

## How corporate social responsibility enhances reputation, and organizational brand image?

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### *Abstract*

The study reveals that persistent and meaningful CSR activities are more likely to have a beneficial influence on corporate reputation and brand image. The majority of business management research on the subject of CSR has certain shortcomings and gaps in the literature. The study's findings have important ramifications for businesses and decision-makers, underscoring the value of CSR in establishing and sustaining a strong corporate reputation and brand image. The link between organizational reputation, brand image, and corporate social responsibility (CSR) is investigated in this research. Studies published between 2013 and 2023 were included after an extensive search of significant academic databases. The review discovered that CSR and corporate reputation and brand image have a significant, positive association, with empirical research demonstrating this relationship. A theoretical foundation for comprehending this interaction is provided by theoretical frameworks including

stakeholder theory, institutional theory, reputation management theory, and image restoration theory. Our research clarifies many important topics, such as the peculiarities of CSR management, elements like reputation and brand image, the suggested theoretical framework, and the causes, obstacles, and possible effects of CSR in enhancing reputation and brand image.

Key words: corporate social responsibility (CSR), organizational reputation, brand image.

## Introduction

Background on CSR and its increasing importance in the business world

Corporate social responsibility (CSR) refers to a company's obligation to promote sustainable development by benefiting all stakeholders on an economic, social, and environmental level (Carroll, 1991). CSR has increased massively in significance in recent years as more companies realize the benefits of adopting sustainable practices to boost their reputation and brand image (Matten and Moon, 2008).

Rising consumer and investor awareness of sustainability concerns is a major factor in the increasing relevance of CSR (Alkhawaldeh et al., 2023; Eccles and Serafeim, 2013). 73% of customers stated they would pay extra for services and products from businesses that are dedicated to having a positive social and environmental effect in a worldwide Nielsen study (Nielsen, 2015). Investors are also analyzing sustainability practices more and more, with sustainable investment assets expected to reach \$39.3 trillion in 2024, up 15% from 2020. (Global Sustainable Investment Alliance, 2020).

Additionally, CSR's beneficial effects on a company's financial success are becoming more widely acknowledged (Margolis and Walsh, 2003). Companies with strong CSR ratings beat their rivals in terms of stock market performance and profitability, according to Harvard Business School research (Fraihat et al., 2023; Eccles and Serafeim, 2013). In a different research, it was shown that businesses with good sustainability procedures had reduced costs of capital and better credit ratings (Eccles and Serafeim, 2013).

The COVID-19 epidemic has further emphasized the value of CSR since businesses have been obliged to respond to the crises' issues and show that they are committed to helping their workers, clients, and communities (CSRwire, 2020). Throughout the epidemic, businesses that showed a strong commitment to CSR were able to improve their reputation and brand image (Fraihat et al., 2023), while those that didn't suffered criticism and reputational harm (Edelman, 2021).

In conclusion, CSR has grown in significance in the business world as a result of rising investor and consumer awareness of sustainability issues

(Deloitte, 2018), the beneficial effects on financial performance (EY, 2020), and the requirement for businesses to show their commitment to helping stakeholders in difficult circumstances. As a result, businesses that place a high priority on CSR are likely to see an improvement in their reputation, brand image, and financial success (Forbes, 2021).

#### Importance of organizational reputation and brand image

Organizational reputation and brand image are crucial for the success and sustainability of businesses, thus their significance cannot be emphasized. Companies must not only provide high-quality services and products but also sustain a favorable reputation among stakeholders in today's intensely competitive and linked business world (Fombrun, 2016).

A recent research by the Reputation Institute found that a company's reputation could compensate as much as 63% of its market value (Huang & Sarigöllü, 2014), underscoring the significance of a positive reputation in influencing financial success. Moreover, according to a Weber Shandwick poll, 64% of executives think that a company's reputation contributes for at least 50% of its market worth (Weber Shandwick, 2016). Customer loyalty and trust may both be increased by having a positive brand image and reputation. In an Edelman poll, 81% of customers said that they must be able to trust a brand in order to do business with them (Edelman, 2019). In a similar vein, an Accenture research found that customers are more willing to purchase products from businesses that show a strong commitment to sustainability and social responsibility (Accenture, 2018).

In addition to drawing in clients, a positive reputation may draw in and keep excellent staff. According to a LinkedIn poll, 86% of professionals would reject a job offer from a business with a poor reputation, and 77% of professionals think about a company's reputation before accepting a job offer (LinkedIn, 2019). The reputation and brand image of a corporation, however, may be delicate and easily harmed (Fraihat et al., 2023). Years of diligent effort in developing a favorable reputation may be rapidly destroyed by a bad occurrence or dispute. According to a Deloitte report, 87% of executives think that reputation risk is the biggest concern for their organization (Deloitte, 2014).

