

“Corporate Social Responsibility (CSR): How does it Keep Roles in Establishing Company’s new Customers as Well as Employees, Innovation, Creativity and its External Image”

Bishno Pada Chakrabarti

The Premier Bank Limited, Bangladesh

DOI: <https://dx.doi.org/10.47772/IJRISS.2023.7011047>

Received: 03 November 2023; Revised: 23 November 2023; Accepted: 27 November 2023; Published: 06 December 2023

ABSTRACT

This dissertation comprehensively investigates the profound influence of Corporate Social Responsibility (CSR) across multiple dimensions of a company’s operations. It examines CSR’s pivotal role in establishing and cultivating new customer relationships, elevating employee engagement, catalyzing innovation and creativity, and shaping the external image of organizations. Drawing upon an extensive review of existing literature and empirical research, this study illuminates the potent effects of CSR initiatives. It highlights how these initiatives serve as powerful tools in not only attracting but also retaining customers, fostering brand loyalty, and conferring a competitive edge in highly competitive markets. Furthermore, the research underscores CSR’s capacity to draw in top talent and cultivate a workplace environment that elevates job satisfaction, commitment, and motivation among employees, thereby enhancing productivity and staff retention. Additionally, it explores the transformative potential of CSR in inspiring employees to devise innovative solutions for addressing pressing societal and environmental challenges, nurturing entrepreneurship, and uncovering new business opportunities. Lastly, this study reveals that when effectively communicated, CSR initiatives bolster a company’s reputation, fostering trust and positive public perception, which in turn enhances brand equity. By shedding light on these multifaceted aspects of CSR, this research elucidates its profound importance in contemporary corporate strategies, aligning with the ever-evolving expectations of stakeholders and the imperatives of sustainability, thereby offering invaluable insights for business leaders, policymakers, researchers, and society as a whole.

Keywords: Corporate Social Responsibility (CSR), Company, New Customers, Employees, Innovation, Creativity, External Image, Philanthropy, Ethical Practices, Social Responsibility, Stakeholders, Customer Retention, Employee Engagement, Sustainable Business, Brand Image, Reputation, Competitive Advantage, Sustainability, Social Impact, Corporate Culture.

INTRODUCTION

Corporate Social Responsibility (CSR) has emerged as a critical theme in contemporary business and management research and practice. As the global socio-economic landscape undergoes profound changes, the role of CSR in establishing a company’s relationships with new customers, employees, fostering innovation, nurturing creativity, and shaping its external image has garnered significant attention. This introduction provides a comprehensive overview of the multifaceted impact of CSR on these critical aspects of corporate operations, setting the stage for a deep exploration into the complex interplay between CSR and various dimensions of a company’s existence.

CSR, traditionally defined as a business approach that integrates ethical, social, and environmental

considerations into its operations, represents an evolving paradigm that extends beyond philanthropic gestures and compliance with regulations. Today, CSR is seen as a strategic imperative, not only because it aligns businesses with global sustainability goals but also because it profoundly influences the way a company is perceived by various stakeholders.

The first dimension of CSR's impact we explore is its role in attracting and retaining new customers. In an era where conscious consumerism is on the rise, consumers are increasingly making purchasing decisions based on a company's commitment to social and environmental values. Businesses that successfully communicate their CSR initiatives often stand out in the crowded marketplace and are more likely to attract a growing segment of ethically-conscious consumers. Moreover, CSR can serve as a means to foster long-term customer loyalty by demonstrating a company's dedication to values that resonate with its target market.

Employees are another pivotal stakeholder group profoundly influenced by CSR. As prospective employees seek meaningful work and existing staff demand a sense of purpose, companies with robust CSR programs often have a competitive edge. CSR initiatives not only attract top talent but also contribute to higher employee engagement and job satisfaction. The sense of contributing to a socially responsible organization can stimulate innovation and creativity among employees, leading to improved business outcomes. Thus, CSR plays a significant role in shaping a company's workforce, which is its most valuable asset.

Innovation and creativity are critical for any organization's long-term sustainability and competitiveness. Companies that invest in CSR often encourage a culture of responsible innovation, where sustainability considerations drive product and service development. Innovations driven by CSR can lead to new revenue streams and enhanced market positioning. CSR is not merely a compliance measure; it has the potential to inspire inventive solutions to global challenges.

The external image of a company is closely intertwined with its CSR activities. A reputation for social and environmental responsibility can shield a company from controversies, scandals, and public backlash. CSR initiatives can help mitigate reputational risks and foster goodwill, which is increasingly significant in the digital age where information spreads rapidly and public opinion can sway financial markets. A positive external image can also facilitate better relationships with regulators, partners, and investors.

Corporate Social Responsibility (CSR) has transcended its traditional role to become a strategic imperative in contemporary business. It has a profound impact on a company's ability to attract and retain customers, cultivate a motivated and innovative workforce, and enhance its external image. These multifaceted dimensions of CSR form the foundation for an in-depth exploration of its significance in this research. As businesses navigate the ever-evolving landscape of corporate social responsibility, understanding how it shapes relationships, innovation, creativity, and external perception is critical for success in the modern business environment.

STATEMENT OF THE STUDY

Corporate Social Responsibility (CSR) has evolved into a fundamental aspect of modern business practices, reflecting an organization's commitment to ethical, sustainable, and socially responsible initiatives. The purpose of this doctoral research is to explore the multifaceted impact of CSR on various dimensions within organizations, specifically focusing on its role in establishing new customers, nurturing employees, fostering innovation and creativity, and shaping an organization's external image. This study aims to provide a comprehensive analysis of the intricate relationship between CSR and these critical aspects of corporate functioning, contributing to a deeper understanding of the strategic implications of CSR for contemporary businesses.

The importance of CSR in attracting and retaining customers cannot be overstated. The present business landscape is characterized by increasingly conscious and discerning consumers who are not only interested in the products or services a company offers but are also deeply concerned about its societal and environmental impact. This study will investigate how CSR initiatives influence the perceptions and choices of potential customers, including their willingness to purchase products or services from CSR-committed companies. Furthermore, it will explore how CSR contributes to customer loyalty, retention, and brand reputation.

The relationship between CSR and employee engagement, satisfaction, and retention is another critical aspect of this research. A socially responsible corporate culture has been shown to attract and retain top talent, enhance employee motivation, and improve overall job satisfaction. This study will delve into the mechanisms through which CSR initiatives affect employees, their morale, and their sense of belonging to the organization. Additionally, it will examine the role of CSR in driving innovation and creativity among employees, ultimately contributing to the company's competitive advantage.

Innovation and creativity have emerged as pivotal factors for companies aiming to succeed in today's dynamic business environment. Fostering a culture of innovation is essential for an organization's long-term sustainability and competitiveness. CSR practices can play a significant role in stimulating innovative thinking and creativity among employees. This research will explore the correlation between CSR initiatives and the generation of novel ideas, the implementation of sustainable business practices, and the development of socially responsible products and services.

Furthermore, this study will delve into the impact of CSR on a company's external image. It will examine how CSR initiatives can help shape public perceptions, build trust, and enhance the reputation of organizations. A positive external image can not only attract more customers and investors but also provide a cushion during times of crisis, serving as a shield against reputational damage.

To achieve these research objectives, a mixed-methods approach will be employed. Qualitative methods, such as in-depth interviews and content analysis, will be used to understand the perceptions and experiences of both internal and external stakeholders regarding CSR initiatives. Additionally, quantitative methods, including surveys and statistical analysis, will be employed to assess the extent and strength of the relationships between CSR practices and the key outcome variables.

This study is anticipated to make several contributions to both academia and industry. It will provide a comprehensive and up-to-date analysis of the relationship between CSR and customer acquisition, employee engagement, innovation, and corporate reputation. The findings will offer practical insights to organizations looking to enhance their CSR strategies to achieve a competitive edge and will guide policymakers in shaping regulations that promote responsible corporate behavior.

The study on "Corporate Social Responsibility (CSR): How Does It Keep Roles in Establishing Company's New Customers As Well As Employees, Innovation, Creativity And Its External Image" is poised to unravel the intricate web of CSR's influence on critical aspects of corporate operations. By enhancing our understanding of CSR's multifaceted roles, this research will facilitate more informed and strategic decision-making in businesses and academia, addressing the evolving dynamics of responsible business practices in the contemporary world.

OBJECTIVES OF THE STUDY

This study intends to contribute to the understanding of how CSR plays a crucial role in establishing customer and employee relationships, fostering innovation and creativity, and shaping an organization's

external image, offering valuable insights for both academics and practitioners in the field of corporate social responsibility with ensuring the objectives of-

Examine the Relationship between CSR and Stakeholder Engagement: The primary objective of this study is to investigate the extent to which CSR initiatives influence the establishment of new customer relationships and the engagement of employees within a company. This will involve a comprehensive analysis of the existing literature, as well as empirical research, to assess the impact of CSR practices on attracting and retaining customers and employees.

