The corporate image involves a consumer’s subjective perceptions of the company and its activities (Chiu and Hsu, 2010; Gunawan et al., 2020). CSR positively affects corporate image (Gunawan et al., 2020). Consumers consider the company’s CSR program when buying a product (Teng and Yazdanifard, 2014; Wan et al., 2016). CSR is associated with good behaviour. It impacts positive consumer views of companies that carry out CSR activities (Wan et al., 2016). Companies and libraries are one unit in carrying out CSR programs. Based on the description above, the proposed hypothesis:

***H1. CSR at the library has a significant effect on library image***

### 2.3 Customer value

All marketing decisions are based on the value of the customer. Customer perceived value is examined in two ways: a ratio between the value received by the customer and the cost incurred when purchasing or using a service or product (Smith and Colgate, 2007). Perceived value is the customer’s overall assessment of the product

utility of what is received and what is given. According to Sukaris et al. (2019), customer perceived value is a multidimensional construct with two dimensions, namely epistemic and emotional value. It is related to the environment and implementing CSR (Green and Peloza, 2011; Hartini et al., 2021) using emotional, social, and functional values. Xia et al. (2019) used three customers' perceived green, functional, and social value. Yu and Lee (2019) used two dimensions are green value and functional value. Bielawska and Grębosz-Krawczyk (2021) use five customer values: functional, social, emotional, green, epistemic, and conditional value in purchasing green clothing products. Environmentally friendly strategies will increase customers' emotional and social value (Hartini et al., 2021). Its philanthropic activities determine its emotional and social value (Green and Peloza, 2011).

Emotional value is a pleasure because they feel like participating in environmental care activities. Consumers feel proud of themselves by buying environmentally friendly products and feel like environmentalists. Social value is the acceptance of the social environment towards consumers. Consumers feel that they get good attention and acceptance from their environment, friends, colleagues, and family because of their actions that are considered environmentally friendly. Functional value is the benefit received by consumers because of the environmentally friendly attributes attached to the product. Green and Peloza (2011) state that philanthropy impacts emotional and social values. Likewise, with Hooley et al. (2008), CSR programs impact the value perceived by customers as part of relationship marketing. Based on that explanation, the proposed hypothesis:

***H2. CSR activity at the library affects customer value***

## **2.4 Customer loyalty to the library**

Loyalty is a deep commitment to consuming a product or service repeatedly. Loyalty has four dimensions: cognitive, affective, conative, and behavioural loyalty. Loyalty measurement that is widely used is the measurement of Griffin and Herres (2002), namely a person's intention to continue using the product, recommending the use of the product, positive word of mouth, and resistance to competing products. Customer loyalty is the intention to buy the desired product or service repeatedly. Customer loyalty includes behavioural or attitude loyalty (Nyadzayo et al., 2016). CSR activities have a direct impact on loyalty. Authentic CSR has been shown to directly impact customer loyalty (Gunawan et al., 2020). Philanthropy directly impacts customer loyalty (Green and Peloza, 2011). Consumers view companies that care about the environment as good and responsible companies. It signals to consumers that its products are also suitable for increasing consumer loyalty. CSR directly affects cognitive and affective loyalty (Plewa et al., 2015). According to Chun and Bang (2016), CSR directly impacts customer loyalty by moderating the effect of the Authentic construct. Likewise, libraries that work with companies in carrying out CSR well will increase user loyalty from the library. So, the proposed hypothesis:

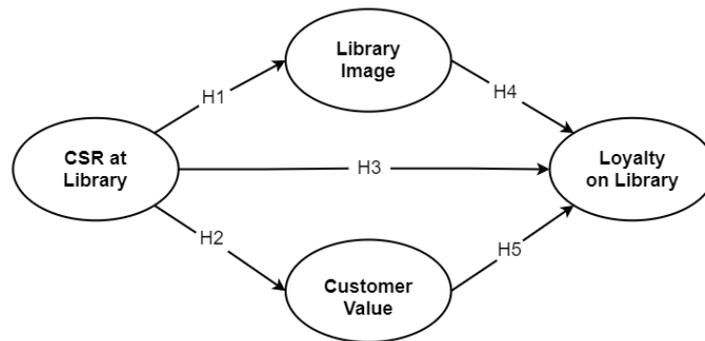
***H3. CSR activity at library affects customer loyalty on library***