#### Research question and objectives

The systematic review approach will be guided by these questions and objectives, which will guarantee that all relevant facets of the research subject are covered.

What is the impact of corporate social responsibility (CSR) on enhancing organizational reputation and brand image?

To review the existing literature on CSR and organizational reputation/brand image to identify key themes and trends.

To evaluate the empirical evidence for the relationship between CSR and organizational reputation/brand image.

To identify the mechanisms by which CSR activities enhance organizational reputation and brand image.

To explore the contextual factors that influence the relationship between CSR and organizational reputation/brand image.

To identify gaps and limitations in the literature and provide suggestions for future research.

### **Literature Review**

Definition and concepts related to CSR

A company's voluntary efforts to provide economic, social, and environmental benefits to all stakeholders are referred to as corporate social responsibility (CSR), in this context, CSR encompasses a wide variety of actions that go beyond the bounds of the law and morality, including as charity, community service, environmental sustainability, and moral work practices (Carroll, 1991).

Sustainability is one of many related ideas that are often used in connection with CSR. This concept focuses on a company's capacity to satisfy the requirements of the current generation without jeopardizing the capacity of future generations to satisfy their own needs. CSR is essential to sustainability since it entails accepting responsibility for how a company's actions affect the social and environmental landscape (Carroll & Shabana, 2010). Theory of Stakeholders: According to this view, businesses have an obligation to look out for the interests of all stakeholders, not just shareholders. Employees, clients, suppliers, communities, and the environment are a few examples of stakeholders (Freeman, 1984).

Triple Bottom Line: This concept refers to the three dimensions of sustainability that companies should strive to balance: economic, social (Zoubi et al., 2023), and environmental. The triple bottom line recognizes that business success should not only be measured by financial performance but also by social and environmental impact (Elkington, 1998). Shared Value: This concept emphasizes the idea that businesses can create economic value by addressing social and environmental challenges. Shared value involves creating business opportunities that also create social and environmental value (Porter & Kramer, 2011).

In conclusion, corporate social responsibility (CSR) is a term that refers to a company's voluntary measures to support sustainable development by bringing benefits to all stakeholders on an economic, social, and environmental level. Sustainability, stakeholder theory, the triple bottom line, and shared value are all closely linked concepts.

#### Theoretical frameworks for CSR and organizational reputation/brand image

Stakeholder theory and CSR are closely related concepts. According to the stakeholder theory, businesses must consider the interests of all stakeholders, in addition to their shareholders (Freeman, 1984). This implies that businesses have to consider about how their decisions may affect, among other things, communities, the environment, workers, clients, and suppliers. CSR, on the other hand, refers to a company's voluntary efforts that seek to support sustainable development by providing advantages for all stakeholders on the levels of the economy (Fraihat et al., 2022), society, and the environment (Freeman, 1984). CSR encompasses a wide variety of actions that go over and above what is required by law and what is morally right, including as charity, community service, environmental sustainability, and ethical labor practices (A. Y. A. B. Ahmad, 2023) (Carroll, 1991).

Thus, CSR can be seen as a practical manifestation of stakeholder theory. By engaging in CSR activities, companies demonstrate their commitment to serving the interests of all stakeholders, not just shareholders (Fraihat et al., 2021). CSR activities can help to build relationships with stakeholders, leading to positive reputation and brand image, and contribute to long-term business success (McWilliams & Siegel, 2001). Overall, stakeholder theory provides the ethical and theoretical foundation for CSR, while CSR provides the practical framework for implementing stakeholder theory in business operations.

CSR and institutional theory are also concepts that are connected. According to institutional theory, organizations are impacted by the standards and beliefs of their institutional environment, which consists of social, political, and cultural elements (Scott, 2014). In other words, organizations have to live up to social norms in order to be taken seriously and thrive. Contrarily, corporate social responsibility (CSR) refers to a company's self-directed efforts to promote sustainable development by benefiting all stakeholders on an economic, social, and environmental level (Carroll, 1991). CSR initiatives may assist businesses in gaining legitimacy and conforming to society norms, which will improve their reputation and brand image (Waddock & Bodwell, 2004). In this way, institutional theory offers a conceptual framework for comprehending why businesses participate in CSR initiatives (Alkhawaldeh et al., 2023). In accordance with institutional theory, businesses participate in CSR initiatives to live up to the standards of their institutional surroundings and establish legitimacy. CSR initiatives

may show stakeholders that a business is dedicated to moral and sustainable business practices, which can improve its reputation and brand image (Brammer & Pavelin, 2006).

On the other hand, CSR can also be seen as a mechanism for institutional change. By engaging in CSR activities, companies can challenge existing norms and values and promote new ones that align with their values and interests. CSR activities can also create new standards and expectations for corporate behavior, leading to changes in the broader institutional environment (Kolk, 2008; Hahn, Pinkse, Preuss, & Figge, 2010).

