COMMUNICARE
Journal of Communication Studies

Corporate Reputation Management in Times of Crisis: The Contribution of Brand Image and CSR in Unilever Indonesia

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ABSTRACT

The Israel–Palestine conflict has prompted Indonesia, the world's second-largest Muslim nation, to boycott products perceived as supporting Israel. Unilever Indonesia was among the companies affected, raising concerns about reputational damage. In response, the company sought to strengthen its Corporate Social Responsibility (CSR) initiatives. This study examines the influence of brand image and CSR on Unilever Indonesia's corporate reputation during the crisis. A quantitative approach was employed using surveys with purposive non-probability sampling. Findings based on the R^2 value indicate that brand image and CSR together account for 87.6% of the variance in corporate reputation. Brand image demonstrated a significant effect (t = 7.404), while CSR also showed a significant effect (t = 4.666). These results confirm that both brand image and CSR positively and significantly affect corporate reputation. The study highlights that in times of crisis, a strong brand image and well-managed CSR initiatives play a crucial role in maintaining and enhancing corporate reputation.

INTRODUCTION

The conflict between Israel and Palestine has caused the loss of thousands of lives, including a significant number of children, and has led to the devastation of tens of thousands of residences, educational institutions, and commercial buildings (CNBC Indonesia, 2023). In late 2023, a new chapter of the Israeli-Palestinian conflict began again. With the actions of the Israeli Zionist forces targeting Palestinians in the Gaza Strip (Muhamad, 2024). That incident has prompted Indonesia, as the second-largest Muslim nation in the world, to impose a boycott on products allegedly to support Israel. The boycott of products in Indonesia has become stronger after the spread of Indonesian Ulema Council (MUI) fatwa number 83 of 2023 concerning the law on support for the Palestinian struggle. The Indonesian government urged people to avoid transactions and use of products affiliated with Israel or support Zionism (Yasir et al., 2024).

Figure 1. PT. Unilever Stocks from September 1, 2023 - April 2024
Source: (Yahoofinance, 2024)

The stock price of PT. Unilever experienced a sharp decline in the period 28 October - 30 October 2023. The decline in the corporate stock price is associated with a boycott of products that help Israel in the humanitarian crisis in the form of military attacks on Palestinian civilians (Yahoofinance, 2024). This boycott reflects the importance of the role of social media as a platform for expressing opinions and shaping the views of society as a whole. This impact not only affects the sales of companies targeted by the boycott, but also has broader social and political implications. Social media are important aspects and need to be carefully prepared by the corporate when faced with a crisis situation (Yulianti et al., 2022). As research conducted by (Çerçi, 2024), social media plays an important role in disseminating information to the public, either as a tool that causes a communication crisis or as a tool to reduce and resolve the communication crisis. (Özer Alper, 2024) social media is now not just a tool, but a core element in a transparent, participatory, and evolving public relations strategy. Overall, the phenomenon of the boycott of Israeli products in Indonesia highlights the complex relationship between consumer behavior, social media, global issues, and cultural values (Septiazi & Yuliana, 2023).

PT Unilever Indonesia Tbk. faced a crisis of calls for product boycotts due to pro-Israel issues that impacted the corporate reputation and performance. To overcome the situation, public relations strategies also play an important role (Firman, 2024). To better manage crises, multinational companies must prioritize a communication approach that takes into account both global and local aspects (Violin et al., 2024). Previous research has shown that with the advent of this event there was a decrease in brand awareness, negative brand associations, skepticism towards quality, and a reorientation of consumer loyalty based on ethical considerations. This can give negative perceptions of Israeli brands were formed among Muslim consumers, especially in Indonesia (Utama et al., 2023).

Brand image refers to the associations and beliefs that consumers hold about a particular brand. It represents how the brand is perceived in the minds of consumers and often serves as a key criterion in purchase decisions, making it one of the most valuable

resources for businesses (Puspita et al., 2024). Unilever has played an important role in shaping global brand image through its ability to consistently build and maintain positive consumer perceptions (Hermanses et al., 2024). Effective brand perception can be achieved by integrating both local and global cultural elements, while also respecting the values of the Muslim community to strengthen positive attitudes toward products (Huo, 2022). In this study, the measurement of brand image draws on indicators such as strong personality, powerful image, high quality, attractiveness, and sympathy toward the brand or corporation (Bianchi et al., 2019).