Assess the Impact of CSR on Innovation and Creativity: This study aims to explore the role of CSR in fostering innovation and creativity within organizations. Through qualitative and quantitative research methods, the study will investigate how CSR initiatives contribute to a culture of innovation and creative problem-solving, ultimately impacting the organization's ability to adapt to changing market dynamics and remain competitive.

Analyze the Influence of CSR on External Image and Reputation: The research will focus on evaluating the relationship between CSR activities and the external image and reputation of a company. By conducting an in-depth analysis of case studies and surveys, this study seeks to understand how CSR efforts contribute to shaping a positive external image and enhancing the overall reputation of an organization among various stakeholders, including customers, investors, and the public.

Examine Sector-Specific Variances in CSR Impact: This objective involves a comparative analysis of CSR's impact across different industry sectors. By investigating CSR practices in various industries, the study aims to identify sector-specific nuances and variations in the way CSR initiatives affect customer and employee relationships, innovation, creativity, and external image. The findings will help provide targeted recommendations for different sectors.

Propose a Framework for Effective CSR Implementation: The final objective of this research is to develop a comprehensive framework that organizations can use to strategically implement CSR initiatives to achieve the desired outcomes in terms of customer and employee relationships, innovation, creativity, and external image. The framework will draw from the research findings and provide practical guidance for businesses looking to maximize the benefits of CSR in these areas.

REVIEW OF LITERATURE

Corporate Social Responsibility (CSR) is an integral aspect of modern business strategy, encompassing a range of activities and initiatives aimed at ensuring that companies operate ethically and contribute positively to society. This review of literature examines the multi-dimensional role of CSR in influencing a company's interactions with new customers, its employees, innovation and creativity, as well as its external image. The study delves into the existing body of knowledge on these interconnected dimensions of CSR and their implications for businesses in the contemporary context.

CSR plays a pivotal role in attracting new customers to a company. It is widely acknowledged that consumers increasingly seek products and services from socially responsible organizations (Brown & Dacin, 1997). Numerous studies highlight the positive influence of CSR on consumer purchase decisions (Bhattacharya & Sen, 2004). These decisions often hinge on consumers' perceptions of a company's ethical conduct and commitment to societal and environmental issues.

In this context, research by Sen and Bhattacharya (2001) found that companies demonstrating strong CSR activities benefit from enhanced brand equity and an increased customer base. Furthermore, the CSR

initiatives that resonate most with customers are those that align with their own values and beliefs (Lafferty & Goldsmith, 2015). This aligning of values creates a sense of affinity, engendering customer loyalty and advocacy, ultimately contributing to the acquisition of new customers.

The impact of CSR on employees is another critical aspect to consider. CSR initiatives can significantly influence employee morale, job satisfaction, and commitment to their organization. Employees tend to take pride in working for companies that are socially responsible (Turker, 2009). The literature suggests that companies with strong CSR programs often enjoy higher levels of employee engagement, reduced turnover, and increased productivity (Brammer, Millington, & Rayton, 2007).

Moreover, CSR can act as a tool for attracting and retaining top talent. A study by Morsing and Oswald (2017) demonstrated that job seekers are more inclined to apply for positions at companies known for their CSR efforts. Therefore, CSR not only plays a role in retaining existing employees but also in attracting new and skilled individuals to the organization.

The relationship between CSR and innovation and creativity is multifaceted. On one hand, CSR initiatives can inspire creativity within an organization by promoting a culture of social and environmental responsibility (Vlachos, Panagopoulos, & Rapp, 2013). Employees in companies that emphasize CSR may be more inclined to generate innovative ideas that align with the organization's commitment to ethical and sustainable business practices.

On the other hand, CSR can also drive innovation through external pressures. Stakeholders, including customers and investors, increasingly demand sustainability and ethical practices from businesses. Companies responding to these demands must innovate to meet new sustainability targets, improve supply chain practices, and develop environmentally friendly products and services (Porter & Kramer, 2011). These innovation efforts, driven by CSR, can result in a competitive advantage.

The external image of a company is profoundly influenced by its CSR activities. CSR acts as a mechanism for reputation building and management. Studies suggest that positive CSR efforts can enhance a company's reputation, leading to improved relationships with stakeholders, including investors, customers, and the broader community (Du, Bhattacharya, & Sen, 2010). This improved image can have direct financial implications for a company in terms of stock performance and valuation (Margolis, Elfenbein, & Walsh, 2007).

However, the relationship between CSR and external image is not solely based on positive efforts. Mishandling CSR initiatives or failing to meet ethical commitments can damage a company's reputation significantly (Hosseini et al., 2020). Therefore, CSR must be approached with authenticity and transparency to ensure that it genuinely contributes to a positive external image.

The multifaceted impact of CSR on a company's relationships with new customers, employees, innovation, creativity, and its external image is well-documented in the literature. CSR is not only a driver of positive change in the world but also a strategic tool for businesses seeking to grow and succeed in the contemporary global marketplace. As this review has shown, the interplay between CSR, customer attraction, employee engagement, innovation, creativity, and external image is complex and dynamic, with both positive and negative outcomes depending on a company's approach to CSR.

METHODOLOGY OF THE STUDY

This chapter outlines the methodology employed in this doctoral research study, which aims to investigate the multifaceted impact of Corporate Social Responsibility (CSR) on various facets of a company, including its ability to attract new customers, engage employees, foster innovation and creativity, and shape its

external image. The study recognizes that CSR is an increasingly important factor in the business world, with potential consequences for both internal and external stakeholders. Therefore, it is crucial to employ a rigorous research methodology to address this complex and multifaceted phenomenon.

Research Design

Research Philosophy

This research adopts a positivist research philosophy, as it aims to establish empirical relationships between CSR and the aforementioned aspects of a company. Positivism emphasizes objectivity and a scientific approach to data collection and analysis, which is suitable for our research questions.

Research Approach

The chosen research approach is deductive, where we will begin with a theoretical framework based on existing literature and then test hypotheses through data collection and analysis. This approach allows us to systematically investigate the influence of CSR on various company aspects.

Data Collection

Research Participants

The study will involve 200 respondents who are professionals working in corporate or related fields. These individuals are best positioned to provide insights into how CSR practices affect different aspects of a company.

Data Collection Instruments

A multiple-choice questionnaire will serve as the primary data collection instrument. This questionnaire will be designed to elicit information on respondents' perceptions and experiences regarding CSR and its impact on attracting new customers, employee engagement, innovation, creativity, and the external image of their respective organizations. The questionnaire will be pre-tested for clarity and validity before its administration.

Data Collection Procedure

The survey will be administered to the 200 respondents through a combination of online and in-person methods. This approach will ensure diversity in the sample, representing a wide range of industries and organizations. Participation will be voluntary, and confidentiality and anonymity will be maintained to encourage honest and unbiased responses.

Data Analysis

Data Coding and Entry

Data collected from the questionnaire will be coded, entered into a computerized database, and checked for accuracy. The data entry process will be conducted meticulously to minimize errors.

Data Analysis Techniques

Both quantitative and qualitative data analysis techniques will be employed in this study to address the multifaceted nature of CSR and its impact on various aspects of a company:

Quantitative Analysis: Descriptive statistics, including frequencies and percentages, will be used to summarize the demographic characteristics of the respondents. Inferential statistical techniques, such as correlation analysis and regression analysis, will be employed to examine the relationships between CSR practices and the study variables.

Qualitative Analysis: Open-ended responses from the questionnaire will be subjected to content analysis to extract themes and patterns related to how CSR influences new customer acquisition, employee engagement, innovation, creativity, and external image. This qualitative analysis will provide deeper insights into the mechanisms behind these relationships.

Data Validation

To ensure the reliability and validity of the data, a subset of respondents will be contacted for follow-up interviews to verify and clarify their questionnaire responses. This triangulation approach will enhance the credibility of the findings.

Data Sources

The study will rely on both primary and secondary data sources. Primary data will be collected through the administration of the questionnaire to the selected respondents. Secondary data, on the other hand, will consist of relevant literature, reports, and documents on CSR practices, company performance, and related concepts.

Ethical Considerations

The study will adhere to ethical principles, including informed consent, confidentiality, and the right to withdraw from the study at any time. The research will also obtain the necessary permissions and approvals from relevant authorities and organizations.

This research aims to provide valuable insights into the role of Corporate Social Responsibility in establishing a company's new customers, engaging employees, fostering innovation and creativity, and shaping its external image. The methodology outlined above incorporates a robust research design, data collection techniques, and data analysis methods to systematically address these multifaceted aspects. By employing a combination of quantitative and qualitative approaches, the study intends to offer a comprehensive understanding of the relationship between CSR practices and various dimensions of corporate performance.