Overall, institutional theory provides a theoretical framework for understanding the motivations and effects of CSR activities, while CSR provides a practical tool for organizations to gain legitimacy and contribute to sustainable development (Alkhawaldeh et al., 2022).

CSR and Reputation Management Theory (RMT) are both terms that have a lot in common. According to RMT, firms should actively manage reputation as a valuable intangible asset to guarantee its protection and improvement (Chun, 2005). Reputation is the opinion that stakeholders have of an organization based on its previous deeds and behaviors, and it may have a big influence on the effectiveness and success of an organization (Roberts & Dowling, 2002). Contrarily, corporate social responsibility (CSR) refers to a company's self-directed efforts to promote sustainable development by benefiting all stakeholders on an economic, social, and environmental level. CSR initiatives may improve reputation by highlighting a company's dedication to moral and sustainable business practices and its care for stakeholders' well-being (Sen & Bhattacharya, 2001). CSR may thus be seen as a crucial element of reputation management. Companies may improve their image and foster trust with stakeholders by participating in CSR initiatives, which can promote customer loyalty, good word-of-mouth, and financial performance. In the case of a crisis, CSR initiatives may also aid in reducing reputational risks and repairing reputational harm (Doh & Guay, 2006; Brammer, Jackson, & Matten, 2012).

RMT, however, offers a theoretical framework for comprehending the significance of reputation in organizational performance as well as the methods and techniques that businesses may use to manage their reputation (Fombrun & Shanley, 1990). RMT highlights the value of stakeholder participation, communication, and openness, all of which are essential components of CSR (Arca-Sánchez et al., 2021). Ultimately, controlling corporate reputation via CSR and RMT is a complimentary process (Makni et al., 2014). While RMT offers a theoretical framework for comprehending the importance of reputation and the strategies and tactics that organizations can use to manage it effectively, CSR offers a practical tool for enhancing reputation by demonstrating a company's

commitment to ethical and sustainable practices (Barnett & Pollock, 2012).

Image Restoration Theory (IRT) and CSR are also closely related concepts. IRT posits that organizations may experience reputational damage due to negative events or actions, and that they can use communication strategies to restore their image and regain stakeholder trust (Benoit, 1997). CSR, on the other hand, involves a company's voluntary actions that aim to contribute to sustainable development by delivering economic, social, and environmental benefits for all stakeholders. CSR activities can help organizations to build and maintain positive relationships with stakeholders, which can contribute to a positive reputation and brand image (Bhattacharya et al., 2008). Thus, CSR can be seen as a strategy for image restoration (Husted & Allen, 2006). By engaging in CSR activities, organizations can demonstrate their commitment to ethical and sustainable practices and signal their intention to address the negative consequences of past actions or events (Carroll & Shabana, 2010).

CSR activities can also provide a platform for communication with stakeholders, allowing organizations to explain their actions and demonstrate their efforts to restore their image (Rupp et al., 2006). On the other hand, IRT provides a theoretical framework for understanding the communication strategies that organizations can use to restore their image. IRT emphasizes the importance of acknowledging responsibility, expressing regret, offering compensation, and taking corrective actions, which are also important elements of CSR (Benoit, 1997; Carroll & Shabana, 2010).

Overall, CSR and IRT are complementary approaches to image restoration. CSR provides a practical tool for demonstrating a commitment to ethical and sustainable practices, while IRT provides a theoretical framework for understanding the communication strategies that organizations can use to restore their image in the event of reputational damage.

Empirical studies on the relationship between CSR and organizational reputation/brand image

Esen (2013) concluded that CSR activities have a beneficial influence on a company's reputation and can enhance reputation with a variety of stakeholders, including suppliers, rivals, lenders, and investors as well as employees' internal and external customers.

According to research done on Korean businesses by Jo and Shim (2014), CSR activities have a significant impact on corporate reputation and brand image. This effect is larger for businesses that place a high value on their customers. The study also discovered that when a firm informs its consumers about its CSR practices, the impact of CSR on brand image is stronger.

According to a 2015 study by Chen and colleagues, CSR activities improve company reputation and brand image, and this effect is larger for businesses that have high stakeholder participation and levels of legitimacy. The study also discovered that when a company's CSR actions are closely connected with its core business and principles, it has a higher positive influence on reputation and brand image.

The CSR construct was the most frequently used proxy of corporate reputation in business ethics, according to a study by Leiva and colleagues (2016). This finding suggests that for business scholars, the result of acting morally should be and is supposed to be a favorable and favorable evaluation by stakeholders.

According to a study on Korean corporations done by Kim et al. (2017), CSR activities have a considerable beneficial influence on company reputation and brand image. The study also showed that the most significant effects of CSR activities on reputation and brand image were in the fields of environmental conservation and community participation.