Public relations professionals can employ Corporate Social Responsibility (CSR) to mitigate the adverse effects of a crisis, provided that CSR initiatives are carried out with genuine commitment and a clear focus on enhancing societal well-being (Ham & Kim, 2019). During a crisis, the public often requires firm guidance and reassurance, making CSR an essential tool in sustaining trust (Reza Irwansyah Rezeki et al., 2023). Although CSR has gained prominence in organizational studies, its role in crisis management remains relatively underexplored. Conceptually, CSR is understood as a form of corporate citizenship encompassing moral, ethical, and social responsibilities, which in turn foster mutual benefits between organizations and their stakeholders. Moreover, CSR communication—how companies convey their initiatives—significantly influences consumer perceptions and evaluations of corporate reputation. In particular, CSR-based crisis communication has been shown to strengthen consumer trust and positively shape behavioral intentions (Ham & Kim, 2019). As a strategic public relations approach, CSR enables organizations to address stakeholder needs and expectations, with the ultimate goal of building positive public opinion and ensuring organizational sustainability (Yulita & Hidajat, 2020).

Ham and Kim (2019) assert that consumers' interpretations of corporate social responsibility (CSR) communication during crises exert a significant influence on their behavioral intentions, particularly in cases where the crisis is unintentional and the corporation possesses a limited CSR track record. In this regard, public relations professionals are required to clearly distinguish between CSR messages that serve altruistic or philanthropic purposes and those formulated as crisis communication to mitigate adverse social reactions (Shim et al., 2021). Furthermore, organizational attentiveness to social and environmental concerns has been shown to substantially shape public trust and corporate reputation. Consumers often perceive their purchase of goods and services as contributing to wider societal objectives, thereby reinforcing confidence in the corporation (Sujanto, 2017). CSR is commonly conceptualized through five key dimensions—economic, social, philanthropic, environmental, and ethical/legal—which have been widely adopted as a framework in prior empirical studies (Bianchi et al., 2019).

Corporate reputation plays a pivotal role in shaping stakeholder perceptions and influencing consumer purchasing decisions, as it reflects an organization's strategy and signals its potential future behavior (Kyller & Thorson, 2021). According to Fombrun, as cited in Jasin et al. (2021), corporate reputation comprises several dimensions, including credibility, trust, reliability, and social responsibility. Individuals frequently rely on

corporate reputation when making important decisions, such as transactions or the purchase of goods and services. This aligns with Jasin et al. (2021), who describe corporate reputation as a composite of various images representing the organization. Reputation is thus a critical asset that requires careful management, as it can be undermined instantly by negative publicity (Yulianti et al., 2022). Moreover, reputation cannot be established in a short period; rather, it must be cultivated over many years to earn recognition and trust from consumers (Zahara et al., 2021).

The boycott crisis faced by Unilever Indonesia represents a challenging situation with the potential to significantly affect its corporate reputation. Accordingly, research is required to analyze the extent to which brand image and corporate social responsibility (CSR) influence and sustain corporate reputation following such crises. The incident created a distinct impression among consumers, shaping perceptions of the company's reputation. Furthermore, Unilever's CSR initiatives in response to the crisis are expected to contribute to managing and maintaining its reputation. Based on this premise, the present study develops a conceptual framework and corresponding hypotheses as follows.
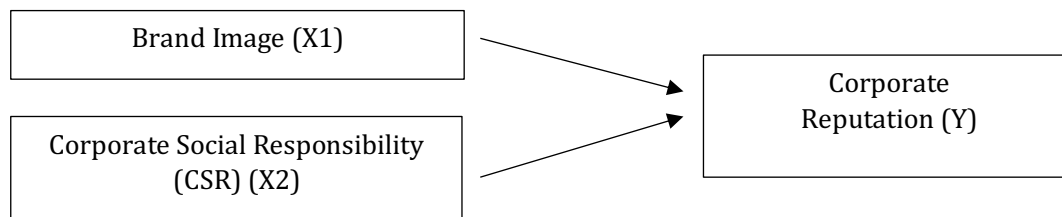