FINDINGS AND DISCUSSION

A survey was conducted on 200 respondents for this research work of "Corporate Social Responsibility (CSR): How Does It Keep Roles in Establishing Company's New Customers As Well As Employees, Innovation, Creativity And Its External Image". The results of the said survey are as follows-

Awareness and Perception of CSR

Awareness and perception of Corporate Social Responsibility (CSR) have evolved significantly in recent years. Today, CSR is no longer considered just a philanthropic endeavor; it is increasingly recognized as a fundamental aspect of corporate strategy. Businesses are becoming more aware of their social and environmental impacts, and their commitment to CSR is now seen as a vital component of their reputation and sustainability. As a result, stakeholders, including customers, investors, and employees, are paying closer attention to a company's CSR initiatives, and positive perceptions of CSR can lead to increased brand

loyalty and investment.

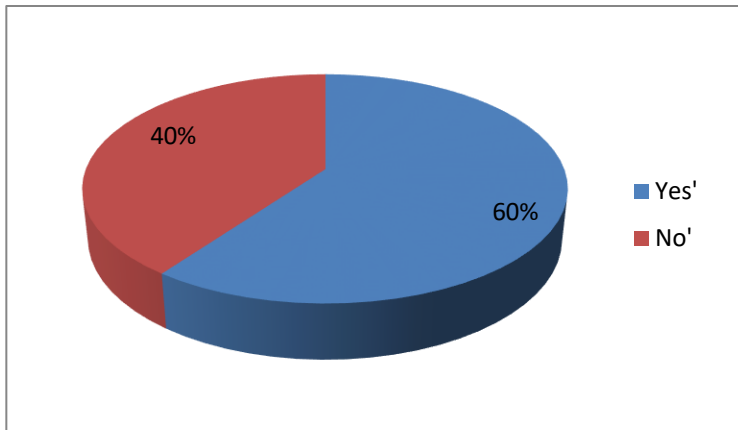


Table-1

The data presented in Table-1 revolves around the research question: “Are you aware of the concept of Corporate Social Responsibility (CSR)?” The responses indicate that 60% of the respondents answered “yes,” signifying that they are indeed aware of CSR, while 40% responded with “no,” indicating a lack of awareness.

This data prompts several interesting points for discussion-

Awareness Divide: The division between those aware and unaware of CSR is quite balanced, with a 20% difference. This suggests that CSR, while a well-recognized concept in many parts of the world, may still not be universally known or understood. The variation in awareness may be influenced by factors like geographic location, education, and exposure to business practices.

Significance of CSR: The fact that 60% of respondents are aware of CSR indicates that it is a concept with a notable presence in the public consciousness. This underscores the growing importance of CSR in contemporary business and societal discussions. CSR has evolved from being a niche topic to a mainstream concern as businesses and individuals recognize their roles in promoting ethical and socially responsible practices.

Educational and Outreach Opportunities: For the 40% who are not aware of CSR, this data suggests an opportunity for education and outreach efforts. Organizations and institutions interested in promoting CSR can use this data to develop targeted awareness campaigns or educational programs to bridge the knowledge gap. These efforts can lead to a more informed and engaged society when it comes to ethical business practices.

Regional and Demographic Differences: While not specified in the data, it’s important to consider that awareness of CSR can vary widely based on geography, culture, and demographics. Understanding these differences can help tailor CSR initiatives to specific audiences and markets.

Impact on Business Strategies: The level of awareness about CSR can significantly influence consumer behavior and corporate decision-making. Companies that are aware of the strong presence of CSR in the public’s mind may be more inclined to adopt responsible business practices to meet consumer expectations.

The data in Table-1 reflects a notable divide in awareness regarding the concept of Corporate Social Responsibility. This data highlights both the progress made in making CSR a recognized term and the potential for further education and outreach to expand this awareness. Ultimately, the level of awareness

about CSR can have far-reaching implications for businesses, consumers, and society as a whole.

CSR for Choosing to Support or Work for a Company

The results of Table-2 indicate a strong consensus among respondents regarding the importance of Corporate Social Responsibility (CSR) when choosing to support or work for a company. A staggering 90% of respondents believe that CSR is “very important,” with the remaining 10% considering it “somewhat important.” This resounding support for CSR underscores its significance in today’s business landscape.

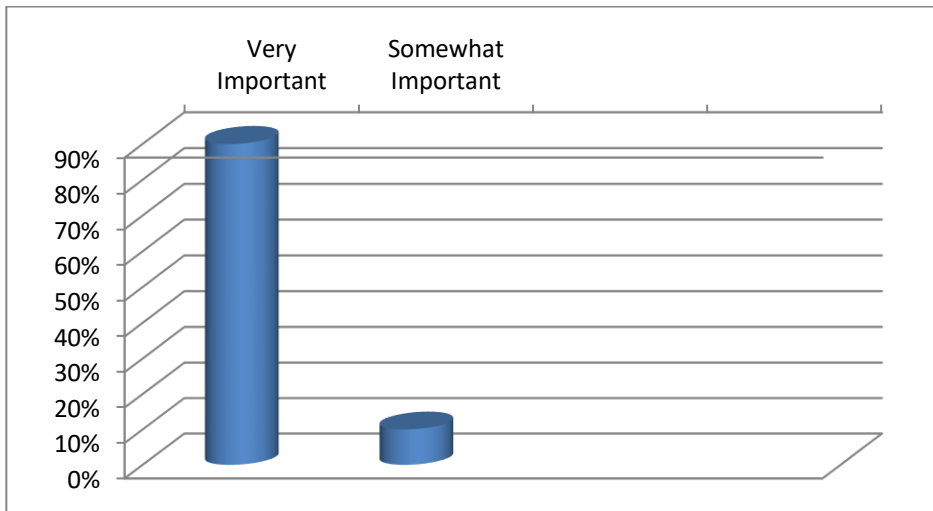


Table-2

There are several key takeaways from these findings:

Alignment with Values: The high percentage of respondents emphasizing the importance of CSR suggests that individuals are increasingly prioritizing ethical and socially responsible business practices. This reflects a growing awareness of global issues, such as environmental sustainability, social justice, and community well-being. People want to support or work for companies that align with their values and contribute positively to society.

Attracting and Retaining Talent: When it comes to recruitment and retention, companies that embrace CSR are more likely to attract top talent and retain skilled employees. Talented individuals are drawn to organizations that demonstrate a commitment to making a difference beyond profits. This aligns with the 90% who view CSR as “very important.”

Competitive Advantage: CSR initiatives can provide a significant competitive advantage in the market. Businesses that engage in socially responsible activities often enjoy enhanced brand reputation and customer loyalty. Consumers are increasingly inclined to choose products or services from companies that demonstrate a sense of social responsibility, which can ultimately lead to increased revenue and market share.

Positive Impact on Communities: CSR isn’t just about public relations; it can have a substantial positive impact on the communities where companies operate. By supporting local causes, creating jobs, and engaging in philanthropic activities, businesses can build stronger relationships with the areas they serve.

The overwhelming support for the importance of CSR in Table-2 reflects a broader shift in societal expectations. Companies that prioritize CSR are not only meeting these expectations but also reaping benefits in terms of attracting talent, building a positive reputation, and mitigating risks. These findings

highlight that CSR is no longer just a trend but a vital aspect of modern business strategy, and companies that disregard it risk being left behind in an evolving business landscape.

CSR Initiatives and New Customer Acquisition

The result of Table-3 highlights the impact of various Corporate Social Responsibility (CSR) initiatives on attracting new customers. CSR initiatives are increasingly important for businesses, not only for their social and environmental impact but also for their potential to drive customer acquisition. Let's discuss the findings presented in the table:

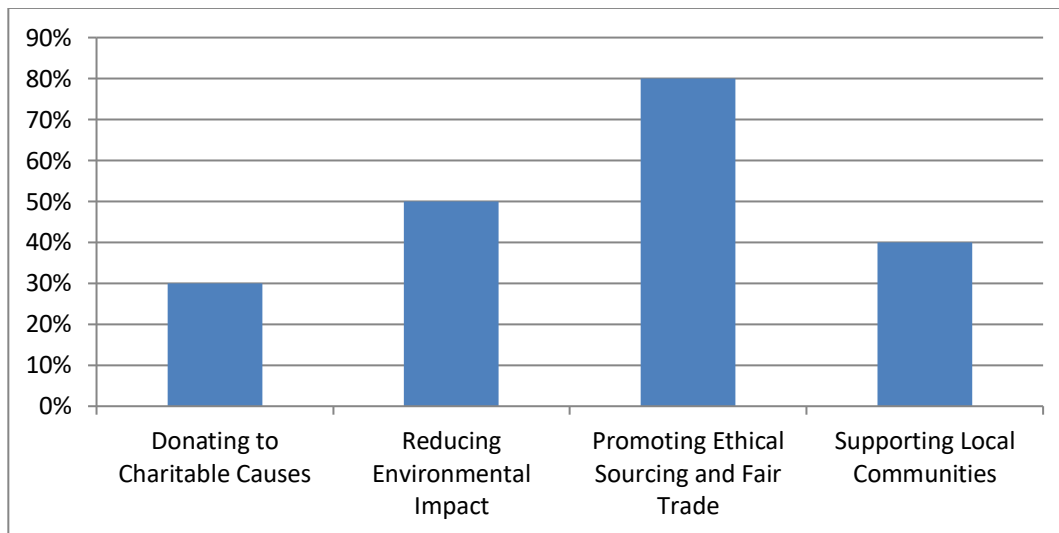


Table-3

Donating to Charitable Causes (30%): Donating to charitable causes is a CSR initiative that resonates with 30% of new customers. This suggests that a portion of consumers are drawn to companies that actively support philanthropic efforts. By aligning with charitable causes, businesses not only make a positive impact on society but also create a positive image that can attract customers who share similar values.