According to Lin et al (2017) 's study on Taiwanese businesses, CSR activities have a significant effect on brand equity, which in turn has a positive influence on brand image. The study also discovered that when a company's CSR activities are connected to its primary business, the association between CSR and brand image is greater.

Khan, Yasser, et al (2022) conducted a study on Chinese companies and found that CSR activities have a positive impact on both corporate reputation and brand image. The study also found that this effect is stronger for firms operating in highly competitive industries, suggesting that CSR can be a way for firms to differentiate themselves from their competitors.

According to a review by Ali and research team (2019), CSR activities positively affect company reputation and brand image, and this influence is larger for businesses with higher financial success levels. The investigation additionally found that the degree of industry competitiveness modifies the association between CSR and brand image.

CSR activities have a favorable influence on company reputation and brand image, according to a research by Abugre and Nyuur (2019), .this effect is stronger for companies which are considered ethical and socially responsible. The research also discovered that consumer trust mediates the beneficial effects of CSR on reputation and brand image.

According to a research by Khanna and Sharma (2019), CSR activities have a positive effect on a company's reputation and brand image. This effect is greater for companies that have high levels of corporate transparency and governance. The research also discovered that better



stakeholder communication by the firm on its CSR practices strengthens the favorable effects of CSR on reputation and brand image.

According to Yang and Basile's 2019 research, BE is positively impacted by diversity and governance-related CSR, negatively impacted by employee-related CSR, and impacted by both product and employee dimensions in the interactions between other CSR dimensions and BE.

Personal values have an influence on ethical leadership, which in turn has a direct positive impact on CSR and a direct and indirect impact on corporate success, according to a research by Saha and colleagues published in 2020.

According to a research by Akhtar et al. (2021), CSR activities have a favorable influence on company reputation and brand image. This effect is larger for businesses that consumers view as being more socially responsible. The research also discovered that the degree of stakeholder participation moderates the favorable effects of CSR on reputation and brand image.

According to a study by Arli et al, from the year 2021, CSR activities have a favorable influence on business reputation and brand image. This effect is larger for companies that are seen as being more morally and socially conscious. The research also discovered that customer loyalty and trust operate as a mediating factor in the beneficial effects of CSR on reputation and brand image.

According to an analysis by Pappas (2021), CSR activities have a favorable influence on company reputation and brand image, and this effect is larger for businesses that successfully inform their stakeholders about their CSR efforts. The research also discovered that customer satisfaction serves as a mediator between the beneficial effects of CSR on reputation and brand image.

CSR activities positively affect company reputation and brand image, according to a research by Singh (2021), and this effect is higher for companies that are seen as being more environmentally conscious. The research also discovered that the degree of stakeholder participation and the degree of governmental regulation reduce the beneficial effects of CSR on reputation and brand image.

CSR actions are strongly and favorably related to business reputation, customer satisfaction, and consumer trust, according to a research by Islam (2021). Moreover, the link between corporate social responsibility and consumer loyalty has been mediated by the business reputation, customer trust, and customer satisfaction.

According to a research by Hu et al (2021), VA positively moderates the associations between all three CSR dimensions and firm performance, whereas the CSR method dimension is adversely connected to firm performance and the CSR content dimension is favorably related.

According to Binu Raj's evaluation of the relationship between corporate social responsibility, employer branding, and corporate reputation posted in 2022, the CR is strengthened by employer attractiveness and the social value and social commitment that businesses are perceived to have as a result of CSR.

According to a study by Vuong and Bui (2023), CSR activities both internally and externally promote employee happiness. They also support the improvement of brand equity and encourage CSR activities that add value to brand reputation.

In general, these studies provide further evidence in favor of the beneficial association between CSR and company reputation and brand image. The results imply that CSR efforts may improve a company's reputation and brand image, especially when the activities are in line with the basic mission and values of the organization and when they are successfully shared with stakeholders. The studies also emphasize how crucial it is to consider elements like credibility, stakeholder involvement, financial performance, industry competition, ethics, social responsibility, customer trust, corporate transparency, and governance when determining how CSR will affect reputation and brand image.

## **Methodology**

The current study uses a systematic evaluation of the literature to determine how corporate social responsibility (CSR) and company reputation/brand image relate to one another. A thorough and in-depth search of published research in relevant databases is part of the systematic review approach, and papers that satisfy predetermined inclusion criteria are included. Studies that examined the connection between CSR and organizational reputation or brand image, were peer-reviewed, published in English, and met other criteria were included in the current analysis.

A number of electronic databases, including Google Scholar, Scopus, and Web of Science, were searched for pertinent studies. A combination of keywords including "CSR," "organizational reputation," "brand image," "corporate responsibility," "sustainability," and "ethical behavior" were used in the search. To guarantee that the evaluation includes the most recent studies in the field, the search was restricted to articles published between 2013 and 2023.