Figure 2. Conceptual Framework
Source: Data Processed by the Researcher, 2025

Hypothesis
H1 : There is an influence of brand image on the corporate reputation
H2 : There is an influence of corporate social responsibility (CSR) on corporate reputation

METHOD

This study employs a quantitative research approach, which is used to test theory by examining relationships between variables through the collection and analysis of numerical data. A quantitative design allows researchers to distinguish causal relationships between antecedent factors and their effects in a structured manner (Musianto, 2002). The case study focuses on Unilever Indonesia, which faced a product boycott due to perceptions of its alleged support for Israel. Data were collected through surveys using purposive sampling, targeting respondents who had boycotted Unilever products following the Israel–Palestine conflict.

For data analysis, this study applies Smart PLS, a statistical tool widely utilized in social research for examining models with collinear relationships and latent variables

that cannot be measured directly (Astuti & Bakri, 2021). Beyond its function as a data processing medium, Smart PLS enables hypothesis testing and theoretical confirmation, allowing researchers to establish structured relationships (Mulanda et al., 2023). Path Analysis was also employed to identify direct and indirect relationships among variables, supporting the formulation of theoretical foundations (Sudaryono, 2011).

The research instrument used a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). Sampling size was determined based on Hair et al. (2017), which suggests a minimum of 100–200 respondents when the population is unknown and the study includes more than 20 indicators.

RESULT AND DISCUSSION

The demographic profile of respondents in this study is summarized in Table 1. The findings indicate that the majority of participants were in the 18–25 age range, reflecting a younger demographic segment. In terms of gender distribution, female respondents dominated the sample.

Geographically, most respondents reported residing in Jakarta, Bekasi and Bogor, which aligns with the cites's role as a major urban and economic center in Indonesia. With regard to occupational background, the sample was primarily composed of students and private sector employees, suggesting that the participants represented active and socially aware groups. In terms of behavioral orientation, the data revealed that the predominant action among respondents was the continued boycott of Unilever products.

Table 1. Profile of respondents (n = 150)

Characteristic	Category	Frequency	Presentation
Age	18 - 25	66	44%
	26 - 33	57	38%
	34 - 41	20	13%
	41 - 49	4	3%
	50 - 58	3	2%
Gender	Man	27	18%
	Women	123	82%
Domicile	Jakarta	39	26%
	Bandung	3	2%
	Bogor	38	25%
	Bekasi	27	18%
	Depok	18	12%

	Karawang	3	2%
	Makassar	1	1%
	Pekanbaru	2	1%
	Surabaya	2	1%
	Tangerang	17	11%
Occupation	Private sector employee	45	30%
	Student	52	35%
	Freelancer	2	1%
	Architect	1	1%
	Web Developer	1	1%
	Civil worker	4	3%
	Entrepreneur	23	15%
	Social Worker	1	1%
	Part time Teacher	2	1%
	Lecturer	2	1%
Still doing boycott	Yes	124	83%
	No	26	17%

Measurement Model Evaluation (Outer Model)