The brand image positively affected customer loyalty, an essential determinant of attitudinal loyalty (Gunawan et al., 2020; Kaur and Soch, 2013). Tu and Chih (2013) also prove that corporate image and value determine customer loyalty. Previous empirical studies illustrate a positive relationship between corporate image and loyalty. A library with a good and positive image such as high popularity, complete facilities, and new book stocks will encourage readers to come and become more loyal to remain users of the library. Based on the description, the proposed hypothesis:

***H4. Library image affects customer loyalty on library***

Customer value is the customer's overall assessment of the product utility of what is received and what is given (Smith and Colgate, 2007). Consumers who actively contribute to the environment will have emotional, social, and functional values (Hartini et al., 2021). Emotional value can be shown from feeling happy and proud participating in environmental care activities. Social value is the acceptance of a good social environment for consumers. Consumers feel that the environment, friends, colleagues, family are well received because they care about the environment. Functional value is the benefit received by consumers because of the environmentally friendly attributes attached to the product. According to Green and Peloza (2011), philanthropy significantly impacts emotional and social values. Library users who receive benefits from the library, such as the ease and convenience of accessing information, will be loyal to remaining users of the library. In addition, users will be happy to recommend and have high engagement with the library. Thus, the proposed hypothesis:

***H5. Customer value affects customer loyalty on library***



**Fig. 1** Research Framework

### 3. Research method

#### 3.1 Sampling and procedures

This research is explanatory research that aims to explain the relationship between research variables. There are four research variables: CSR, customer value, library image, and loyalty to the library. The population of this study is individual users of library services, especially in libraries that cooperate with a company to implement CSR programs. The sampling technique uses purposive sampling, namely individual library customers who know the collaboration between libraries and CSR programs from particular companies. This study uses a questionnaire with a design survey conducted online. The google form service collects respondent data distributed on various social media platforms such as Instagram, Facebook, Whatsapp, and Line. The time frame of data collection is from January 1 to February 28, 2021. The number of samples collected is 350 respondents with various socio-economic and demographic backgrounds (see Table 2).

#### 3.2 Measurement

This study consists of four constructs with reflective indicators, as presented in Table 1.

**Table 1.** Measurement Items

Construct and Items	Mean	SD
<i>CSR at Library</i>		
CL1. The library has many quality references as a form of corporate CSR	4.357	0.797
CL2. The CSR activities in the library are beneficial to the community	4.423	0.747
CL3. There are many exciting library facilities as a form of corporate CSR	4.431	0.789
CL4. The CSR activities in libraries educate the nation	4.351	0.865
<i>Library Image</i>		
LI1. Popular libraries	4.451	0.812
LI2. The library has complete infrastructure	4.220	0.825
LI3. This library has up to date literature	4.203	0.826
LI4. The library has quality services	4.277	0.842
<i>Customer Value</i>		
CV1. I am comfortable spending time in this library	4.397	0.789
CV2. I can find literacy at the library easily	4.357	0.808
CV3. I am happy to be a member of this library	4.474	0.766
<i>Loyalty on Library</i>		
LL1. I plan to remain a customer of this library in the long term	4.729	0.644
LL2. I will recommend this library to my friends or colleagues	4.777	0.652
LL3. I often discuss this library with my friends or colleagues	4.471	0.784
LL4. This library is my priority when I need literacy	4.411	0.896

In this study, CSR at the library is a CSR activity from a company that is carried out by helping solve problems or obstacles faced by libraries (Majni, 2021). Four items measure this variable: support for reading and reference materials, professional employee development, information access infrastructure, and reading room infrastructure (Majni, 2021). Then, library image is a consumer's assessment of the library's reputation. This variable is measured by four items, namely popular, complete facilities, up-to-date literature, and good service. Customer value is the emotional, and functional value library users feel (Hartini et al., 2021). This variable is

measured by three items: the ease of finding literature, the convenience of reading in the library, and the happiness of being a library member. Finally, loyalty referred to in this study is a deep commitment to remain tied to the library (Griffin and Herres, 2002). Four items measure this variable: retention, recommendation, engagement, and priority.