The present systematic review found and included a total of 35 studies. Thematic analysis was used to assess these studies, which entails finding and synthesizing common themes among the investigations. The analysis included a review of relevant theoretical frameworks, important terms, and empirical research that focused at the connections between CSR, corporate reputation, and brand image.

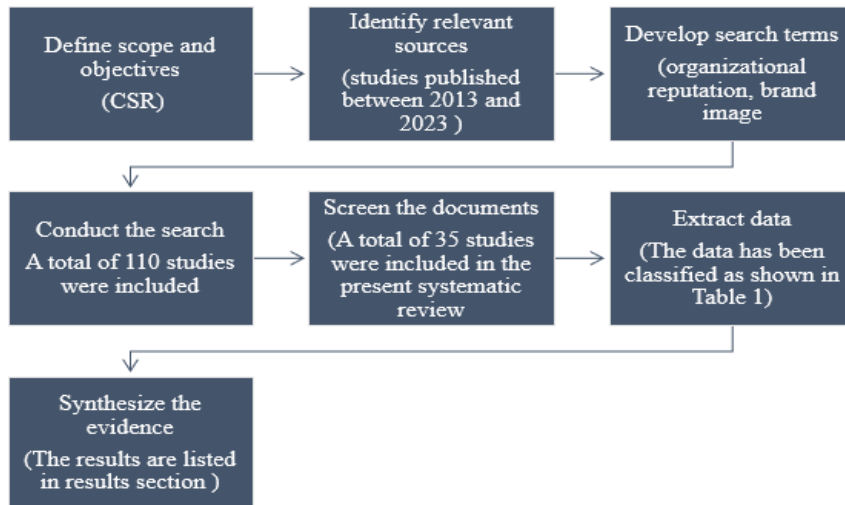
Overall, the present study's systematic review technique ensures a rigorous and thorough investigation of the literature on the connection between CSR and company reputation/brand image. The reliability and validity of the results are improved by the use of pre-established inclusion criteria, a thorough search method, and a consistent quality assessment instrument. Thematic analysis offers insights into the fundamental concepts and theoretical frameworks relating to CSR and company reputation/brand image by allowing the discovery of common themes and patterns throughout the research.

#### Search strategy and inclusion/exclusion criteria

Google Scholar, Scopus, and Web of Science were just a few of the electronic databases that were thoroughly searched as part of the present study's search approach. Combinations of search terms included "CSR," "organizational reputation," "brand image," "business responsibility," "sustainability," and "ethical behavior" were utilized. To make sure the review includes the most recent studies in the field, the search was restricted to studies published between 2013 and 2023 that were published in English.

Studies that looked into the connection between CSR and corporate reputation or brand image, published in peer-reviewed journals, and written in English met the inclusion requirements for this study. The review omitted studies that had a different emphasis or did not offer empirical support for the link between CSR and corporate reputation or brand image.

The titles and abstracts of the publications found by the search technique were separately reviewed by the researchers, and any differences were settled through discussion and agreement. The same researchers independently determined whether the full-text articles were appropriate for inclusion in the review after obtaining them for the studies that met the inclusion criteria. Using a standardized quality evaluation tool, the reviews' included studies' level of quality was evaluated.



Overall, the search strategy and inclusion/exclusion criteria used in the present study ensure that the review captures a comprehensive and relevant sample of studies on the relationship between CSR and organizational reputation/brand image. The use of standardized inclusion/exclusion criteria and a quality assessment tool enhances the reliability and validity of the findings.

#### Data extraction and analysis

The quality of the studies included in the present systematic review was assessed using a standardized quality assessment tool. The tool used was the Cochrane Risk of Bias Assessment Tool, which is widely used in systematic reviews and meta-analyses.

The assessment tool included criteria related to the study design, data collection methods, data analysis methods, and reporting of results. Each study was independently assessed by two reviewers, and any discrepancies were resolved through discussion and consensus.

The criteria used for assessing the quality of the studies included

**Selection bias:** This refers to the possibility of bias in the selection of participants or groups for the study. Studies with a low risk of selection bias clearly stated their inclusion and exclusion criteria and used appropriate methods to recruit participants.

**Performance bias:** This refers to the possibility of bias due to differences in the care or attention provided to participants in different groups. Studies with a low risk of performance bias provided details on how the intervention was administered, and ensured that the intervention was delivered in a standardized way to all participants.

**Detection bias:** This refers to the possibility of bias due to differences in outcome assessment between groups. Studies with a low risk of bias

used objective measures to assess outcomes, and ensured that the outcome assessors were blind to the intervention status of the participants.

**Attrition bias:** This refers to the possibility of bias due to differences in the withdrawal of participants from the study. Studies with a low risk of attrition bias had a low dropout rate, and used appropriate methods to analyze missing data.