Discriminant validity is how far a construct is greater than another construct by empirical standards (Hair et al., 2017). The cross loading value is determined by the value of >0.70 for each indicator. Convergent validity measures the magnitude of the correlation between constructs and latent variables. Convergent validity assessment can be evaluated through the loading factor for every construct indicator. An optimal loading factor value is greater than 0.7, indicating that the indicator effectively measures the constructed variable. In practical research, a loading factor value exceeding 0.7 is still considered acceptable. (Haryono, 2017).
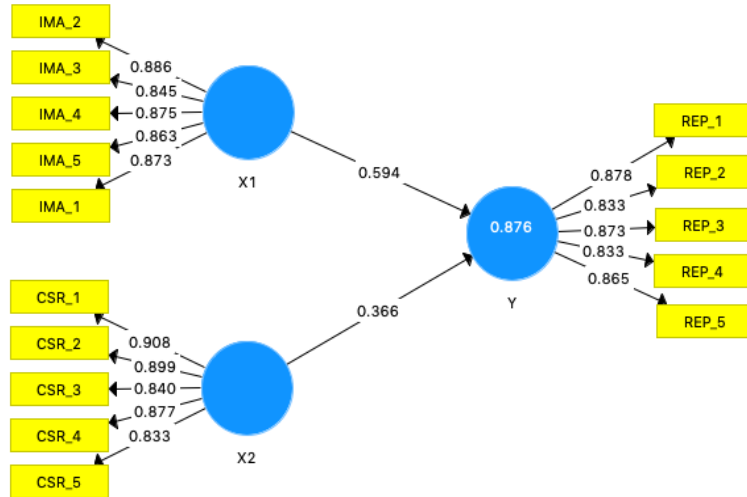
Figure 2. Validity Test Results (Outer Model)
Source: Primary Data Processed by the Researcher, 2025

Table 2. Validity Test Results

Variable	Loading Factor	Limit Value	Status
X1_Brand Image			
IMA_2	0.886	0.5	Valid
IMA_3	0.845	0.5	Valid
IMA_4	0.875	0.5	Valid
IMA_5	0.883	0.5	Valid
IMA_1	0.873	0.5	Valid
X2_CSR			
CSR_1	0.908	0.5	Valid
CSR_2	0.899	0.5	Valid
CSR_3	0.840	0.5	Valid
CSR_4	0.877	0.5	Valid
CSR_5	0.833	0.5	Valid
Y_Reputation			
REP_1	0.878	0.5	Valid
REP_2	0.833	0.5	Valid
REP_3	0.873	0.5	Valid
REP_4	0.833	0.5	Valid

Primary Data Processed by the Researcher, 2025

According to Table 2, the assessment of discriminant validity shows that reflective indicators demonstrate their cross loadings in relation to the constructs. Thus, it can be

inferred that all statements associated with the variables are deemed valid, given that their loading factors exceed 0.5.

Table 3. Average Variance Extracted (AVE)

Variable	AVE Value
Y_Reputation	0.7336
X2_CSR	0.7541
X1_Brand Image	0.7605

Source : Primary Data Processed by the Researcher, 2025

According to Table 3, the Average Variance Extracted (AVE) values exceed 0.5, indicating that all indicators satisfy the criteria for convergent validity.

Composite Reliability and Cronbach's Alpha

The reliability of the research instrument was assessed using Composite Reliability and Cronbach's Alpha. Reliability refers to the accuracy and consistency of measurements, ensuring that the instrument produces stable and dependable results. A construct is considered to have high reliability if the composite reliability value exceeds 0.70, indicating strong internal consistency.

In this study, reliability testing was performed using the Cronbach's Alpha coefficient. A value above 0.60 is generally regarded as the minimum threshold for reliability, while values below 0.60 suggest that the measurement items are not internally consistent. Thus, the reliability assessment was employed to confirm that the survey instrument met the required standards for internal consistency before proceeding with further analysis.

Table 4. Average Variance Extracted (AVE)

Variable	Composite Reliability	Cronbach's Alpha	Status
Y_Corporate Reputation	0.932	0.909	Reliable
X2_CSR	0.941	0.921	Reliable
X1_Brand Image	0.939	0.18	Reliable

Primary Data Processed by the Researcher, 2025

Based on table 4, it can be seen that the Composite Reliability and Cronbach's Alpha test results show satisfactory values. Because variable values have Composite Reliability and Cronbach's Alpha values ≥ 0.70. So it can be concluded that the questionnaire used as a research tool is reliable or consistent.

R-Square Value (R2)

Table 5. R-Square Value Test Results (R2)

Variable	R-Square	R Square Adjusted
Corporate Reputation (Y)	0.876	0.875

Source : Primary Data Processed by the Researcher, 2025

Based the data in table 5, it can be concluded that the R-Square value is 0.876, which means that the data above can be explained by all the independent variables of 87.6% and the remaining 100% which is explained outside this research model.