### 3.3 Analysis technique

This study employed the partial least squared structural equation modelling (PLS-SEM) with SmartPLS 3.2.9 software to measure the proposed research model and hypotheses. Testing the proposed research model and suggestions were taken through two stages: (1) evaluation of the measurement model and (2) evaluation of the structural model (PLS-SEM) (Hair et al., 2017). Furthermore, IBM SPSS version 26 was also used to analyze the socio-economic and demographic findings and common method variance.

## 4. Results

### 4.1 Respondents' profile

The respondent's profile displays age, occupation, education, and monthly income, as shown in Table 2.

**Table 2. Sample description (N=350)**

Features	Categories	Frequency	%
Age	17-26 years old	178	50.9
	27-36 years old	76	21.7
	37-46 years old	59	16.9
	>46 years old	37	10.6
Education	Senior High School	67	19.1
	Diploma	32	09.1
	Bachelor	251	71.7
Job	Student	187	53.4
	Housewife	27	07.7
	Public Service	34	09.7
	Private Employee	72	20.6
	Entrepreneur	30	08.6
Income per month (Rupiah)	1,000,000 - 1,999,999	43	12.3
	2,000,000 - 2,999,999	52	14.9
	3,000,000 - 3,999,999	59	16.9
	4,000,000 - 4,999,999	87	24.9
	> 5,000,000	109	31.1

Table 2 shows demographic data covering age groups, education, occupation, and monthly income. In the age group, respondents aged between 17-26 years are the most, with 178 respondents (50.9 per cent). A bachelor's degree is the most respondents in the education group, with 251 respondents (71.7 per cent). They were then, followed by the occupational group, student status dominated with 187 respondents (53.4 per cent). The last group is the income per month. Respondents with a monthly income (Rupiah) of more than 5,000,000 are the most, with 109 respondents (31.1 per cent). Based on the results of the demographic data, it can be seen that the respondents belong to the millennial generation, have high education, with a reasonably good income level. It is very influential on literacy skills and library services to support their education.

### 4.2 Common method bias test

Harman's single factor test revealed that a single factor solution explains 35.45% of the total variance, substantially below the threshold level of 50% (Podsakoff et al., 2012). Then, Pada Table 4 shows Fornell-Larcker Criterion is the correlation among all the constructs, was found about 0.718 until 0.886 and less than 0.90 (Bagozzi et al., 1991). Thus, CMB is not an issue in this study.

### 4.3 Measurement model assessment

**Table 3. Measures of constructs reliability and collinearity**

Constructs	Items	Factor Loadings	Cronbach's Alpha	Coefficient Reliability	VIFs
CSR at Library	CL1	0.917	0.907	0.935	2.989
	CL3	0.903			
	CL4	0.865			
Library Image	LI1	0.852	0.836	0.891	1.988
	LI2	0.821			
	LI3	0.848			
	LI4	0.870			
Customer Value	CV1	0.735	0.863	0.916	2.997
	CV2	0.894			
	CV3	0.928			
Loyalty on Library	LL1	0.835	0.799	0.869	1.659
	LL2	0.790			
	LL3	0.830			
	LL4	0.798			