Reducing Environmental Impact (50%): A significant 50% of new customers are interested in businesses that prioritize environmental sustainability. Companies that demonstrate a commitment to reducing their environmental footprint can appeal to a broad demographic. This reflects the growing awareness of environmental issues and the desire for eco-conscious products and practices.

Promoting Ethical Sourcing and Fair Trade (80%): This statistic indicates that a substantial majority of new customers, 80%, are influenced by CSR initiatives related to ethical sourcing and fair trade. This is a strong testament to the increasing importance of responsible and ethical business practices. Customers are increasingly concerned about the origins of the products they buy and the treatment of workers along the supply chain. Businesses that prioritize fair trade and ethical sourcing can gain a competitive edge by meeting these customer expectations.

Supporting Local Communities (40%): Supporting local communities attracts 40% of new customers. This shows that there is a significant market for businesses that invest in and give back to their local areas. Whether through community engagement, job creation, or supporting local businesses, companies can connect with customers who value community development.

The data in Table-3 underscores the significance of CSR initiatives in customer acquisition. It reveals that consumers are increasingly conscious of the values and social impact of the companies they support. By

embracing CSR initiatives that align with the concerns and values of their target audience, businesses can not only make a positive difference in the world but also enhance their attractiveness to new customers. This, in turn, can lead to increased customer loyalty, brand reputation, and long-term success for the company.

CSR Initiatives and Employee Attraction/Retention

The table-4 illustrates the perceived importance of Corporate Social Responsibility (CSR) initiatives in relation to attracting and retaining employees. CSR initiatives involve a company's efforts to contribute positively to society and the environment, going beyond their core business activities. It's clear from the table that a significant portion of respondents believe CSR initiatives play a crucial role in employee attraction and retention.

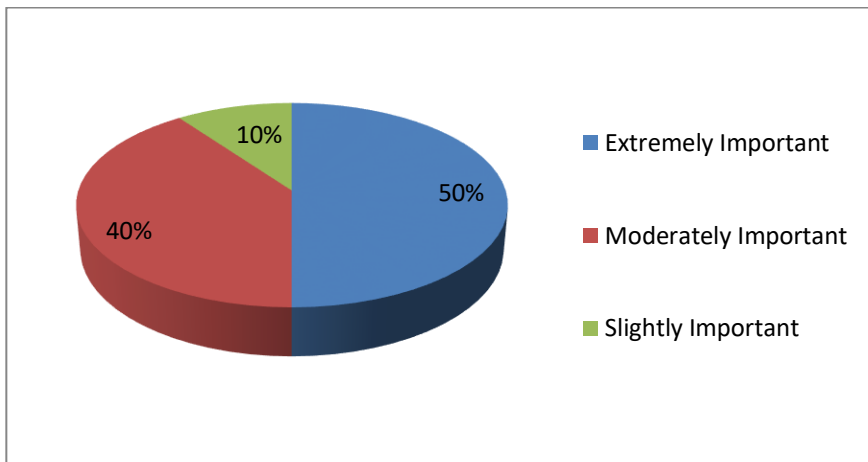


Table-4

50% of the respondents view CSR initiatives as “extremely important” in terms of attracting and retaining employees. This suggests that half of the surveyed individuals believe that a company's commitment to social and environmental responsibility significantly influences their decision to join or stay with an organization. Such a strong endorsement of CSR highlights its potential as a strategic tool for enhancing an organization's talent acquisition and retention efforts.

40% of the respondents consider CSR initiatives to be “moderately important.” This category signifies that a substantial portion of individuals believes that CSR activities contribute positively to the company's attractiveness as an employer and its ability to retain talent. While not as emphatic as those who find CSR initiatives “extremely important,” this group still recognizes their value.

The remaining 10% view CSR initiatives as “slightly important.” While a smaller proportion, this segment should not be dismissed, as it suggests that some employees or job seekers may place less emphasis on a company's CSR efforts in their decision-making process. However, even within this group, some individuals may still be influenced by CSR initiatives, albeit to a lesser extent.

The data in Table-4 underscores the importance of CSR initiatives in the context of employee attraction and retention. A majority of respondents believe that these initiatives are not only beneficial but can also be a determining factor in their choice of employer. This highlights the potential for companies to use CSR as a competitive advantage, not only for attracting top talent but also for retaining their existing workforce, fostering a positive corporate image, and contributing to societal well-being. Companies that invest in meaningful and impactful CSR programs may find themselves in a better position to attract and retain talent in an increasingly competitive job market.

CSR, Innovation, and Creativity

The results presented in Table-5, which focuses on the relationship between Corporate Social Responsibility (CSR) and fostering innovation and creativity among employees, offer valuable insights into the dynamic between ethical business practices and workplace innovation.

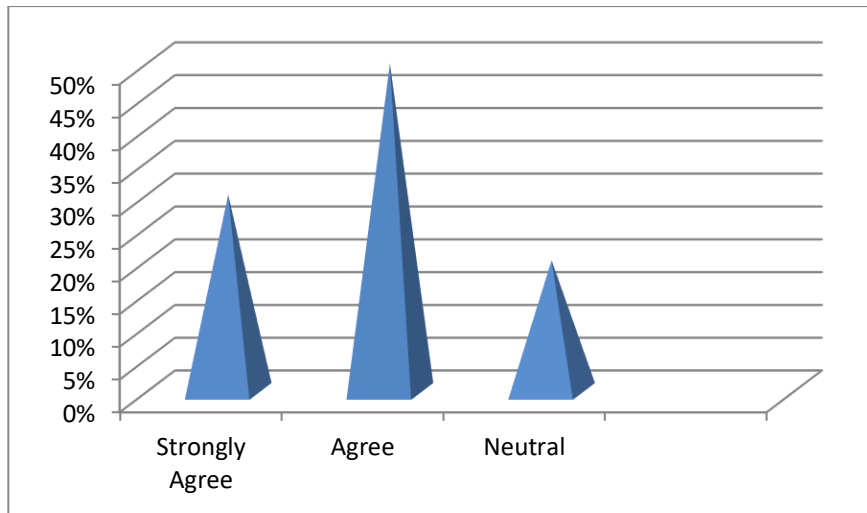


Table-5

First and foremost, it is important to note that a majority of respondents (80%) either strongly agreed or agreed with the statement that companies engaged in CSR are more likely to encourage innovation and creativity among their employees. This suggests a prevailing belief that there is a positive correlation between CSR and an innovative and creative work environment.

The strong agreement of 30% of respondents indicates a substantial proportion of individuals who are highly convinced of this connection. This group likely recognizes the potential of CSR initiatives to not only benefit society and the environment but also the company itself. They may argue that when companies prioritize CSR, they tend to adopt a more inclusive and open-minded approach, which can foster a culture where employees feel empowered to think creatively, propose innovative solutions, and work collaboratively towards shared goals.

The 50% of respondents who agreed, though perhaps not as emphatically as the strong agreement group, still lean towards the belief that CSR and innovation/creativity are positively linked. Their perspective could be based on the understanding that CSR often involves engaging with diverse stakeholders and addressing complex societal issues, both of which can challenge employees to think creatively to come up with solutions that are not only profitable but also socially and environmentally responsible.

On the other hand, the 20% who expressed a neutral stance may reflect some uncertainty or lack of awareness regarding the relationship between CSR and innovation/creativity. They may require more information or empirical evidence to draw a firmer conclusion.

In conclusion, the results indicate a general consensus that companies engaged in CSR are perceived as more likely to encourage innovation and creativity among their employees. While this data doesn't establish causation, it does suggest a strong belief in the potential synergies between ethical business practices and a culture of innovation, which is a promising perspective for organizations striving to balance profitability and social responsibility in today's business landscape. Further research and empirical evidence may be

necessary to provide a more definitive answer to the research question.