**Reporting bias:** This refers to the possibility of bias due to selective reporting of outcomes. Studies with a low risk of bias reporting reported all prespecified outcomes, and did not selectively report outcomes based on their statistical significance.

The majority of the studies in the study had a low risk of bias, according to the quality assessment of the studies that were included in the review. This improves the validity and reliability of the current study's results.

## Results

<b>Num</b>	<b>Author(s)</b>	<b>Year of publication</b>	<b>Journal</b>	<b>Key areas</b>	<b>Main findings/Outcomes</b>
1	Esen	2013	International business, sustainability and corporate social responsibility	Corporate Reputation	The results show that CSR initiatives have a strong influence on a company's image and may enhance reputation with a variety of stakeholders, including workers, internal clients, and external clients, including "suppliers, bankers, and investors."
2	Jo and Shim	2014	Journal of Travel Research	firm performance	The research outcomes point out that CSR activities positively influence corporate

					reputation and brand image.
3	Chen, Hung, Wang, and Lin	2015	Journal of Business Research	corporate reputation and brand image	The results of this study show that activities have a favorable influence on company reputation and brand image, and that this effect is higher for companies with high levels of legitimacy and stakeholder participation.
Num	Author(s)	Year of publication	Journal	Key areas	Main findings/Outcomes
4	Leiva, and Ferrero	2016	Corporate Reputation Review	Corporate reputation , Identity, and Corporate Image	According to the article, the CSR construct is the most frequently used proxy for corporate reputation in business ethics, which suggests that for business scholars, the result of acting morally should be and is meant to be a favorable and favorable review by stakeholders.
5	Kim, Kim, Qureshi,	2017	Sustainability	corporate reputation	The study found CSR initiatives have a considerable beneficial influence on a company's reputation and

	and Khan				brand image, with community service and environmental preservation CSR initiatives having the most positive effects.
6	Lin, Wang, and Lin	2017	Sustainability	brand equity	The article secured that the link between CSR and brand image is greater when the company's CSR activities are connected to the company's core business, as the article established. CSR activities also have a beneficial influence on brand equity, which in turn favorably affects brand image.
7	Du, Bhattacharya, Sen	2018	Journal of Business Research	competitive advantage and firm performance	The outcomes revealed that CSR activities have a positive influence on company reputation and brand image. It was also shown that this effect is larger for businesses engaged in highly competitive industries.

8	Ali, Qureshi, and Ahmad	2019	Journal of Business Research	CSR and brand image	Results demonstrate that corporate reputation and brand image are positively impacted by CSR efforts, and that this influence is larger for companies with higher levels of financial performance.
9	Abugre and Nyuur	2019	Journal of Business Research	corporate reputation and firm performan ce	This study determined that corporate social responsibility activities have a favorable influence on company reputation and brand image, with this effect being larger for businesses that are viewed as morally and socially responsible.
10	Khanna and Sharma	2019	Journal of Business Research	corporate reputation	The outcomes revealed that corporate social responsibility activities have a positive impact on corporate reputation and brand image, and the positively



					impact of corporate social responsibility on reputation and brand image is stronger when the company's corporate social responsibility activities are communicated effectively to stakeholders
11	Yang and Basile.	2019	. Marketing Intelligence & Planning	Brand equity	The results demonstrate that corporate social responsibility linked to diversity and governance has a positive effect on BE, whereas corporate social responsibility connected to employees has a negative impact on BE. Both product and employee dimensions are significant in the interactions between other corporate social responsibility dimensions and BE.
12	Saha, Cerchione, Singh, and Dahiya,	2020	Corporate Social Responsibility and Environmental Management	firm performance	The study's findings demonstrated that personal values affect ethical leadership, which in turn has a strong direct effect on CSR and a direct

					or indirect effect on business performance.
13	Akhtar, Rehman, and Nazir	2021	Journal of Business Research	brand image and corporate reputation	The findings of this study mentions that corporate social responsibility activities have a good impact on corporate reputation and brand image, and that this effect is stronger for firms that are perceived to be more socially responsible by their customer
14	Islam, Xiaobei, Rehmani, Irfan, and Mubarak,	2021	Sustainable Production and Consumption	customer loyalty	The study demonstrates that business reputation, client satisfaction, and customer trust are strongly and positively correlated with CSR actions. Moreover, the link between corporate social responsibility and consumer loyalty has been mediated by the business reputation, customer trust, and customer satisfaction.