**Note:** VIFs= Variance Inflation Factors

This study shows the results of the Fit Model as follows: SRMR = 0.076, d\_ ULS = 0.691, d\_ G = 0.445, Chi-Square = 895.672, NFI = 0.783, and rms Theta = 0.219. The outer model was proposed for the reliability and validity of the studied reflective constructs (Hair et al., 2011). As provided in Table 3, all indicator loadings (ranging from 0.735 to 0.928) were more than the cut-off point of 0.70 recommended by Hair et al. (2011) and were significant ( $p < 0.001$ ). Therefore, indicator reliability was established. Additionally, all Cronbach's alpha (ranging from 0.836 to 0.907) surpassed the proposed threshold of 0.70 (Hair et al., 2011) as well as the values of composite reliability (CR) ranged between 0.869 and 0.935 and exceeded the value of 0.70 suggested by Hair et al. (2017), establishing internal consistency reliability. Furthermore, collinearity is a potential issue in the structural model, and that variance inflation factor (VIF) value of 5 or above typically indicates such a problem (Hair Jr et al., 2021). Pada Tabel 3 menunjukkan nilai VIFs sebesar 1.659 sampai dengan 2.997 yang mana lebih kecil dari batas 5 Sehingga, model penelitian ini tidak terdeteksi collinearity.

**Table 4.** Construct validity assessment

Constructs	Mean	SD	AVE	A	B	C	D
A. CSR at Library	4.390	0.800	0.782	<b>(0.885)</b>			
B. Library Image	4.287	0.826	0.672	0.718	<b>(0.820)</b>		
C. Customer Value	4.409	0.788	0.786	0.764	0.778	<b>(0.886)</b>	
D. Loyalty on Library	4.597	0.744	0.625	0.775	0.732	0.741	<b>(0.791)</b>

Note: SD=Standard Deviation; AVE = Average Variance Extracted; Diagonal numbers in bold are  $\sqrt{AVE}$

Table 4 illustrates the evaluation of construct validity. First, the Average Variance Extracted (AVE) values (ranging between 0.625 and 0.786) exceed the recommended value of 0.50 (Hair et al., 2017), proving convergent validity. Second, following the guidelines of Fornell and Larcker (1981), the square root of the AVE of each latent variable was higher than its corresponding correlation among other constructs, establishing discriminant validity.

**Table 5.** Heterotrait-monotrait (HTMT) criterion

Constructs	1	2	3	4
1. CSR at Library				
2. Library Image	0.822			
3. Customer Value	0.859	0.808		
4. Loyalty on Library	0.806	0.892	0.886	

HTMT values close to 1 indicates a lack of discriminant validity. Using the HTMT as a criterion involves comparing it to a predefined threshold. If the value of the HTMT is higher than this threshold, one can conclude that there is a lack of discriminant validity. Some authors suggest a threshold of 0.85 (Kline, 2011). In addition, Gold et al. (2001) argued with it and proposed a value of 0.90. Table 5 shows that the HTMT value for each construct is 0.806 to 0.892, which follows the criteria. The outer model was equally valid and acceptable based on the initial findings. As a result, the next step is to analyze the inner model.

#### 4.4 Structural model assessment

Table 6 shows the hypotheses testing findings.

**Table 6. Hypotheses testing**

Path	$\beta$	<i>t</i> -value	<i>p</i> -value	Results	Construct	$f^2$	R <sup>2</sup>	Q <sup>2</sup>
CSRL -> LI	0.718	16.753	0.000	H1. Supported	LI	1.067	0.515	0.339
CSRL -> CV	0.764	17.466	0.000	H2. Supported		1.404		
CSRL -> LL	0.423	9.178	0.000	H3. Supported	CV	0.209	0.583	0.448
LI -> LL	0.263	5.458	0.000	H4. Supported		0.077		
CV -> LL	0.213	4.067	0.000	H5. Supported	LL	0.043	0.675	0.410

**Note:** CSRL = CSR at Library; LI = Library Image; CV = Customer Value; LL = Loyalty on Library;  $\beta$  = Coefficient