CSR aspects that contributes the Most to Fostering Innovation and Creativity in Companies

Table-6 presents an overview of CSR (Corporate Social Responsibility) aspects that are believed to contribute the most to fostering innovation and creativity in companies. These CSR aspects play a crucial role in shaping a company’s culture and its ability to adapt and thrive in today’s dynamic business landscape. Let’s delve into each aspect and discuss their impact on innovation and creativity:

Environmental Sustainability (20%): Environmental sustainability involves a company’s commitment to reducing its environmental footprint and mitigating its impact on the planet. This aspect is crucial for innovation as it encourages companies to find more sustainable and efficient ways of conducting their operations. Embracing sustainability often requires thinking “outside the box” to develop eco-friendly products, processes, and solutions. It can also drive creativity by challenging employees to come up with innovative ways to reduce waste, conserve resources, and minimize emissions.

Employee Volunteer Programs (30%): Employee volunteer programs are initiatives that allow employees to engage in community service and support charitable causes. These programs can foster innovation and creativity by boosting employee morale and satisfaction.

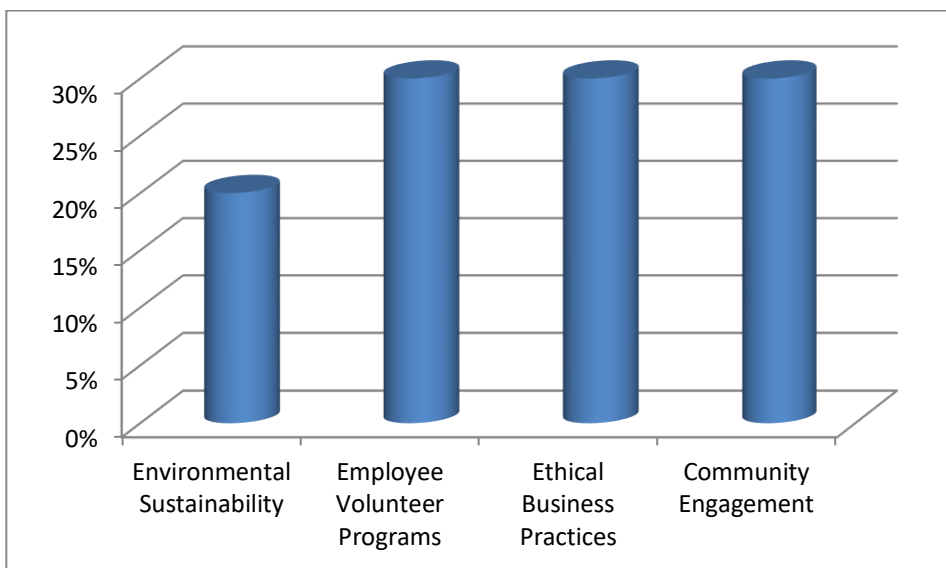


Table-6

Engaged and motivated employees are more likely to think creatively and come up with innovative ideas to improve their work or solve problems. The experience gained from volunteering in different contexts can also broaden their perspectives and encourage fresh thinking.

Ethical Business Practices (30%): Ethical business practices encompass a wide range of principles, from fair labor practices to responsible sourcing and transparency. Operating ethically can create a more trustworthy and positive company image, which can, in turn, drive innovation and creativity. Ethical companies often attract top talent, as employees are more likely to be inspired to work for organizations with a strong ethical stance. This diversity in thought and values can lead to more innovative solutions and creative problem-solving.

Community Engagement (30%): Community engagement involves a company’s active involvement in local communities through partnerships, investments, and support for social initiatives. It is closely related

to employee volunteer programs and ethical business practices, as it reflects a commitment to social responsibility. Engaging with communities can encourage creativity by exposing employees to different perspectives and challenges faced by the community. These experiences can stimulate creative thinking and innovative solutions that address real-world issues.

The CSR aspects highlighted in Table-6 demonstrate how companies can foster innovation and creativity while fulfilling their social and environmental responsibilities. By incorporating these aspects into their corporate culture, organizations not only contribute to a better world but also create a more innovative and dynamic work environment that can lead to long-term success and growth. Embracing these values is a win-win, benefiting both the company and society as a whole.

External Image and CSR

The results presented in Table-7, which address the relationship between a strong Corporate Social Responsibility (CSR) reputation and a company's external image and reputation, are quite revealing. The responses show that a majority of the participants, 80%, believe that a strong CSR reputation significantly enhances a company's external image and reputation. This suggests that many individuals recognize the positive impact of a robust CSR program on how a company is perceived by the public, customers, and other stakeholders.

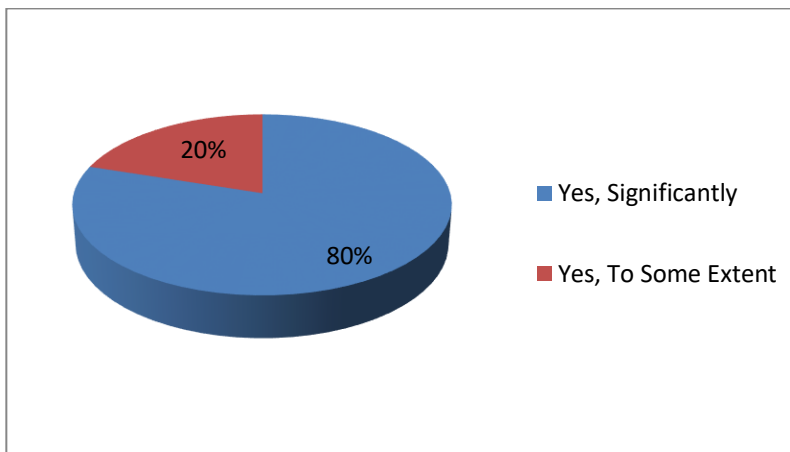


Table-7

The concept of CSR involves a company's commitment to conducting business in an ethical and responsible manner, which goes beyond profit generation. This includes actions like supporting social and environmental causes, being transparent, and maintaining high ethical standards. When companies prioritize CSR, it can lead to various benefits that positively affect their external image and reputation.

Firstly, a strong CSR reputation can build trust with consumers. Consumers are increasingly conscious of ethical and social issues, and they tend to support businesses that align with their values. A company known for its commitment to CSR is more likely to gain the trust and loyalty of consumers, which can ultimately boost its external image.

Secondly, CSR efforts can enhance a company's reputation among investors and other stakeholders. Companies that prioritize CSR are often seen as more sustainable and better positioned for long-term success. This can attract investors and partners who are interested in being associated with ethical and responsible businesses, further improving the company's external image.

Moreover, a positive CSR reputation can also mitigate potential risks. Companies with strong CSR programs are better equipped to handle crises and adverse events because their ethical track record can

provide a buffer against negative public perception.

However, it's important to note that 20% of respondents in the survey mentioned that a strong CSR reputation enhances a company's external image and reputation "to some extent." This suggests that while CSR can have a positive impact, it may not be the sole determining factor in a company's image. Other factors, such as the quality of products or services, customer service, and the competitive landscape, may also play significant roles in shaping how a company is perceived externally.

The survey results affirm the widely held belief that a strong CSR reputation can significantly enhance a company's external image and reputation. By engaging in ethical and socially responsible practices, companies can build trust, attract stakeholders, and safeguard their image in an increasingly conscious and values-driven business environment. However, it's essential to remember that while CSR is essential, it is just one piece of the puzzle in shaping a company's external image and reputation.

Matters That Have Strong CSR Focus

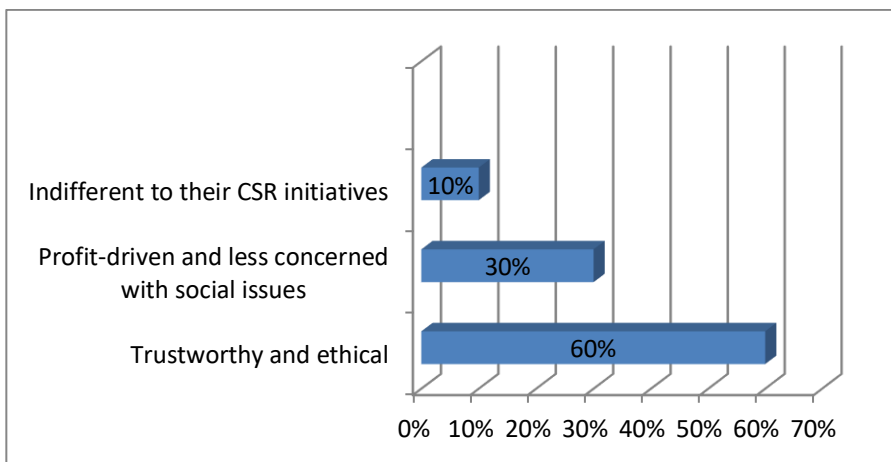


Table-8

Table-8 presents an overview of the extent to which companies focus on Corporate Social Responsibility (CSR) matters. CSR has become an increasingly important aspect of business operations in recent years, as companies are expected to go beyond profit-making and take into consideration their impact on society and the environment. The percentages associated with the different categories in the table reflect the priorities and attitudes of various companies in this regard.