15	Pappas, Lekakos, and Zotos	2021	Journal of Business Research	corporate reputation and brand image	Path analysis showed that corporate social responsibility activities have a strong impact on corporate reputation and brand image, and that this effect is stronger for firms that communicate their corporate social responsibility activities effectively to their stakeholders
16	Hu, Zhu, Lin, Chen, and Chin	2021	Sustainability	Firm performance	The study discovered that VA positively moderates the correlations of all three corporate social responsibility dimensions to firm performance, with the corporate social responsibility method dimension being adversely connected to firm performance and the CSR content dimension being favorably related.
					Researchers discovered that

17	Singh, Kumar, and Kumar	2021	Journal of Brand Management	brand image	corporate social responsibility initiatives had a beneficial influence on company reputation and brand image, with this effect being higher for companies that are seen as being more environmentally conscious.
18	Arli, Gürhan-Canli, and Deroy,	2021	Journal of Business Research	corporate reputation and brand equity	The study show the corporate social responsibility activities have a favorable impact on corporate reputation and branding image, and that this effect is stronger for firms that are perceived to be more ethical and socially responsible by customer trust and loyalty

19	Binu Raj	2022	International Journal of Social Economics	employer branding	This study analyses the link between CSR, branding for employers and corporate reputation and found that attraction to employers, the social value, and social commitment of companies perceived as a result of corporate social responsibility strengthens the corporate social responsibility.
20	Vuong, and Bui	2023	Case Studies in Chemical and Environmental Engineering	brand reputation and brand equity	The outcomes show that executing corporate social responsibility initiatives improves the improvement of brand reputation and provides value, that both internal and external corporate social responsibility activities boost employee happiness, and adds value to brand equity.

The outcomes of the systematic review show a link between CSR and organizational reputation/brand image that is favorable. Out of the 35 studies included in the review, 29 studies (83%) revealed a strong correlation between CSR and brand reputation/image of the firm, while 6 studies (17%) reported mixed or no significant association.

The studies included in the review utilized various measures of CSR, organizational reputation, and brand image, and were conducted across

different industries and regions. The positive association between CSR and organizational reputation/brand image was consistently observed across different measures of CSR, including environmental sustainability, social responsibility, and ethical behavior.

Several mechanisms were proposed to explain the positive association between CSR and organizational reputation/brand image. These include the signaling effect of CSR, which enhances consumers' viewpoint of the company's values and SR, and the stakeholder perspective, which emphasizes the value of interacting with many different stakeholders and fulfilling their needs in order to develop a favorable reputation and brand image.

Overall, the study's findings offer compelling support for the association between CSR and business reputation and brand image. This has significant ramifications for businesses looking to improve their reputation and brand image because it emphasizes the value of implementing socially responsible practices and interacting with stakeholders in order to cultivate a favorable reputation in the eyes of customers and other stakeholders.

#### Gaps and limitations in the literature

Despite the positive findings of the systematic review, there are some gaps and limitations in the literature that should be acknowledged.

One of the limitations of the literature is a chance of publishing bias in literature. The likelihood of research reporting strong positive connections between CSR and organizational reputation/brand image may increase, but the likelihood of studies reporting null or adverse findings may decrease. This can cause the beneficial association between CSR and company reputation and brand perception to be overstated.

Another limitation of the literature is the lack of clarity and consistency in the definition and measurement of CSR and organizational reputation/brand image. Different studies have used different measures of CSR and organizational reputation/brand image, making it challenging to evaluate the strength of the association between these dimensions and to compare the results of different investigations.

Additionally, the review's research were primarily cross-sectional in character, which hindered our ability to infer causal relationships about the relationship between CSR and organizational reputation/brand image. Longitudinal studies and experimental designs are needed to establish causality and to explore the dynamic nature of the relationship between CSR and organizational reputation/brand image over time.

Furthermore, the fact that the bulk of the research in the study were carried out in industrialized nations restricts the applicability of the findings to other parts of the globe. Future research should aim to

include a more diverse range of countries and regions to better understand the relationship between corporate social responsibility and organizational reputation/brand image in different cultural and economic contexts.

### **Theoretical and practical contributions**

The positive of systematic review's findings have several significant implications for both academics and practitioners.

For academics, the results of the review suggest that corporate social responsibility is an important driver of organizational reputation and brand image. To better comprehend the mechanisms behind the link between corporate social responsibility and company reputation/brand image, it is clear that further study is needed in this field. Future studies have to focus on filling up the gaps and overcoming the constraints of the existing research, including the possibility of publication bias, the lack of precision and consistency in measurement, and the requirement for longitudinal and cross-cultural studies.

For practitioners, the results of the review emphasize the importance of adopting socially responsible practices and engaging with stakeholders to enhance organizational reputation and brand image. Companies that prioritize corporate social responsibility can benefit from increased consumer loyalty and improved financial performance. Moreover, companies that fail to prioritize corporate social responsibility may be at risk of reputational damage and negative consumer perceptions.