Table 6. Hypothesis Test

Relation Between Variables	Hypothesis	Original Sample	St Dev	T Statistics	P Values
Brand Image ⟶ **Corporate Reputation**	H1	0.585	0.079	7.404	0.000
Corporate Social Responsibility (CSR) ⟶ **Corporate Reputation**	H2	0.368	0.079	4.666	0.000

Source : Primary Data Processed by the Researcher, 2025

In examining the results of the hypothesis testing conducted, it is evident that the first hypothesis (H1) is accepted and deemed significant. This indicates that brand image influences corporate reputation, with a P-value of 0.000 <0.005 and a t-statistic of 7.404 > 1.96. Additionally, the second hypothesis (H2) concerning the impact of corporate social responsibility (CSR) on corporate reputation shows a positive and significant effect. The P-value here is also 0.000 <0.005, and the t-statistic is 4.666 > 1.96. Hence, it can be concluded that (H2) is accepted.

The Effect of Brand Image on Corporate Reputation

In the brand image variable, respondents gave an average value of 4 = agree with a positive answer tone. Even though Unilever Indonesia is facing a crisis due to a boycott of product purchases, consumers still think that Unilever Indonesia remains a multinational corporate that produces quality products. Then 83% of respondents stated that they still made purchase transactions. A good brand image in the eyes of consumers

will help maintain the reputation of the corporate. The results of this study show that when the corporate is faced with a crisis situation, a well-managed brand image can provide benefits to the corporate. The brand image management carried out by Unilever Indonesia has certainly been carried out regularly and is not done suddenly when a crisis situation occurs. Therefore, it is important for companies to carry out good brand image management.

In the research (Firman, 2024b) explained to maintain a good corporate reputation Unilever Indonesia had identified the areas most affected by the negative sentiment to take effective strategy. Communicating positively through their official social media and in their statements in various news coverage. Emphasizing that their products are made locally so that they can support the local economy and industry and meet the standards and needs of Indonesian consumers. In addition, emphasizing that their products and production processes implement a 100% halal assurance. Asyaidir (et al., 2024) explains when the boycott incident occurred, Unilever Indonesia still uses advertiser and give big influence on the audience. Even though it still gets a good corporate reputation rating, the management of the brand image owned by the Unilever Indonesia corporate should not stop or be ignored. Because corporate still has to strengthen product quality with a focus on sustainability and positive brand image to deal with negative issues and fierce competition (Rahma et al., 2024).

The Effect of Corporate Social Responsibility (CSR) on Corporate Reputation

The analysis of respondents' answers indicates that Unilever Indonesia is perceived as a corporation that demonstrates social responsibility, environmental stewardship, a strong commitment to sustainability, and concern for societal and humanitarian issues, while also complying with applicable legal regulations. These perceptions are primarily based on the Corporate Social Responsibility (CSR) initiatives that the company has consistently undertaken.

The findings suggest that consistent implementation of CSR has a significant positive impact on corporate reputation. Such practices not only strengthen relationships with consumers and investors but also contribute to sustainable competitive advantage. In addressing the crisis, Unilever Indonesia emphasized CSR strategies characterized by a commitment to sustainability, active involvement in social programs, recognition of CSR initiatives, and adherence to transparency and accountability (Inayatussa'adah & Sisdianto, 2024).

CONCLUSION

The findings confirm that brand image has a positive contribution to corporate reputation, indicating that a well-managed brand image enables a corporation to maintain its reputation even in times of crisis. Furthermore, Corporate Social Responsibility (CSR) programs, when implemented consistently and with strong

commitment, also play a significant role in sustaining corporate reputation despite reputational challenges.

For future research, qualitative methods such as interviews and focus group discussions are recommended to obtain deeper insights into consumer perceptions of boycotts and their influence on CSR and brand image. Comparative studies across companies in Indonesia that have faced crisis situations would also be valuable. Such analyses could reveal whether the strategies employed by Unilever Indonesia are universally applicable or context-specific, thereby providing broader implications for crisis management and reputation building.

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