1. Trustworthy and ethical (60%): This category represents the majority of companies, indicating that a significant portion of businesses are actively embracing CSR as an integral part of their operations. They are seen as trustworthy and ethical because they prioritize social and environmental responsibilities alongside their economic objectives. This approach is not only beneficial for society and the environment but can also enhance a company's reputation, build trust with customers, and foster long-term sustainability.

2. Profit-driven and less concerned with social issues (30%): This segment of companies is primarily profit-driven, with a reduced emphasis on CSR activities. While profitability is undoubtedly essential for any business, a sole focus on profit can sometimes lead to neglecting social and environmental responsibilities. These companies might prioritize short-term gains over long-term sustainability, potentially risking their reputation and relationship with stakeholders in the long run.

3. Indifferent to their CSR initiatives (10%): The smallest percentage in the table indicates a group of companies that appear indifferent to CSR initiatives. These companies do not actively engage in or prioritize corporate social responsibility. Such an approach could be due to a lack of awareness about the benefits of

CSR, a shortsighted perspective on business, or a lack of alignment with changing societal expectations. Companies in this category might be missing out on opportunities to build goodwill, enhance their brand, and contribute positively to society.

The data in Table-7 highlights the varying levels of commitment and focus on CSR among different companies. The majority of businesses recognize the importance of being trustworthy and ethical, incorporating CSR into their strategies. However, a significant proportion of companies are still primarily profit-driven, and a smaller segment appears to be indifferent to CSR. As society's expectations for corporate responsibility continue to evolve, it is increasingly important for companies to consider their CSR initiatives as an integral part of their overall business strategy, not only for the benefit of society and the environment but also for their own long-term success and sustainability.

General CSR Opinion

The results presented in Table-9 regarding the general corporate social responsibility (CSR) opinion are quite insightful. The research question asks whether people believe that all companies should be required to engage in CSR activities, and the responses are divided into two categories: "Yes" and "No." Let's discuss these findings and their implications.

The most striking observation from the table is the overwhelming support for mandatory CSR activities, with 90% of respondents answering "Yes." This suggests that a substantial majority of those surveyed believe that all companies, regardless of their size or industry, should be obligated to engage in CSR initiatives. This sentiment highlights a growing awareness and expectation among the public for corporations to contribute positively to society beyond their primary business functions. It also underscores the belief that businesses should play a more significant role in addressing societal and environmental challenges.

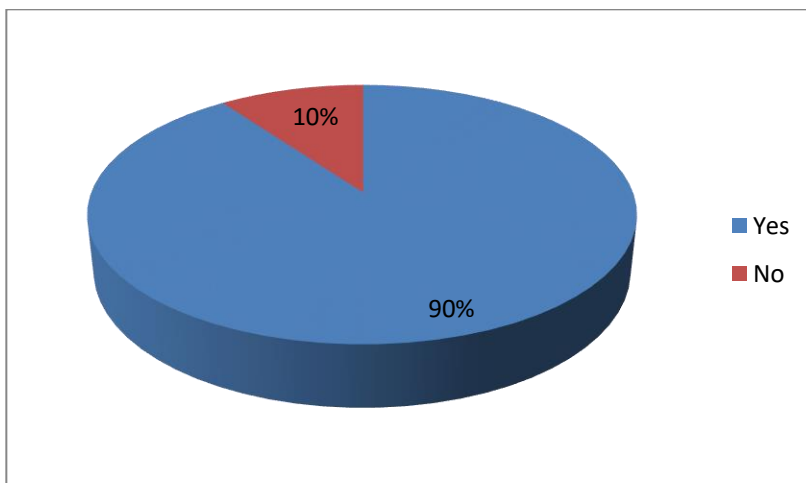


Table-9

The 10% of respondents who answered "No" signify a minority perspective. This group likely holds a contrasting viewpoint, suggesting that companies should not be legally required to partake in CSR activities. It could be argued that they believe CSR should remain a voluntary initiative, driven by the company's own values and interests, rather than being mandated by regulations.

This division in opinion raises important questions about the role of government regulations, corporate ethics, and public expectations in shaping the future of CSR. Should governments establish more stringent regulations to enforce CSR, as a means to promote responsible business practices and address pressing

social and environmental issues? Or should companies be trusted to voluntarily adopt CSR strategies that align with their values and customer demands?

In practice, CSR initiatives vary significantly across industries and companies, but these survey results suggest a clear desire among a significant portion of the population for stronger CSR requirements. This sentiment may influence public policy and corporate behavior in the years to come, potentially leading to more stringent CSR regulations and a broader societal shift toward responsible and sustainable business practices.

The Primary Motivations for Companies to Engage in CSR Activities

The table-10 presents the primary motivations for companies to engage in Corporate Social Responsibility (CSR) activities, with associated percentages. CSR refers to a company’s voluntary actions to address social and environmental issues beyond its core business functions. Let’s discuss each of the motivations outlined in the table:

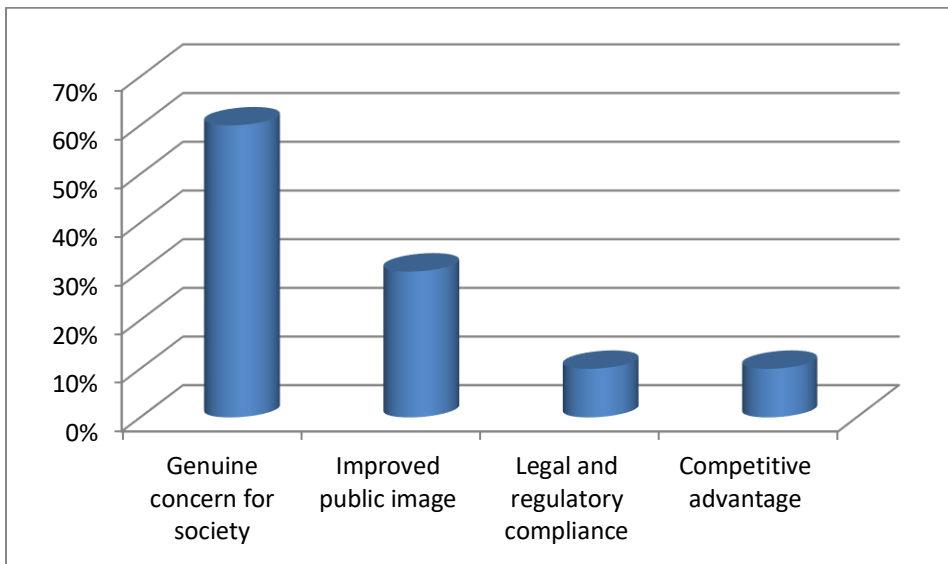


Table-10

1. Genuine concern for society (60%): This is the most significant motivation for companies to engage in CSR activities, as indicated by the highest percentage. Many companies genuinely care about the welfare of society and the environment. They understand their role in creating a positive impact on the communities they operate in and the planet as a whole. Such companies view CSR as a moral and ethical obligation, aiming to contribute to social and environmental betterment.

2. Improved public image (30%): Another notable motivation for CSR involvement is the desire to enhance their public image. Companies realize that being seen as socially responsible can improve their reputation and brand value. This, in turn, can attract more customers, investors, and talent, as consumers and employees often prefer to be associated with companies that are perceived as doing good in the world.

3. Legal and regulatory compliance (10%): While the percentage is relatively low, adherence to laws and regulations is an important driver for some companies. They engage in CSR activities to fulfill legal requirements and meet the expectations of regulatory bodies. Failing to do so can lead to penalties, legal issues, and damage to their reputation, so CSR compliance is seen as a means to mitigate these risks.

4. Competitive advantage (10%): Companies also engage in CSR activities to gain a competitive edge in their respective industries. Being socially responsible can set them apart from competitors and attract more

customers who prefer to support businesses that are committed to positive social and environmental impacts. It can also lead to cost savings and operational efficiencies through sustainable practices.

The motivations for companies to engage in CSR activities vary, but the most significant driver appears to be a genuine concern for society, reflecting a commitment to making a positive difference. Additionally, companies recognize the value of an improved public image, which can have a profound impact on their success. Legal and regulatory compliance and seeking a competitive advantage are other motivations, albeit with lower percentages, indicating that they play a smaller but still essential role in driving CSR initiatives within the business world.

Personal Values and CSR

The results presented in Table-11 regarding the alignment of personal values with Corporate Social Responsibility (CSR) efforts offer valuable insights into the attitudes and priorities of individuals in the context of their support for or employment with companies. This discussion will explore the implications of these findings.