CSR at Library relationship was significantly positively related to Library Image ( $\beta=0.718$ ,  $t=16.753$ ,  $p=0.000$ ), Customer Value ( $\beta=0.764$ ,  $t=17.466$ ,  $p=0.000$ ), and Loyalty on Library ( $\beta=0.423$ ,  $t=9.178$ ,  $p=0.000$ ). The results prove that Hypotheses 1, 2, and 3 are accepted. Furthermore, the constructs of Library Image ( $\beta=0.263$ ,  $t=5.458$ ,  $p=0.000$ ) and Customer Value ( $\beta=0.213$ ,  $t=4.067$ ,  $p=0.000$ ) significantly positively affect loyalty in the library. It shows that Hypotheses 4 and 5 are also accepted. Bootstrapping outcomes for the association between the notions in the suggested study model demonstrated. The *t*-value of the H1, H2, H3, H4, and H5 was higher than 1.96, and these hypotheses were meaningful at a 5% level. As a result, these hypotheses were supported.

**Table 7. Specific Indirect Effect**

Path	$\beta$	<i>t</i> -value	<i>p</i> -value	Results
1. CSRL -> LI -> LL	0.189	5.253	0.000	Partial Mediation
2. CSRL -> CV -> LL	0.163	3.768	0.000	Partial Mediation

Table 7 also shows the potential mediating effect of the two constructs, namely Library Image and Customer Value. The mediating role of the Library Image construct ( $\beta=0.189$ ,  $t=5.253$ ,  $p=0.000$ ) and Customer Value ( $\beta=0.163$ ,  $t=3.768$ ,  $p=0.000$ ) significantly influences the relationship between CSR at Library and Loyalty on Library.

Table 6 shows the R<sup>2</sup> (explained variance),  $f^2$  (effect size), and Q<sup>2</sup> (predictive relevance) that are used to evaluate the structural model (Hair et al., 2017). The overall impact extent metric for the structural model was the coefficient of determination (R<sup>2</sup>) (Sarstedt and Cheah, 2019). The R<sup>2</sup> value ranges from 0 to 1, with higher values suggesting greater prediction accuracy. R<sup>2</sup> value categories of 0.19, 0.33, and 0.67 might be portrayed as weak, moderate, and significant, respectively (Chin, 1998). The ( $f^2$ ) effect size allowed us to assess the contribution of the independent variable to the dependent variable. The  $f^2$  value categories were 0.02 (little), 0.15 (middle), and 0.35 (large) (Cohen, 2013). The Q<sup>2</sup> value calculated the predictive usefulness of the structural model for each endogenous construct. The Q<sup>2</sup> value should be greater than zero (Hair et al., 2017).

In this current study, the R<sup>2</sup> for each construct is Library Image (0.515), Customer Value (0.583), and Loyalty on Library (0.675). In general, the value of R<sup>2</sup> in these constructs is greater than 0.33 and less than 0.67 (except for LI constructs). It shows that the independent construct can explain the dependent construct with a significant effect. Table 5 also shows the  $f^2$  effect sizes. The large and strong  $f^2$  effect size ( $f^2$  value > 0.35) is found in the relationships CSRL -> LI (1.067), CSRL -> CV (1.404), and CSRL -> LL (0.209). While the small and medium effect size  $f^2$  ( $0.02 < f^2$  value < 0.15) is found in the relationship between LI -> LL (0.077) and CV -> LL (0.043). Finally, Table 5 also shows that the Q<sup>2</sup> values of three endogenous variables were over zero. Specifically, the Q<sup>2</sup> values are Library Image (0.339), Customer Value (0.448), and Loyalty on Library (0.410).

## 5. Finding and discussion

Overall, the result of the study supported the model, which showed that social affects customer loyalty to the library. This study proves that CSR activity in the library is the determinant of customer value, library image, and loyalty to the library.

The five hypotheses indicated positive and significant results consistent with the previous arguments. CSR at the library affects the image library. The user of the library, during their evaluation, paid attention to the implementation of the CSR at the library. The implementation program affected the library image. The significant CSR activity at the library shows that the company trusts the library as a partner for CSR implementation. It has positive effects for the library, such as better facilities, more accessible access (digital), the latest book stock, more professional resources, and budget support. The positive change of the library will affect its popularity in the minds of users. Users are increasingly interested in coming and feeling the positive changes of the library. These results support the research of Gunawan et al. (2020), Teng and Yazdanifard (2014), and Wan et al. (2016). CSR

activities are a company's capacity to differentiate its products or services by constructing a more favourable brand image, which aids in its good reputation.