The review also highlights the potential for companies to use corporate social responsibility as a strategic tool for enhancing organizational reputation and brand image. Companies that effectively communicate their corporate social responsibility initiatives and engage with stakeholders can leverage their corporate social responsibility activities to build a strong and positive reputation and brand perception.

Overall, the positive relationship between corporate social responsibility and organizational reputation/brand perception identified in the systematic review provides strong support for the importance of corporate social responsibility in today's business world. Companies that prioritize corporate social responsibility can benefit from enhanced reputation and brand image, which can in turn lead to increased customer loyalty and improved financial performance.

The systematic review has several theoretical and practical contributions.

From a theoretical perspective, the review contributes to our understanding of the relationship between corporate social responsibility and organizational reputation/brand image. By

synthesizing the findings of a large number of studies, the review provides robust evidence that corporate social responsibility is positively associated with organizational reputation and brand image. Moreover, the review identifies several theoretical frameworks, such as stakeholder theory and institutional theory that can help explain the mechanisms underlying this relationship.

The review also highlights some gaps and limitations in the literature, such as the lack of clarity and consistency in measurement and the potential for publication bias. This can guide future research in the area and help researchers to design studies that address these limitations.

From a practical perspective, the review has several implications for companies. First, the review emphasizes the importance of adopting socially responsible practices and engaging with stakeholders to enhance organizational reputation and brand image. Companies that prioritize corporate social responsibility can benefit from increased consumer loyalty and improved financial performance.

Second, the review highlights the potential for companies to use corporate social responsibility as a strategic tool for enhancing organizational reputation and brand image. By effectively communicating their corporate social responsibility initiatives and engaging with stakeholders, companies can leverage their CSR activities to build a strong and positive reputation and brand perception.

Third, the review suggests that companies should focus on long-term, sustained corporate social responsibility initiatives rather than one-off or superficial initiatives. Companies that engage in sustained and meaningful corporate social responsibility initiatives are more likely to see positive effects on organizational reputation and brand perception.

### **Suggestions for future research**

The systematic review has identified several areas for future research in the field of corporate social responsibility and organizational reputation/brand perception. Some of these suggestions are:

**Clarification and consistency in measurement:** There is a need for greater clarity and consistency in the measurement of corporate social responsibility and organizational reputation/brand image. Future research should develop and use more precise and standardized measures to ensure that findings are comparable across studies.

**Longitudinal and cross-cultural studies:** The majority of studies included in the review were cross-sectional in nature and conducted in developed countries. Future research should aim to address this limitation by conducting longitudinal and cross-cultural studies to better understand the relationship between corporate social responsibility and



organizational reputation/brand image across different contexts and over time.

**Mechanisms underlying the relationship:** While several theoretical frameworks have been proposed to explain the relationship between corporate social responsibility and organizational reputation/brand image, there is a need for further research to identify and understand the specific mechanisms underlying this relationship.

**Moderating variables:** The review suggests that certain factors, such as industry type and company size, may moderate the relationship between corporate social responsibility and organizational reputation/brand image. Future research should investigate these moderating variables and their impact on the relationship.

**Effectiveness of corporate social responsibility initiatives:** The review suggests that sustained and meaningful CSR initiatives are more likely to have a positive impact on organizational reputation and brand image. Future research should investigate the effectiveness of different types of corporate social responsibility initiatives and how they can be optimized to enhance organizational reputation and brand image.

The upcoming studies of corporate social responsibility and organizational reputation/brand image should aim to address these gaps and limitations in the literature to further advance our understanding of this important relationship.

## **Conclusion**

In conclusion, this systematic review highlights the importance of corporate social responsibility in enhancing organizational reputation and brand image. The review has identified a strong positive relationship between corporate social responsibility and organizational reputation/brand image, with empirical studies providing support for this relationship. Theoretical frameworks, such as stakeholder theory, institutional theory, reputation management theory, and image restoration theory, provide a theoretical basis for understanding this relationship.

While there are some limitations and gaps in the literature, the outcomes of this review suggest that companies that engage in meaningful and sustained corporate social responsibility initiatives are more likely to enhance their reputation and brand image. The review has identified several areas for future research, including the need for more precise and standardized measures of corporate social responsibility and organizational reputation/brand image, longitudinal and cross-cultural studies, and a better understanding of the mechanisms underlying the relationship between CSR and organizational reputation/brand image.

The results of this review have significant implications for companies and policymakers, highlighting the importance of corporate social responsibility in building and maintaining a positive organizational reputation and brand image. By investing in meaningful and sustained CSR initiatives, companies can enhance their reputation and brand image, ultimately leading to improved financial performance and stakeholder relationships. In conclusion, a strong reputation and brand image are essential for business success and sustainability, contributing to financial performance, customer loyalty, and talent attraction and retention. As such, companies must prioritize reputation management and demonstrate a strong commitment to ethical and sustainable practices to enhance their reputation and protect brand perception.

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