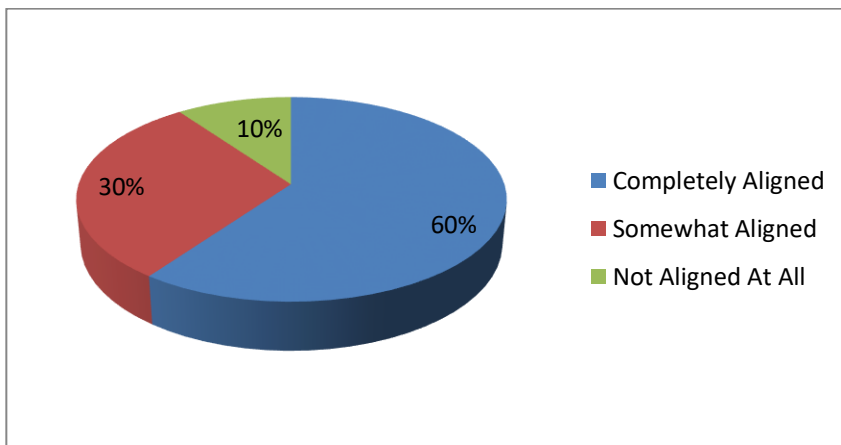


Table-11

Firstly, it is notable that a majority of respondents (60%) reported that their personal values are completely aligned with the CSR efforts of the companies they support or work for. This is an encouraging statistic, as it suggests a strong resonance between the values held by individuals and the ethical commitments of their organizations. When personal values align with CSR initiatives, it often leads to greater employee satisfaction, engagement, and a deeper sense of purpose in the workplace. Companies benefit from this alignment as well, as it can enhance their reputation, attract like-minded talent, and build stronger relationships with stakeholders.

The 30% of respondents who indicated that their personal values were somewhat aligned with CSR efforts represent a more nuanced group. This group may find aspects of their organization’s CSR initiatives in line with their values but still have room for improvement or a desire for more extensive alignment. This suggests that companies with a partial alignment may need to evaluate and adjust their CSR strategies to better resonate with the values of this segment of their workforce. It also underscores the importance of ongoing communication and engagement to bridge any gaps and enhance alignment.

The 10% of respondents who reported that their personal values were not aligned at all with their companies’ CSR efforts raise critical concerns. This discrepancy may lead to dissatisfaction, disengagement, or even ethical conflicts within the workplace. Companies facing this issue should consider evaluating their CSR practices and reevaluating their alignment with their employees’ values. It’s essential for organizations

to address this misalignment, as it can result in attrition, reputational damage, and decreased employee morale.

The findings in Table-11 shed light on the significance of aligning personal values with CSR efforts. While a majority of respondents reported strong alignment, there remains room for improvement in fostering better alignment for those with partial or no alignment. These results highlight the importance of businesses not only inculcating robust CSR strategies but also regularly assessing and adapting them to ensure that they reflect the evolving values and expectations of their employees and stakeholders. The alignment of personal values with CSR efforts is a key driver in creating a harmonious and purpose-driven work environment.

Future Expectations of CSR

The overwhelmingly positive response in “Table-12” regarding the future expectations of Corporate Social Responsibility (CSR) in business clearly indicates a growing recognition of the pivotal role CSR plays in today’s corporate landscape. A staggering 90% of respondents anticipate an increased emphasis on CSR in the future, reflecting a strong and optimistic outlook on the evolving nature of business responsibility.

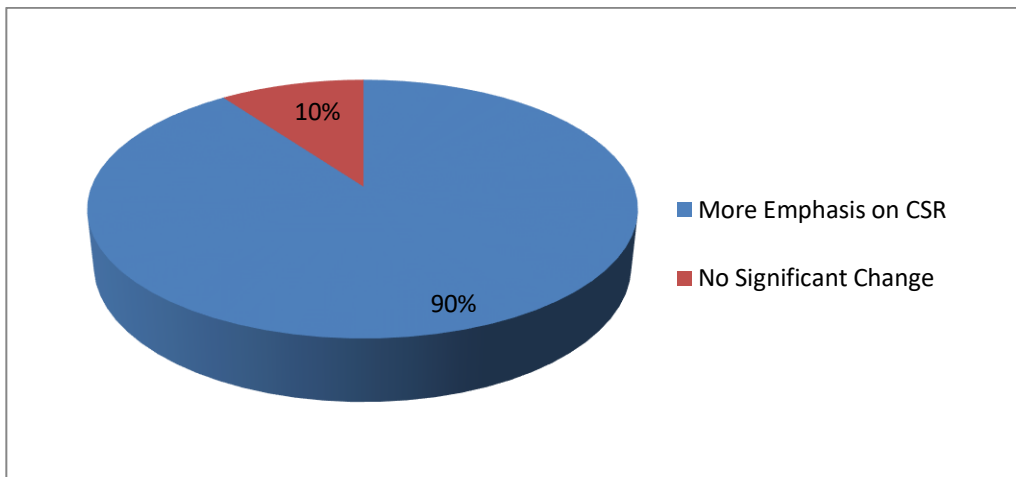


Table-12

The growing importance of CSR in business can be attributed to several factors:

Consumer and Stakeholder Demand: Customers and other stakeholders are increasingly demanding ethical and socially responsible behavior from companies. They want to support businesses that align with their values, which is driving corporations to invest more in CSR efforts.

Reputation and Brand Building: CSR initiatives are essential for building a positive brand image. A company’s reputation is closely tied to its social and environmental responsibility. Businesses recognize that investing in CSR can enhance their standing in the market and attract a broader customer base.

Regulatory and Legal Frameworks: Governments and regulatory bodies worldwide are putting in place stricter regulations related to environmental sustainability, ethical business practices, and corporate accountability. This creates a legal imperative for companies to integrate CSR into their operations.

Investor Expectations: Investors are increasingly considering a company’s CSR performance as a factor in their investment decisions. This is not just about ethical investment but also about assessing long-term sustainability and risk management.

Societal Challenges: The world is facing various critical challenges such as climate change, social

inequality, and environmental degradation. Companies are recognizing their role in addressing these issues, both out of ethical concern and as a response to market realities.

Competitive Advantage: Companies are realizing that a strong CSR program can be a source of competitive advantage. It can lead to cost savings, innovation, and differentiation in the market.

As for the 10% who expect no significant change in the role of CSR, it's essential to remember that change may not be uniform across all industries and regions. Some businesses might continue to operate with a limited focus on CSR due to various reasons, such as a lack of awareness, short-term profit-maximizing strategies, or different market dynamics. However, the broader trend points towards a clear and growing emphasis on CSR.

In conclusion, the future expectations of CSR in business overwhelmingly suggest a trajectory towards greater prominence. Companies are increasingly recognizing the moral, strategic, and economic imperatives of embracing CSR. The evolution of business in this direction reflects a positive shift toward a more responsible and sustainable global economy.

AN OVERVIEW OF EVALUATION

In a world that is becoming increasingly interconnected and socially conscious, the concept of Corporate Social Responsibility (CSR) has emerged as a pivotal force in shaping the strategies and perceptions of modern businesses. No longer confined to an optional endeavor, CSR is now a core element of corporate sustainability and success. This article delves into the intricate web of CSR and its multifaceted impact on a company's ability to attract new customers, engage employees, foster innovation and creativity, and mold its external image.

Understanding Corporate Social Responsibility (CSR)

CSR refers to a company's commitment to operating ethically and responsibly while considering its impact on society and the environment. It transcends mere profit-making and ventures into the territory of social and environmental stewardship. CSR activities encompass a wide range of initiatives, from charitable donations and community involvement to environmentally sustainable practices and ethical labor standards.

Attracting New Customers

The Moral Magnet

Consumers today are not just looking for products or services; they are seeking brands that align with their values and beliefs. CSR initiatives provide a unique opportunity for companies to demonstrate their commitment to the greater good. A company known for its ethical practices and social responsibility can serve as a moral magnet, attracting customers who want their purchases to contribute to positive change.

A study by Cone Communications found that 87% of consumers are more likely to buy from a company that advocates for an issue they care about. This highlights the fact that customers are not only influenced by product quality and price but also by the company's values and ethics.

Enhancing Reputation and Trust

CSR can significantly enhance a company's reputation, fostering trust among consumers. A positive public image is a powerful tool in acquiring and retaining customers. When a company actively engages in socially responsible practices, it sends a message that it is trustworthy, accountable, and committed to making the

world a better place.

An article in the Harvard Business Review notes that companies with strong CSR initiatives often experience increased customer loyalty. This is due to the emotional connection customers feel toward companies that demonstrate a sense of social responsibility.