The results of this study indicate that CSR at the library affects customer value. The impact of CSR activities in the library, such as additional facilities, will increase the ease and convenience of users in finding information. Customer value will increase along with the many CSR activities in the library. These results support the research of Hartini et al. (2021), Green and peloza (2011), and Bielawska and Grębosz-Krawczyk (2021). The more involvement of CSR activities in the library, the more facilities will be in the library. It is easier for users to access information and literacy resources, thereby increasing comfort when visiting the library, both online and offline. This study proves that CSR at the library directly impacts user loyalty. Consumers view companies that care about the environment as good and have a sense of responsibility. It is a signal for consumers that the product or service created by the company is also excellent and helpful to increase consumer loyalty. Loyalty is a deep commitment to using a company's products or services. Likewise, libraries that work with companies in carrying out CSR well will increase library user loyalty. The results of this study support the research of Gunawan et al. (2020), Green and peloza (2011), and Nyadzayo et al. (2016) that CSR had a significant positive relation with the attitudinal loyalty of customers.

Based on the results of this study, it is known that library image affects library user loyalty. A better library image will increase reader loyalty in a library. Previous studies have proved that corporate image enhances consumers' recognition, satisfaction, and loyalty (Pérez and del Bosque, 2017; Gunawan et al., 2020; Tu and Chih, 2013). This study approves that user loyalty to the library is determined by customer value. It indicates that the higher the customer perceived value, the higher the user loyalty to the library. It shows that the comfort and convenience felt when in the library creates the satisfaction of library users, and they do not want to move to another library. Users are also willing to share their positive experiences when using the library (positive word of mouth).

This study explains the impact of CSR activity on partners in implementing CSR programs (in this study, libraries). So far, research has only focused on the impact of CSR on consumers of specific products or services. The results showed that mutualism symbiosis occurs. Companies (owners of CSR programs) and libraries (recipients of CSR programs) have relatively the same positive impact. The library will undoubtedly impact additional facilities, the latest books support, professional training and development, more accessible access, and a large budget. As for companies, CSR programs are empirically able to increase image, value, and loyalty.

This study indicates that library image and customer value mediate the relationship between CSR activity and customer loyalty (Partial Mediation). However, when compared to the value of the coefficient of direct influence with indirect influence, the direct effect is more significant. It can be interpreted that the role of mediation is not essential in explaining the relationship between predictor and criterion variables (Baron and Kenny, 1986). So it can be concluded that library image and customer value are less able to explain the relationship between CSR at Library and customer loyalty.

## **6. Managerial implication and limitation research**

An important finding in this study is that libraries implementing partners for CSR programs will improve the library's image, customer value, and customer loyalty to the library. Libraries need to cooperate with many companies in implementing CSR programs with various positive effects. The population of this study is vast. The population is not restricted to a particular library. Libraries have different characteristics depending on the market segment. Libraries on campus are different from libraries in rural areas because user behaviour and the required facilities will differ. In the *first* future research, it is recommended that research be carried out in a particular library. This study discusses the impact of CSR on libraries as program implementation partners. *Second*, future research is suggested to distinguish the impact of CSR on libraries as partners and the impact on companies having CSR programs. Third, the direct effect of CSR at the library on customer loyalty is greater than the indirect effect through the Library image and Customer value variables, so in future research, it is recommended to use these two variables as moderator variables.

## **Acknowledgement**

With the publication of this article, we would like to thank the Directorate General of Higher Education, Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia (Direktorat Jenderal Pendidikan Tinggi Kementerian Pendidikan, Kebudayaan, Riset, dan Teknologi) for funding this research through the Basic Research Program for Higher Education Excellence (Penelitian Dasar Unggulan Perguruan Tinggi/PDUPT) in 2018.

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