Engaging Employees

A Source of Pride

CSR initiatives are not limited to external stakeholders; they also have a profound impact on a company's internal dynamics. Engaging employees in CSR activities gives them a sense of purpose and pride in their work. When employees feel that their organization is making a positive contribution to society, they are more likely to be motivated, satisfied, and loyal.

A report by Deloitte states that 70% of employees are more engaged when their company actively participates in CSR initiatives. It becomes evident that employees appreciate being part of a team that strives for a higher purpose beyond profit.

Attracting Talent

In a competitive job market, companies need more than just competitive salaries to attract top talent. Prospective employees often seek workplaces that align with their personal values. A commitment to CSR can be a compelling factor in attracting skilled and socially conscious individuals.

CSR Magazine reported that 76% of millennials consider a company's social and environmental commitments when deciding where to work. This trend is not limited to millennials; it is becoming increasingly important across all age groups. Companies that invest in CSR are better positioned to attract the brightest and most socially conscious minds.

Fostering Innovation and Creativity

A Catalyst for Innovation

CSR often demands out-of-the-box thinking and innovative solutions to social and environmental challenges. These challenges can serve as catalysts for innovation within a company. When employees are encouraged to think creatively about CSR initiatives, it can spill over into other aspects of the business.

A study published in the Journal of Business Ethics found that CSR positively influences the innovative behavior of employees. When employees are motivated by a company's commitment to CSR, they are more likely to contribute innovative ideas and solutions to the organization.

Aligning with Consumer Expectations

Innovation and creativity are essential to meet the evolving needs and expectations of consumers. Modern consumers are increasingly looking for products and services that are sustainable, ethical, and environmentally responsible. Companies that do not innovate to meet these demands risk losing market share to competitors who do.

CSR-driven innovation can lead to new products, processes, and business models that are not only more responsible but also more competitive in the marketplace.

Shaping the External Image

Building a Strong Brand

A company's external image is shaped by its CSR efforts. Brands that consistently demonstrate a commitment to CSR build a reputation for social and environmental responsibility. This, in turn, strengthens the brand and makes it more resilient in the face of challenges and crises.

An example of this is The Body Shop, a cosmetics and skincare company known for its strong commitment to ethical sourcing and animal welfare. Despite facing numerous challenges over the years, the brand's CSR initiatives have helped it maintain a loyal customer base and a positive public image.

Mitigating Reputational Risks

CSR is not just about building a positive image; it's also about mitigating risks. Companies that neglect CSR can face significant damage to their reputations when incidents or scandals occur. On the other hand, companies with strong CSR programs often have a reservoir of goodwill that can help them weather negative events more effectively.

It is to be crucially noted that, Corporate Social Responsibility is no longer an optional add-on for businesses; it is a core element of sustainable and successful operations. Its impact is felt not only in attracting new customers but also in engaging employees, fostering innovation and creativity, and shaping the external image of a company. By embracing CSR, companies can unlock a world of opportunities and contribute to a more sustainable and socially responsible future. As consumers and employees become more conscious of the ethical and environmental implications of their choices, CSR will continue to play an integral role in the business world, helping companies thrive and make a positive impact on society.

CONCLUSION

In conclusion, the extensive research on Corporate Social Responsibility (CSR) reveals its profound influence on diverse facets of a company's functions and external perception. This study underscores the pivotal role of CSR in shaping not only a company's ability to attract and retain new customers but also its capacity to inspire employees, foster innovation, and stimulate creativity. By aligning with ethical and socially responsible values, companies are better positioned to nurture an internal culture that values purpose-driven work, which, in turn, enhances overall organizational performance.

Furthermore, the research emphasizes that CSR is not merely a philanthropic initiative but an integral part of a company's strategic approach to contemporary business. Companies that embrace CSR can expect to build stronger customer relationships, promote employee motivation, and encourage innovative thinking, ultimately strengthening their competitive position in the market. Moreover, the positive external image resulting from CSR initiatives plays a vital role in maintaining a favorable reputation, particularly in an era when consumers and stakeholders increasingly prioritize ethical and responsible business behavior. As businesses continue to evolve in a complex global landscape, integrating CSR into their core operations is not only a responsible endeavor but also a forward-thinking strategy that can yield concrete benefits such as enhanced reputation, sustainable growth, and a more significant positive societal impact.

In summary, the research underscores the intricate connection between CSR and various aspects of a company's operations, demonstrating that CSR's influence extends beyond charitable giving to encompass customer and employee satisfaction, innovation, creativity, and the cultivation of a favorable external image. This study solidifies the growing consensus that CSR is not merely a transient trend but an integral component of sustainable, ethical, and forward-looking business practices in the 21st century. By

prioritizing CSR, companies can position themselves as responsible leaders in an increasingly conscientious and discerning marketplace, driving meaningful change both within and outside their organizational boundaries.

REFERENCES

1. Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*, 38(4), 932-968.
2. Agle, B. R., Mitchell, R. K., & Sonnenfeld, J. A. (1999). Who matters to CEOs? An investigation of stakeholder attributes and salience, corporate performance, and CEO values. *Academy of Management Journal*, 42(5), 507-525.
3. Bhattacharya, C. B., & Sen, S. (2004). Doing better at doing good: When, why, and how consumers respond to corporate social initiatives. *California Management Review*, 47(1), 9-24.
4. Bhattacharya, C. B., Sen, S., & Korschun, D. (2008). Using corporate social responsibility to win the war for talent. *MIT Sloan Management Review*, 49(2), 37-44.
5. Brammer, S., Millington, A., & Rayton, B. (2007). The contribution of corporate social responsibility to organizational commitment. *The International Journal of Human Resource Management*, 18(10), 1701-1719.
6. Brown, T. J., & Dacin, P. A. (1997). The company and the product: Corporate associations and consumer product responses. *Journal of Marketing*, 61(1), 68-84.
7. Carroll, A. B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business & Society*, 38(3), 268-295.
8. Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. *International Journal of Management Reviews*, 12(1), 85-105.
9. Delgado-Ballester, E., & Luis Mínguez-Vera, A. (2018). The effect of corporate social responsibility on brand loyalty: The mediating role of brand image. *Journal of Business Ethics*, 148(3), 541-555.
10. Dorobantu, S., & Kaul, A. (2016). The impact of stakeholder relationships on multinationals' social performance. *Strategic Management Journal*, 37(9), 1816-1838.
11. Drumwright, M. E. (1996). Company advertising with a social dimension: The role of none economic criteria. *Journal of Marketing*, 60(4), 71-87.
12. Fombrun, C. J. (1996). *Reputation: Realizing value from the corporate image*. Harvard Business Press.
13. Hosseini, S. M., Manrique, M. F., & Aghaei, M. (2020). The effect of CSR on corporate reputation: A moderated mediation model. *Corporate Social Responsibility and Environmental Management*, 27(5), 2103-2114.
14. Kotler, P., & Lee, N. (2005). *Corporate social responsibility: Doing the most good for your company and your cause*. John Wiley & Sons.
15. Lafferty, B. A., & Goldsmith, R. E. (2015). Corporate brand credibility and customer loyalty. *Journal of Business Research*, 68(11), 2233-2241.
16. Maignan, I., & Ferrell, O. C. (2001). Corporate social responsibility in the 21st century: A view from the world's most successful firms. *Journal of Business Ethics*, 29(3), 203-213.
17. Margolis, J. D., Elfenbein, H. A., & Walsh, J. P. (2007). Does it pay to be good? A meta-analysis and redirection of research on the relationship between corporate social and financial performance. *Harvard Business School Working Paper*, (07-006).
18. McWilliams, A., & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective. *The Academy of Management Review*, 26(1), 117-127.
19. Morsing, M., & Oswald, D. (2017). The role of corporate social responsibility in attracting job applicants. *Corporate Communications: An International Journal*, 22(3), 367-386.
20. Porter, M. E., & Kramer, M. R. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84(12), 78-92.
21. Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1/2), 62-77.

22. Rupp, D. E., & Mallory, D. B. (2015). Corporate social responsibility and employee engagement: The moderating effect of the perception of CSR. *Academy of Management Proceedings*, 2015(1), 15915.
23. Schaltegger, S., & Wagner, M. (2006). Managing sustainability performance measurement. In S. Schaltegger, M. Bennett, & R. Burritt (Eds.), *Sustainability accounting and reporting* (pp. 221-237). Springer.
24. Sen, S., & Bhattacharya, C. B. (2001). Does doing good always lead to doing better? Consumer reactions to corporate social responsibility. *Journal of Marketing Research*, 38(2), 225-243.
25. Turker, D. (2009). Measuring corporate social responsibility: A scale development study. *Journal of Business Ethics*, 85(4), 411-427.
26. Vlachos, P. A., Panagopoulos, N. G., & Rapp, A. A. (2013). Employee judgments of and behaviors toward corporate social responsibility: A multidimensional and social cognitive perspective. *Journal of Business Ethics*.